



5 Cyclone Air Cadet Squadron Sponsor Committee Charter

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Background

Air Cadets have been a large and active group within the Ottawa area for many years. With the growth of Ottawa and its surrounding areas, a new Air Cadet Squadron, 5 Cyclone, was created in 2005 and serves the Russell and surrounding district. One of the greatest assets to any squadron and one that will help ensure its future success is its parents¹ and the support of the local community.

How Can You Help?

The great success achieved by the Canadian cadet organizations over the years is the result of co-operation between the Canadian Forces and various civilian partners. To run a successful cadet squadron, the Commanding Officer (CO) requires the support of a dynamic and resourceful Sponsoring Committee (SC) consisting of parents and local community support that are willing to spend a few hours a year lending a hand in support of the squadron's activities. The roles and responsibilities of a SC are outlined in detail in the documents supplied by the Cadet League, and are listed at the end of this document.

There are many ways by which you can help in this support. Depending on your availability, you may decide to join the SC, or simply volunteer a few hours once in a while during various cadet activities. Examples of this include but are not limited to the various outings and events that take place throughout the year. The most successful cadet squadrons across Canada can count on the constant and dynamic support of their SC. The following are a few examples of activities where the support of the SC will make a difference.

- Join the Sponsoring Committee and
 - help/supervise during fund-raising activities;
 - help during recruiting activities; or
 - run a SC sponsored event.
- Perform "kitchen duties" during cadet weekend activities so that staff can focus their attention on training the cadets;
- Liaison and/or provide support during scheduled outings. (Be the extra hands/eyes for the officers);
- Volunteer professional support in your field of expertise where required; or
- Become a voluntary assistant with the administration or supply departments.

Also – and this is very important – you can help by supporting the squadron staff in their decisions. The Sponsor Committee is **not** part of the squadron's administration or training system. It is important that the SC understands and supports the squadron's decisions at all times. Past experiences at other squadrons has shown that when a SC gets involved in the squadron's administration, problems arise. Attached to this document, as Annex A is an excellent excerpt from the Cadence magazine on how parent committee's are an untapped resource.

¹ **Note: The term "parent" will be used exclusively throughout this document but refers to the parent or legal guardian of a cadet.**



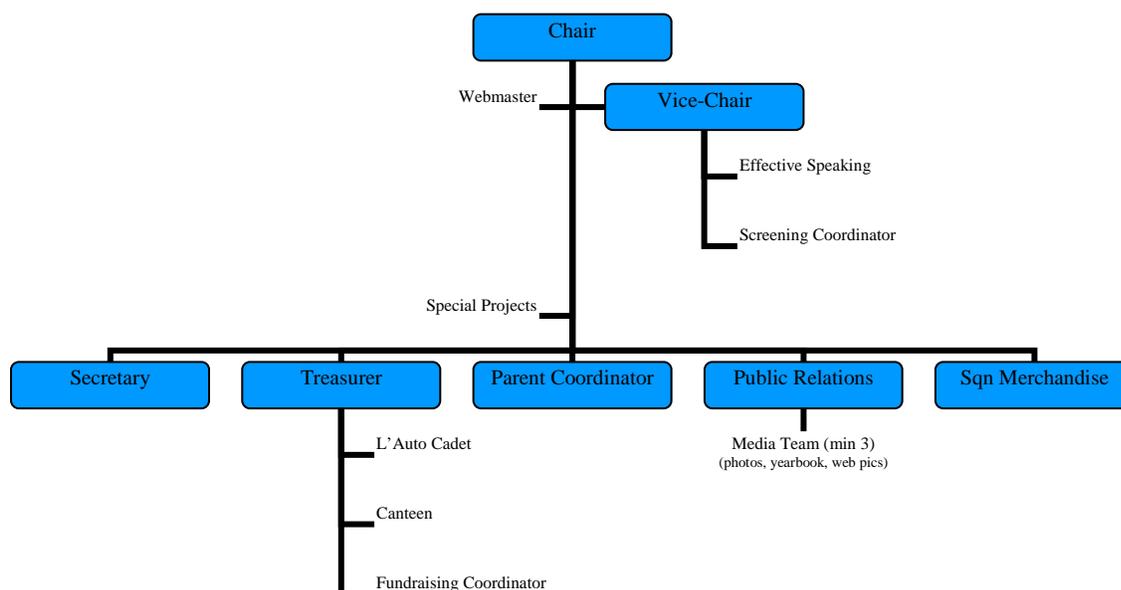
The Structure of the Sponsor Committee (SC)

First, it must be clear what the difference is between a Parent Committee (PC), a Parent Sponsoring Committee (PSC) and a Sponsor Committee. Simply put, a PC would consist of a group of parents who help out by supporting the official sponsor of the Squadron. A PSC would be the same group of parents structured into a formal organization as the official sponsor. Finally a SC would in effect be the same as the PSC except that it would permit the inclusion of members beyond the bounds of “parent”.

The original official sponsor for 5 Cyclone Air Cadet Squadron during its first two years was the Russell Legion, Branch 372. The sponsor is responsible for all fundraising and facilities issues for the squadron and during this time, the parent committee functioned solely as a support group to the sponsor supplying help when requested. For 5 Cyclone, the sponsor was in effect a corporate sponsor so the duties and responsibilities of the sponsor were delegated to the Parent Committee.

With the continued growth of the Squadron over its first two years and the excellent success of the Parent Committee, it was decided in Aug 2007 to change the sponsorship of the Squadron from the Russell Legion, Branch 372 to the 5 Cyclone Sponsor Committee. The move to an SC instead of a PSC was chosen in order to permit inclusion of members other than just parents of active and former cadets. The new organization structure now permits former staff (alumni) and other interested parties to now be fully active members of the committee including being able to hold executive positions. During the first two years of the Squadron, it has been discovered that many non-parent members of the community want to be involved in the Squadron and this new organization will permit this.

The structure of the 5 Cyclone Sponsor Committee executives will be as follows:





The SC will normally meet once a month on the first parade night of the month (normally the first training night of each month) unless special events require additional meetings for organizational purposes. The selection of a meeting time will be decided at the start of each training year but should be selected so that it will not interfere with the cadet training evening since it is expected that the Squadron staff representative will attend the SC meetings.

The Membership of the Sponsor Committee (SC)

The SC will be comprised of four distinct groups within the committee. These groups include the following:

- Regular Members
- Executive Members
- Sub-Executive Members

Note: all members of the SC will be required to undergo a security screening prior to becoming a member at any of the levels.

Regular Members

Regular members of the SC will be made up of all interested individuals who wish to help support the Squadron. This group will include (but not limited to) parents of active cadets of the squadron, parents of former cadets, local community and business representatives, and interested individuals from the local community. Every parent of an active cadet is automatically a regular member of the SC. Each regular member has the right to vote for executive positions and all items requiring a vote throughout the training year.

Executive Members

Executive members of the committee will include the following:

- Chair,
- Vice-chair,
- Treasurer,
- Secretary,
- Public Relations,
- Parent Coordinator, and
- Squadron Merchandise Coordinator.

The voting members (regular members) of the SC will elect members to the executive committee. Persons eligible to hold these positions must be regular members of the SC. Each of the executive member positions will be filled through a voting process held near the end of the squadron's training year (May/June) and the positions will normally be held for a period of one (1) to two (2) years.



The exception to this is the chair position. Due to the nature of the work required for the chair position, normal progression will be used and the vice-chair will move up to the chair position after the present chair has completed his/her term. This will ensure that the new chair will have had some time to “learn” the job prior to taking over. If there is no vice-chair available to take over the chair position or the vice-chair does not accept the position, the committee will then hold a vote to decide if they wish to extend the present chair for one additional year or to open the vote to all regular members.

Normally, a member will only stay on the executive for a maximum of two (2) consecutive terms before spending a minimum of one term as a regular member before re-applying for an executive position. In the case of not having new members for a position, the committee can hold a vote to permit extending an executive member for an additional term.

Each executive member holds a right to vote except for the SC chair, who is expected to withhold his/her vote in case a tiebreaker is required.

Sub-Executive Members

There are several sub-executive positions within the structure of the SC. These positions fall under different executive members. The following are the sub-executive roles in the SC:

Reporting to the Chair:

- WebMaster
- Special Projects

Reporting to the Vice-Chair:

- Effective Speaking
- Screening Coordinator

Reporting to the Treasurer:

- L'Auto Cadet
- Canteen
- Fundraising

Reporting to the Public Relations coordinator:

- Media Team

Each of these sub-executive positions is responsible to communicate all their requirements through their respective section. The roles of these positions are included in the roles outlined below for the executive members.



Executive Roles & Responsibilities

The roles and responsibilities of the SC are outlined in detail in the documents supplied by the Cadet League, and are listed at the end of this document. The following are some of the roles and responsibilities for each of the executive members of the SC. Overall roles and responsibilities for the SC will be covered in the next section.

The Chair will:

- liaison directly with the Squadron Commanding Officer (CO);
- liaison with the facilities management personnel (School reps);
- conduct all SC meetings;
- liaison with other committee members as required;
- ensure that all SC responsibilities are carried out fully;
- be authorized as one of the two SC executive members with cheque signing authority;
- coordinate the Squadron website updates and hosting;
- direct all other executive members and sub-executive members in their duties;
- liaison directly/indirectly with external entities (business, political, other Cadet Leagues, etc.); and
- participate in all activities outlined in the responsibility sharing guide.

The Vice-Chair will:

- perform the duties of chair in the absence of the chair person;
- will be responsible for coordinating the effective speaking training and local competition;
- perform and/or over sees the duties assigned by the Chair; and
- will coordinate the screening process activities for the committee.

The Secretary will:

- ensure that an accurate record of all meeting minutes and records of decisions is kept and distributed to all members in a timely manner;
- distribute copies of all minutes and records of decisions to the CO and Sponsor;
- prepare and distribute meeting agendas;
- prepare all letters of appreciation and similar correspondence for the chair's signature; and
- be responsible for booking meeting facilities for SC meetings.

The Treasurer will:

- keep an accurate and current record of all financial transactions using standard accounting practices;
- be authorized as one of the two Executive Members with cheque signing authority;



- be responsible for the L'Auto Cadet ticket coordination (the L'Auto Cadet coordinator will report to the Treasurer);
- be responsible for the canteen profits (the Canteen Coordinator will report to the Treasurer);
- will coordinate all financial procedures with fundraising organizers; and
- be responsible for the completion of the yearly financial report (ACC-9) to the Air Cadet League.

The Parent Coordinator will:

- be the direct liaison between the cadet parents and the SC;
- coordinate lists of parent volunteers for such items as transportation and fund raising;
- be responsible for obtaining quotes from transportation companies when required for cadet activities;
- be responsible to ensure adequate numbers of volunteers for events; and
- obtain text/direction on weekly messages issued by the CO.

The Public Relations coordinator will:

- be responsible for recruiting activities and advertising;
- manage the media team activities and ensure appropriate media coverage (photos, videos) of all cadet events.
- coordinate with local newspapers for publishing articles and obtaining coverage of major events;
- coordinate with municipal event coordinators requesting cadet involvement; and
- coordinate with municipal authorities for booking special event facilities.

The Squadron Merchandise Coordinator will:

- be responsible for coordinating all purchases and deliveries of cadet clothing;
- maintain the clothing order form;
- liaison with the parents regarding any clothing issue;
- escalate unresolved issues to the chair/vice-chair; and
- ensure updates to order forms are posted on the web site via the Squadron webmaster.

SC Roles & Responsibilities

The SC will have many roles and responsibilities that will increase over time. Many of these roles are standard items needed from a SC in order to help the squadron function. The following is an abbreviated list of some of the roles and responsibilities expected of the 5 Cyclone SC:

- Assist in cadet recruiting activities
- Assisting and arranging cadet recreational activities
- Providing for and/or arranging transportation, when needed



- Fundraising
- Cadet canteen
- Providing assistance where needed/requested

Many other activities will occur where the SC will be involved. It is anticipated that the Squadron CO will request SC involvement, assistance or lead on several different events throughout the training year.

It is very important to remember that, in general, the SC will **NOT** be involved in any of the following items:

- Squadron staffing (except for oversight by a SC representative)
- Cadet promotions (except for oversight by a SC representative)
- Squadron administration
- Squadron discipline

Except for those items listed under executive roles and responsibilities, the SC liaison with the Squadron CO is the Chair or Vice-Chair.

Conclusion

A squadron's success requires strong support from its sponsoring committee. The time spent volunteering at a squadron is an investment in our youth, our children. The cadet program strives to encourage our youth to become active responsible members of the community while gaining valuable life experience and work skills. We, as parents and volunteers, can help ensure the success of the program and hopefully help our youth in making a continued and valuable contribution to society.



Reference Documents

Annex A – excerpt from Cadence Magazine, Fall 2002 Edition

Annex B - Responsibilities of a Sponsoring Committee (1 page abbreviated, no date)

Annex C - Sponsoring Committee Meeting Procedures and Format (no date)

Annex D - Registration & Screening Procedures Squadron Sponsoring Committee (SSC) Members (rev. 2004)

Annex E - Air Cadet Movement Squadron Responsibilities Sharing Guide (21 Aug 2003)



Annex A – From Cadence Magazine, Fall 2002 Edition

Parents' committees: an untapped resource?

By Capt Liza-Ann Halfyard

The success of a cadet unit relies on a varied and active training program that is challenging, interesting and well organized. "Varied" implies many different activities that appeal to cadets' broad interests. "Active" dictates frequent activities that will keep them involved in the programs they like.

To offer a well-organized, challenging and interesting program you need resources! I found the best results come from getting snippets of help from varied sources: skilled community members, businesses, interested parents, spouses of staff, affiliated members, sponsor members, community groups, my sister...basically whomever I could get.

One factor instrumental in turning our corps from a struggling unit of 20 into a thriving unit of 90 cadets was the support and dedication of our parents' committee!

Previously, I was vaguely apprehensive about parents' committees. I envisioned nosy, opinionated parents who felt that little Johnny could do no wrong and would question our policies and decisions at every turn. I can't pinpoint the root of my bias but it was probably a result of inexperience and ignorance.

To my pleasure, I discovered a group of highly dedicated, professionally organized and hard working individuals who helped fund the optional programs that helped our corps to blossom.

At their first meeting, the elected president went over a pamphlet, created by the Newfoundland Area CIC officer, detailing the suggested organization and function of a parents' committee. She laid down the law, so to speak, by stating that they were a supporting body who had no jurisdiction over policy or training.

In my four years with the unit, the support has been just amazing. I have seen the committee:

- organize and prepare special receptions;
- cook for up to 200 people;
- car pool cadets;
- loan equipment to the corps for training activities;
- assist with training;
- canvass the community for donations;
- raise thousands of dollars to purchase sports gear, a new corps flag, ceremonial clothing, camping equipment, radios, marksmanship equipment, biathlon equipment, team clothing and other minor miscellaneous items;
- carry out positive public relations by recruiting new members and helping to educate new parents about the corps; and
- execute a parent call-out list above the senior non-commissioned officer phone list to contact cadets on urgent matters such as a last-minute storm cancellation.



To start a parents' committee, send out a letter early in the year and publish a notice in your first corps newsletter calling for interested parents. The parents who hang around the back of the armoury watching evening parades or who show up for civic functions are generally the ones who would love to help and are just waiting for you to ask. It's likely that you won't have a large group and you have to screen every volunteer.

In your first meeting you elect a president, vice-president, secretary and treasurer. As commanding officer, I made myself the liaison so we could make plans quickly.

The committee generally meets once a month and tries to do three or four major fund-raising activities a year depending on training schedule demands. They can also be called on for a variety of tasks.

The parents' committee has been a crucial component of our team and has taken the burden of fund-raising off corps staff. That burden lifted, we can concentrate on what we do best...training cadets!

Capt Halfyard is the commanding officer of 2590 (Herdman) Army Cadet Corps in Corner Brook,



Annex B – Responsibilities of a Sponsoring Committee

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

- Assisting in recruiting suitable persons to be cadets in their squadron;
- Making recommendations through their Provincial Committee to the appropriate Regional Commander regarding the appointment, promotion, transfer or release of CIC officers for their cadet squadron;
- ***Assisting in recruiting suitable candidates for replacement officers and for positions as civilian instructors or volunteers;***
- Inviting suitable persons to be members of the Sponsoring Committee;
- Liaison with other cadet unit Sponsoring Committees;
- Providing appropriate accommodation for their squadron's training, administration and stores when the CF does not provide it.
- 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; and providing such other facilities or assistance as may be mutually agreed between the Sponsors, the Sponsoring Committee, and the CF.



Annex C - Sponsoring Committee Meeting Procedures and Format

Procedures

1. The Sponsoring Committee shall be made up of the following positions.
Chairperson, Vice Chairperson, Treasurer, Secretary, and Six Directors.
2. Director positions:
Squadron Accommodations, Sponsorships, Fundraising, Public & Community Relations, Special Events, Annual Events.
Inter Squadron Relations, Parent Information and Liaison.
3. Committee directors shall set-up sub committees to help with their responsibilities but only the Committee member will attend and vote at the Sponsoring Committee meeting.
4. The Committee Chairperson cannot propose or second a committee motion.
5. A quorum will be 50% of members plus one.
6. No motions can be passed with less than 50% plus one.
7. Only Sponsoring Committee members may vote on money expenditures
All money motions made by the committee will be recorded signed and numbered in the Sponsoring Committee motion book as well as in the meeting minutes. The motion book will be the responsibility of the Committee Treasurer.
8. The Squadron Commanding Officer may be invited to share information with the committee members but shall not be a member of the committee and will not have voting privileges.
9. A cadet representative may be present but shall not be a member of the committee and shall not have voting privileges.
10. Should a committee member not attend three consecutive committee meetings with out committee approval for a leave of absence he/she will be considered no longer a member in good standing and will be asked to resign from the Sponsoring Committee.
11. The Committee Chairperson will hold the position for a term of two years. The term may be extended on a yearly basis with approval of the committee.

Committee Members Responsibilities

Chairperson;

Liaison with the Commanding Officer and implement Air Cadet League policies. Chair regular Sponsoring Committee meetings. Co-ordinate committee financial, public relations, and fundraising activities. Work with the Commanding Officer to prepare a yearly Budget for the Squadron. Work with the Commanding Officer in the selection of cadets for Regional and National Camps.

Represent the Committee at Squadron, Community and League events.

Deputy Chairperson.

To work with the Chairperson in the implementation of league policy. To work with the Chairperson and Commanding Officer on long term Squadron projects. To deputize in the absence of the Chairperson.

Secretary

Prepare and distribute the committee meeting minutes. Update and distribute committee information. Organize and store all committee and league documents. Prepare and respond to committee correspondence.

Prepare such forms as may be requested by the League or Department of Defense.

Treasurer

Maintain the financial records of the Squadron and Committee. Prepare monthly financial statements. Work with the Chairperson and Commanding Officer in the preparation of the yearly budget and monitor.



Prepare and present a year-end financial statement. Prepare and submit to the League at the end of each year a completed AAC9 form. Prepare and submit the Revenue Canada Charity Report Form.
Control all invoices and payments.
Report Directly to Committee Chair

Squadron Accommodations

Take the necessary steps within the community to find premises, which shall meet the Squadron needs. Assume responsibility for signing documents with owners, paying costs linked to the use of the premises.

Sponsorships

Obtain direct and continuing funding for the Squadron from, Service Clubs, Business and other interested parties. Prepare regular business mail outs, with organized follow up. Establish Squadron awareness amongst the business and service club community. To prepare a yearly forecast on projected Sponsorship income.

Fundraising,

Organize and implement the Squadron fundraising events. Investigate and plan new squadron fundraising opportunities. To work with and include parent volunteers in fundraising events. To prepare a yearly forecast on projected Squadron fundraising income.

Public & Community Relations,

To work with the local news media to promote the Squadron and Cadets. Work with the Commanding Officer in the recruiting of young people into the Squadron. To provide League and Squadron information to the local community and to promote the Air cadet League.

Special Events,

Work with the Commanding Officer in the preparation and organization of in house social Squadron events. Investigate and organize social opportunities for the Squadron. Organize and promote the Air Cadet League Effective Speaking program

Annual Events.

Work with the Chairperson and Commanding Officer on the organization and implementation of Squadron Mess Dinner and Annual Parade.

Inter Squadron Relations,

Liaison with the other Ottawa Valley Squadrons on Intersquadron sport, social and fundraising events. Investigate, organize and promote new inter Squadron opportunities.

Parent Information and Liaison.

Maintain and implement the parent volunteer database. Operate and maintain the parent information line. Prepare for approval the bi-yearly Committee news and information letter.



Sponsoring Committee Meeting Format

1. The Sponsoring Committee Meeting will be held the second Wednesday of each month.
2. A committee meeting may be called for extraordinary reasons other than the regular monthly meeting.
3. Meetings will commence sharp at 7.00 pm and terminate at 9.00pm.
4. Any member not able to attend must notify the committee secretary.
5. All committee members will be given time at the end of the regular business meeting to voice any concerns or suggestions they may have.
6. Whenever possible the meeting will be held in a non-public area i.e. class room or staff room.
7. The Chairman will issue the agenda one week prior to the meeting.
8. Additions to the agenda must be received the Monday before the meeting.
9. Any additions received later will be held over to the next committee meeting.
10. Minutes are to be sent to the Chairman for revisions and or corrections.
11. The committee minutes are to be issued by the committee secretary no later than 10 days preceding the meeting.



Annex D – Registration & Screening Procedures, Squadron Sponsoring Committee (SSC) Members

The following outlines the suggested procedures for registering / screening potential SSC members.

DOCUMENTATION

Download a copy of the Volunteer Registration Form from the Air Cadet League (ACL), Quebec & Ottawa Valley Provincial Committee website www.cadets-air.qc.ca. Ask the candidates to read the PREAMBLE and complete the first two (2) pages of the form, up to “SIGNATURE OF VOLUNTEER”. SSC member may assist the candidate with any questions.

INTERVIEW

Only registered / screened SSC members may conduct interviews with candidates. The chairperson and any other SSC member (not related to the candidate) may conduct the interview. Candidates for the position of chairperson or treasurer must be interviewed by the Regional Coordinator or Squadron Advisor.

The interview board is to verify that all boxes on the form have been completed.

ANNEX – B Candidate Interview Form is completed during the interview. Brief points are written in the NOTES section. Forms with inappropriate responses (convictions) should not be forwarded to the League office.

Following the interview these points should be reviewed with the candidate.

PREAMBLE – Screening is done to protect our cadets. On occasion the candidate may be asked to temporarily supervise cadets during fundraising events, or when transporting cadets, etc.

CONFLICT ISSUES – Problems with military staff or cadets are to be directed to the chairperson for corrective action with the Commanding Officer (CO). Immediate action may be taken if the issue involves the safety of an individual. If an officer has a problem with a SSC member, the officer should be directed to the CO for corrective action with the chairperson; and vice versa.

RESPECT – Due to the roles and responsibilities of SSC members, protocol requires cadets to address all adults by their family name, Mr. or Mrs. or by Sir/Madame. SSC members pay the same respect to all officers and cadets, **while in uniform or not** when at any cadet activity. Cadets are addressed by their rank and last name (For example Sergeant Smith). This includes SSC members or volunteers whose children may be Air Cadets.

SCREENING - The screening process is valid for 5 years. The SSC must keep track of when to update the screening of members. SSC members must renew their commitment and registration each September by completing the **CPQ 0102** form. The ACL provides membership cards to each registered member.

INSURANCE – Each registered / screened SSC member is covered by the ACL insurance when on cadet activities.

COURSES – Each year the ACL offers basic training courses to new members. New SSC chairpersons are required to take the course. New SSC members are encouraged to take the course.

REFERENCE VERIFICATION

ANNEX – C Candidate Reference Check is to be completed by a member of the interview board when verifying the references.

RESULTS OF THE REFERENCE VERIFICATION

The interview board completes this section on page 3 indicating the position the candidate will hold, and the Chairperson’s approval on page 4.

CANDIDATE’S NOMINATION

At the next SSC meeting, the candidate is nominated and voted in as a regular voting member.



ACL NOTIFICATION

The candidates' registration / screening package is forwarded to the league office requesting the squadron's file be updated and a membership card issued for the new member.

Registration/screening procedures (rev. 2004)



Annex E - Air Cadet Movement Squadron Responsibilities Sharing Guide (21 Aug 2003)

1086-1 (CO RCSU Eastern) 21

August 2003 Distribution List

AIR CADET MOVEMENT SQUADRON RESPONSIBILITIES SHARING GUIDE

1. From the time they were formed, Air Cadet Squadrons depended on the work of many volunteers to ensure replacement and survival. Their contribution to the Movement remains an essential part of its existence and development. Whether these volunteers chose to work as Military or Civilians, all share in the desire to further the training and welfare of the cadets for whom they are responsible.
2. This task requires a close collaboration between military and civilian contributors, based on mutual respect and trust, backed by good communication.
3. As an aid to your work with youth, enclosed is a guide designed for you and directed towards the following aims:
 - a. to identify common needs for squadrons;
 - b. spell out and share responsibilities between civilian and military;
 - c. encourage a better comprehension of the role of each contributor so that healthy and harmonious relationships between military and civilians is established; and
 - d. establish methods promoting greater efficiency in accomplishing work and using available human resources rationally.
4. This guide does not pretend to impose pre-established forms of relationship between military and civilians but rather to propose an efficient and motivating form of collaboration. Thus it should not be read and applied slavishly, without looking for better solutions, but should be followed with an open mind, in the light of existing circumstances. The document should be read from cover to cover so that everyone, be they military or civilian, is aware of the work to be accomplished.
5. Obviously, local constraints and other sound reasons may prevent some squadrons from following these principles to the letter. Even the best of directives cannot replace the common will of the Sponsoring Committee and Squadron staff members working in concert with and with mutual trust for the good of the Squadron and its members. Thus we propose that as soon as you receive this document, you hold a special meeting and study it together, establishing amongst yourselves, both military and civilian members,



those details that are pertinent to your local situation; including any other subject which this document does not cover.

6. With the sincere wish that your relationships will match the harmonious aims of the Air Cadet Movement.

TO LEARN, TO SERVE, TO ADVANCE

Original signed by

Marcel Chevarie
Lieutenant-Colonel
Commanding Officer

Regional Cadet Support Unit Eastern

Chairman of the Air Cadet League of Canada

Provincial Committee for Quebec and the Ottawa Valley

Original signed by

Edmond Lanthier

Enclosure: Guide for Sharing Squadron Responsibilities

Distribution List

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Squadron Commanding Officers	100

Information

Air Cadet League of Canada (QPC) / Chairman	30
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RCSU Eastern 10 SSO Air Ops 1 Mtl Det OC 40 Que Det OC 30 CO RCIS Eastern	40
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AIR CADETS

GUIDE FOR SHARING

SQUADRON RESPONSIBILITIES



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CHAPTER I

SHARING OF GENERAL RESPONSIBILITIES



CHAPTER I

SHARING OF GENERAL RESPONSIBILITIES

- References:
-
- A. National Defence Act, Section 43
 - B. CFOO 1.0.1 - Canadian Cadet Organizations
 - C. Air Cadet League of Canada, policy and administrative procedures
 - D. QR (Cadets)
 - E. Cadet Administrative and Training Orders (CATO)
 - F. Eastern Region Cadet Orders (ERCO)
 - G. Guide Administrative Policies and Methods (QPC)
 - H. Constitution and Rules of the Air Cadet League of Canada and the Quebec and Outaouais Valley provincial Committee (QPC)

SPONSORING COMMITTEE

1. Individuals (civilian) working within cadet squadron committees should be identifiable as should the titles or terms used to describe them:

a. **Sponsor** (French - "Garant"):

designates an organization or social club (Optimists, Lions, etc) that has undertaken to sponsor a cadet squadron, among its other activities. Normally, one or more members of the organization are assigned to maintain contact with Squadron.

b. **Sponsoring Committee** (French - "Comité des répondants"):

designates a group of individuals making up a committee whose aim, essentially, is to see to the needs of a cadet squadron. This committee usually comprises an indeterminate proportion of parents, businessmen, former cadets, etc. A Sponsoring Committee could form such a committee from amongst its members, so as to better provide for the Squadron's needs.

2. **The term "Sponsoring Committee"** as used in this document, designates the group of civilians working within the committee in a squadron.

3. **The Sponsoring Committee aims** to represent the Air Cadet Movement within the local community, to ensure indispensable local support for squadron needs, to provide support and make any arrangements necessary for squadron activities.

4. **All members of the Sponsoring Committee** are jointly committed to the aims, objectives and responsibilities of the committee.



5. **The Sponsoring Committee members** will ensure, that the sharing of tasks and responsibilities between Committee and squadron personnel is respected, and that no direct involvement of an illegitimate nature is undertaken.

6. **The Sponsoring Committee** shall ensure, together with the commanding officer, that all activities accessible to the cadets will be of benefit to cadets while respecting the spirit of the Movement.

7. **The Sponsoring Committee main responsibilities are as follows:**

- a. publicize the aims of the squadron within the community, while seeking support for those activities;
- b. provide squadron with suitable quarters for administration and training so that squadron administration and training programme can be carried out;
- c. ensure that necessary funds are available for squadron needs and organize fund-raising campaigns;
- d. manage funds raised for squadron benefit;
- e. as required, take necessary steps to obtain adequate premises for optional activities;
- f. with the support of the commanding officer, organize recruiting aimed at enrolling new cadets as well as new members for the Sponsoring Committee and squadron personnel (military and civilian instructors) when required;
- g. maintain good relationships with the squadron personnel members;
- h. take steps to organize optional activities schedule; and
- i. ensure that cadets are evaluated and treated fairly.



SQUADRON PERSONNEL

8. Squadron military personnel are under the commanding officer's authority. Military personnel may be drawn from the following sources:

- a. CIC officers belonging to the Reserve and forming part of the squadron establishment as authorized by DND Headquarters;
- b. civilian instructors; filling vacant positions in the squadron establishment;
- c. specialized instructors covering specific fields of instruction; and
- d. volunteers who are involved in helping the squadron operate efficiently and well.

9. **The commanding officer and his personnel** are tasked by DND, through the Regional Cadet Support Unit (Eastern) (RCSU Eastern), to put in place and carry out the Air Cadet training programme, to maintain the various pertinent management tools, to ensure that various standards are respected and put to proper use the material provided by the department and the resources provided to the Squadron.

10. **The commanding officer's main responsibilities are:**

- a. to ensure that the compulsory training and mandatory complementary training programme are followed;
- b. to organize complementary training and optional activities to the programme;
- c. provide a schedule for special activities;
- d. see to the administration of the squadron and its personnel;
- e. manage and control material provided by DND;
- f. organize and supervise work for the squadron personnel;
- g. maintain an overall system for evaluating cadets as well as their individual participation, for the purpose of following the cadet's progress and selecting candidates for summer camps, promotions and rewards;
- h. maintain contact with the Sponsoring Committee and periodically inform them of changing situations; and
- i. prepare and submit to the Sponsoring Committee estimates for the budget, of forecasted programme activities and other squadron needs.



11. **The commanding officer and squadron personnel** will respect tasks and responsibility sharing between committee and squadron personnel, ensuring that they take no potentially illegitimate action.
12. **Operating procedures specific to the Sponsoring Committee** are described at reference G. Committee chairman and commanding officers are encouraged to exchange information contained in their specific references.
13. Both members of the Sponsoring Committee and squadron personnel shall conform to regulations and guidelines issued respectively by the Air Cadet League and the Canadian Forces.
14. Cooperation between the two parties is essential for the smooth running of the Movement, regardless of level. That cooperation must be evident to the cadet because the quality of the unit to which he belongs strongly depends on it.
15. Should all attempts to resolve differences be in vain, the next higher level in the respective hierarchies must be advised in writing. This step should be taken as a last resort only, resultant directives must then be followed to the letter. Cadets must in no way be involved in the quarrel, regardless of its nature!



CHAPTER II

DETAILED SHARING OF RESPONSIBILITIES



CHAPTER II

DETAILED SHARING OF RESPONSIBILITIES

(Paragraph numbering shows chronological order or the priority assigned to each of the tasks)

CHAIRMAN

COMMANDING OFFICER

ACCOMODATIONS

Permanent Squadron Premises

- 2a. Take necessary steps within the community to find premises, which will meet needs (Office space, secure storage, classrooms, local training, committee needs, etc).
- 2b. Take whatever legal steps are needed. Assume responsibility for signing documents with the owners, paying costs linked to the use of the premises.
- 2c. As required, join the Sponsoring Committee in negotiations for premises.
- 2d. See to well-ordered use of the premises and ensure that there is no real damage or inconvenience to the owner or other occupants. Advise the chairman or representative of all problems related to the use of premises.
3. At the end of the current training year, notify the chairman of the needs and space requirements for the following training year and discuss its necessity with the chairman.



CHAIRMAN

COMMANDING OFFICER

3a. At the very end of the current training year, ensure that premises will be available for the following training year.

Temporary Premises

- | | |
|--|---|
| 2. Proceed in same manner as for permanent premises. | 1. If squadron programme of activities so indicates, determine needs and justification. |
| | 2. Exercises same precautions as for permanent premises. |

NOTES:

1. The commanding officer can recommend a specific location to the Sponsoring Committee if he considers that it suits the needs.
2. The Sponsoring Committee will deal with the owner or lessor on all matters concerning use of the premises.
3. If appropriate, the chairman must make necessary arrangements.
4. Whatever the case, at the beginning of each season, the commanding officer shall inform the Sponsoring Committee about compulsory and complementary activities of the training programme and come to an agreement on cultural, recreational and social activities. A schedule shall be prepared so that the need for premises can be determined.



CHAIRMAN

COMMANDING OFFICER

FINANCING

Canvassing

1. Plan, organize and see to the running of fund-raising campaigns such as "L'auto-cadet" and others. Take into account the commanding officer's suggestions.

1. Participate in the planning of all fund-raising campaigns, encouraging personnel and cadets to contribute. Participate when demonstrations, conferences and other activities are planned with the presence of cadets and officers.

2. Make necessary approaches to Sponsoring and benefactors.

3. Provide each donor with an income tax receipt corresponding to their donation, if requested. See reference C, article 2.7.6 and reference G, chapter 10, Article 1.

4. Thank the donors and, together with the commanding officer, invite them to squadron public events.

4. Be prepared to receive donors and to answer their queries.

NOTES:

1. Whenever possible, avoid always using cadets for soliciting.
2. It is recommended that involving cadets in more than two major fund-raising campaigns per year be avoided. ("L'auto-cadet" and one other).
3. The CO must not be placed in a position where he is the receiver of moneys raised.

Budget

1. Prepare for the Sponsoring Committee, an estimate of the forecasted operations cost for activities and operations planned for the training year, suited to the requirements of mandatory and complementary training programmes. Do likewise for optional activities.



CHAIRMAN

2. Study the forecasted budget estimates submitted by the commanding officer. Approving and supporting selected projects.
3. Consult the commanding officer and all matters concerning revision to estimates submitted.
4. Devise a strategy enabling the squadron to meet forecasted expenditures.

NOTES:

1. Reference G, chapter 2, Article 6.
2. To attain the approve budget objectives, the cooperation of all intervening squadron members, Sponsoring Committee, military personnel and cadets is required.
3. The commanding officer and chairman must ensure that flying hours not forecasted in the DND budget are included within their budget.

Financial Management

1. Take responsibility for the squadron's financial commitments.
2. Account for funds and flying hours other than those coming from the DND. Ensure that expenditures are in agreement with the approve budget. Maintain records for flying hours other than DND.
- 2a. Submit to the commanding officers claims against the Crown.

COMMANDING OFFICER

3. Should any estimate require revision, review all points with the Sponsoring Committee.
4. Help the Sponsoring Committee.

1. Keep the Sponsoring Committee informed on necessary expenditures.
- 2b. Claim all authorized amounts from the Crown, in accordance with directives; inform the Sponsoring Committee when funds are to their benefit.
- 2c. Turn over to the Sponsoring Committee all grants, claims or other sums intended for the squadron.



CHAIRMAN

3. Ensure that funds are secure and that a member of the Sponsoring Committee is designated to physically handle sums collected during fund-raising campaigns or when expenditures must be made for activities.

4. Take necessary steps to negotiate and pay for the purchase of goods and services, including blocks of flying time.

5. On a monthly basis, give the commanding officer a copy of the financial statements to ensure maximum transparency. Financial statements must be updated and issued each month.

6. With the commanding officer's help, make an inventory and control the use of squadron material (other than military).

7. If required, provide the commanding officer with a Petty Cash with relevant documents for all Petty cash account.

COMMANDING OFFICER

6. Contribute to the squadron stock taking and ensure its maintenance.

7. Provide the Sponsoring Committee expenditures.

NOTES:

1. The aim of financing is to cover various expenditures related to training and motivating cadets, their activities and representing them to the public. The chairman and the commanding officer must work hand-in-hand so that available funds will be spent in the cadets' best interest.

2. Efforts must be made to accomplish those activities forecasted and authorized at the beginning of the season, to avoid cadets disappointment. When funds are available, cancelling or deferring expenditures for activities forecasted and authorized for the new season, should only be done for major reasons and cadets must be informed.

3. All funds (cash or cheques) must be handed to the squadron treasurer and deposited to the squadron bank account.

4. The commanding officer cannot commit funds in the Squadron's name unless so authorized by the Sponsoring Committee except for the petty cash fund of no more than 200 \$ to 300 \$, if entrusted by the chairman.



CHAIRMAN

COMMANDING OFFICER

5. The Sponsoring Committee has the obligation to submit annually, before the 31st October, a financial report (CCA9) to the League, as well as a signed copy to the commanding officer.



CHAIRMAN PUBLIC RELATIONS

COMMANDING OFFICER

Publicity

1. Represent the squadron in public and organize the dissemination of public information on the squadron.

1. Help the Sponsoring Committee by taking part in organized publicity.

3. Use the media to publicize important activities of the squadron and its members. (Awards, summer camps, competitions, special activities).

2. Provide the Sponsoring Committee with required information on squadron training as well as on conducting activities and other important events.

4a. Support the Sponsoring Committee's efforts by occasionally organizing public appearances of cadets and by accompanying the Sponsoring Committee members during formal meetings, if they so request.

4b. Refer parents to the Sponsoring Committee on matters concerning their responsibility.

NOTES:

Refer to the Air Cadet League Public Relations Manual, available free of charge at Provincial Headquarters in Montreal.

Recruiting

1. Plan, organize and coordinate the publicity campaign for recruiting new cadets and staff.

2. Support the recruiting campaign by organizing visits to schools and by being present at information booths and otherwise.

2. Announce recruiting periods in the media and inform the public of the advantages of the Air Cadet Movement.

1. Assist the chairman in the planning of the publicity campaign for recruiting new cadets.



CHAIRMAN

3. Obtain publicity material required for the campaign; solicit the participation of local businesses in the design and production of the material.
4. Warmly welcome parents and recruits, with the help of a League Director if possible, for their first visit. Brief them on the Cadet Movement's aim and organization. Provide an evening of information.
5. Solicit parents to volunteer their help during activities for the cadets or for the various tasks for which the Sponsoring Committee is responsible.

Official Appearances

1. Establish and maintain relationships with important local dignitaries (members of parliament, the mayor, municipal magistrate, school commissioners, heads of organizations, business leaders, etc).
2. Invite dignitaries and local leaders during special activities or ceremonies. Greet them and introduce them to squadron personnel, having them visit the premises. If indicated, announce their presence and contribution to the squadron.
3. Encourage occasions for thanking squadron benefactors by testimonials to their efforts. (Letters of appreciation, certificates, mentions in programmes, issue or presentations of awards, etc).
4. Represent the squadron by participating in various community meetings or other organized activities.

COMMANDING OFFICER

4. Warmly welcome parents and recruits with the chairman and brief them on the training programme and proposed activities. Provide an evening of information.

5. See to administrative formalities required for the enrolment of new cadets and the opening of their personal files.

1. Support the Sponsoring Committee's efforts to maintain good relationships with local dignitaries and others, by participating in organized meetings and by facilitating access to the squadron when there are invitations.

2. Ensure that invited dignitaries are properly welcomed and given the treatment and consideration due to their status.

3. Closely collaborate with the Sponsoring Committee by encouraging these occasions.

4. Be available for meetings organized by the Sponsoring Committee. When required, represent the squadron in uniform.



CHAIRMAN

COMMANDING OFFICER

NOTES:

The term dignitaries includes, leaders of the ruling class, members of parliament mayors, municipal magistrates, school commissioners, leaders of organizations, business leaders, clergy, etc.



CHAIRMAN

COMMANDING OFFICER

MANAGEMENT

Administration

1. See to the Sponsoring Committee administration as per references.
2. Forward to the commanding officer, all correspondence concerning cadets or squadron management.

1. See to the squadron's administration, as per references.
2. As soon as received, provide the Sponsoring Committee with all pertinent information and correspondence intended for them.
3. Distribute information contained in squadron incoming mail.
4. Provide reports required by Headquarters.
5. Update work files as well as cadet and squadron personnel files including applications for courses, employment and awards.
6. Submit pay statements as per required periods.

NOTES :

1. Squadron military administration is the sole responsibility of the commanding officer and is directly supervised by the Cadet Detachment.
2. Correspondence also include pertinent electronic mail.

Supplies

1. Negotiate and purchase or acquire all goods and services needed for the Squadron that the DND cannot provide.
2. Make necessary agreements and take those measures required to obtain loans of material or services provided by local merchants or organizations.

required to dress and train cadets.

2. Assume control of material on loan from DND, as provided for in the supply scales.

1. Obtain from DND the material



CHAIRMAN

3. Keep an inventory and identify material acquired by the squadron and not owned by DND.

COMMANDING OFFICER

3. Keep an up to date inventory and conduct necessary transactions concerning

DND material.

4. Dress the cadets and recover uniforms when required.

5. Manage the cadets clothing budget allocated by DND.

NOTES :

1. The supply and management of DND material is the sole responsibility of the commanding officer.

2. The commanding officer is responsible for the use of material loaned to him and belonging to the squadron as well as for any other material or equipment placed at the disposal of squadron personnel and cadets.

3. The purchase and subsequent repair of music instruments is the sole responsibility of the Sponsoring Committee. The commanding officer is responsible to have all material on loan signed by the borrower. It is recommended that parents be the signatory of expensive items (music instruments, etc).

Squadron personnel

1. Produce required documentation for military and civilian personnel transactions (enrolment, promotion, transfer, release, civilian instructors' contracts and volunteers).

2. Ensure control of material temporary issue as required by the supply scale of issue.

2a. Draft favourable or unfavourable recommendations on military personnel transactions and prepare necessary recommendations as required in the procedures at reference F.

2b. Act as witness to the signing of civilian instructors and volunteers contracts.



CHAIRMAN

2d. Complete volunteers' forms and proceed to the necessary verifications (form CPQ 003).

3. When required, actively seek new members in concert with the commanding officer, and introduce them to him.

6. Confidentially advise the commanding officer, according to regular channels of communication (Article 104, Ref G), about any situation worthy of mention concerning squadron personnel; that is, misconduct, unprofessional conduct, personal involvements, etc.

COMMANDING OFFICER

2c. Collect Sponsoring Committee recommendations as prepared by the chairman and submit the documents to the Cadet Detachment.

3. Be on the outlook for potential candidates, keeping the Sponsoring Committee informed.

4. Ensure that all new candidates are competent and available, meeting with and providing the Sponsoring Committee with appropriate recommendations.

5. Assign main tasks and other functions necessary for smooth operation of the squadron.

7. Ensure that replacements are available at all levels of squadron personnel. See to officer training so as to evaluate individual performance, providing counselling and career advice when indicated.



CHAIRMAN

COMMANDING OFFICER

NOTES:

1. The commanding officer must form a cohesive working team, considering that he will have to accept full responsibility for it. He must be provided full latitude in the selection of his personnel.
2. Should there be a major conflict putting the credibility of the commanding officer or the sponsor in question, the plaintive(s) shall follow the chain of command in their respective organization(s), presenting their version of events in writing. A decision will be taken at the higher level between military and civilian officials, following pertinent investigations. A copy of the complaint(s) should be sent to the person(s) concerned.
3. Before resorting to the procedure described at Note 2, both parties will ensure that opinions don't exaggerate the problem and that there is really no way to settle the conflict amicably.



CHAIRMAN

COMMANDING OFFICER

TRAINING

Local Mandatory and Compulsory Complementary Training Programmes

Optionnal Activities Programme (social, sporting, cultural, inter-squadron, etc).

- 1a. Plan and present the programme to the Sponsoring Committee and explain its content, referring to forecasted budget estimates, if indicated.
- 1b. With the Sponsor, consult cadets on their wishes and preferences for the next season's activities.
2. Prepare and present a draft programme to the Sponsoring Committee explaining its aims and content.
3. Ensure that the programme offered corresponds to the aims of the Air Cadets Movement and will benefit the cadets. When in doubt, discuss with the commanding officer.
4. Advise the Sponsoring Committee about required support and the sharing of tasks between military and civilians.
5. In agreement with the commanding officer, organize other (recreational or social) unprogrammed activities ensuring that they are well attended.
5. Assist the Sponsoring Committee in the organization of activities for cadets, ensuring that required squadron personnel participate.

Cadet evaluation process

1. In consultation with the staff, review the cadet evaluation process.
2. Advise the Sponsoring Committee about the selection process.



CHAIRMAN

3. Ensure that the commanding officer's promotion process is realistic and fair to cadets and that it covers their participation to all squadron activities. When in doubt, discuss with the commanding officer.

Promotion attribution

2. Ensure that the promotion process is fair to the cadets. When in doubt, discuss with the commanding officer.

3. Provide the commanding officer with all your comments on the candidates.

Summer camp allocations and National Scholarships

1. Participate actively in the attribution process for the Summer training Centres and the National Scholarship.

2. Be informed of selection process directives and ensure they are followed. When in doubt, discuss with commanding officer.

COMMANDING OFFICER

4. Appraise the results for each cadet evaluated.

1. Announce at the beginning of the training year to the Sponsoring Committee and to cadets the criteria for promotion allocation and gather committee comments on candidates.

2. Invite the Sponsoring Committee members to attend the selection.

4. Evaluate each candidate and award necessary promotions in consultation with staff.

5. Inform the Sponsoring Committee of the name of promoted cadets.

1. Follow higher headquarters directives, ensuring that candidates are eligible. See to the nomination process and the verification of files.

2. Inform the Sponsoring Committee on availability of the camps and the list of cadet wishing to be candidates.



CHAIRMAN

3. Ensure that the squadron process for priority selection is fair to cadets.
4. Provide the commanding officer with all comments on candidates for pilot training bursaries, visits, exchanges and others. If applicable, counsel cadets on interview behaviour.
6. Immediately review all documents for Sponsoring Committee study and draft required recommendations.
7. Contact parents of cadets who are candidates for pilot bursaries and exchange visits. Provide them with information on the cost of these camps.

NOTE:

COMMANDING OFFICER

4. Receive Sponsoring Committee comments and select priorities in consultation with staff. Prepare candidates for selection.
5. Provide the Sponsoring Committee with the squadron priorities list.
7. Provide the Sponsoring Committee with parents' locations.
8. Announce regional level selection results to the Sponsoring Committee.

The chairman and commanding officer are jointly responsible for proposing candidates for the League's selection process.

Allocation of awards

1. Required action is the same as for awarding promotions.

1. Required action is the same as for awarding promotions.

NOTES:

1. For awarding the Strathcona Medal, the Legion Medal, the Chairman's trophée and the scholarships as well as for all other rewards, the commanding officer and Sponsoring Committee must be committed to being unanimous in the selection of the squadron's candidate.
2. The Sponsoring Committee may sponsor rewards for the cadets in fields for which it is responsible (L'auto-cadets). The quantity of such rewards should not diminish their intrinsic value.



CHAIRMAN

COMMANDING OFFICER

GENERAL DISCIPLINE

1. Prepare, publish and enforce regulations regarding discipline, in the form of Squadron Standing Orders.
2. Support the commanding officer in applying these regulations and ensure that all Sponsoring Committee members follow Squadron Standing Orders.
 - 3a. Ensure that squadron personnel behave properly towards each other and in the presence of cadets, Sponsoring Committee members and visitors.
 - 3b. Ensure that cadets readily submit to the established framework, making allowances of their age and requirements of the Movement.
 - 3c. Ensure that military personnel and cadets under their responsibility follow current regulations regarding the wearing of uniform and respecting military hierarchy and etiquette.
4. Tell the commanding officer about any situation worthy of mention, so that he can take appropriate action.

Dismissal of a cadet

1. Record each case and inform parents about each major disciplinary measure threatening the cadet's eventual dismissal from the squadron.
2. Inform the Sponsoring Committee about each case justifying a cadet's dismissal, as well as their conversation with their parents.



Chapter II

CHAIRMAN

COMMANDING OFFICER

NOTES:

For more detailed information, refer to the policy in effect in the CATO.

3. Arrange a consultation with the commanding officer each time he reports a major disciplinary case.
4. Record reasons resulting in the dismissal of a cadet in the minutes of a meeting.

3. Obtain the Sponsoring Committee's assent for dismissing a cadet. Inform the parents on the reasons for the dismissal.
4. Annotate the cadets personal file.

Disciplinary measures – Officers and Civilian Instructors

2. Inform the Sponsoring Committee about all major disciplinary cases mentioned by the commanding officer.
3. Determine with the commanding officer if legal action should be taken.
4. When the commanding officer is implicated, contact and inform the Area Coordinator.

1. Confidentially inform the Sponsoring Committee about all major disciplinary measures affecting squadron personnel.

amongst themselves in the presence of squadron personnel or cadets.

3. Determine with the Sponsoring Committee if legal action should be taken.
4. Refer to Cadet Detachment for serious cases.

Criticisms and other comments

1. Ensure that members direct all comments to the chairman about matters affecting squadron personnel, cadets and military responsibilities, so that he can inform the commanding officer. Under no circumstance shall members discuss these matters with squadron personnel or cadets or

1. Gather comments from squadron personnel and if indicated, inform the chairman. At no time may a cadet or a member of squadron personnel discuss these matters with the Sponsoring Committee members or together or amongst each other

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in the presence of the Sponsoring Committee
members or cadets.





CHAIRMAN

COMMANDING OFFICER

COORDINATION

Meetings

1. Invite the commanding officer or his representative to attend monthly and regular Sponsoring Committee meetings, so that the commanding officer can inform the Sponsoring Committee on the progress of operation administrative requirements and forecasted support needs for activities.

2. For each meeting submit in advance to the commanding officer, those points that are likely to require his comments, so that he can prepare his intervention.

3. Provide the commanding officer with copies of the minutes of the previous meeting and financial statements.

1. Invite the Chairman or a designated member to attend regular working sessions so that the Sponsoring Committee is informed on happening and the different situation arising.

2. Submit in advance to the Chairman, those points that should be entered on the Agenda under "Other Business".

NOTES:

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1. Communicating and exchanging information between regular meetings are encouraged so that the latter are not overloaded, and unnecessary delays are avoided for a maximum efficiency between the parties.
2. It is preferable that the Chairman and the commanding officer not be related.
3. Squadron personnel cannot be Sponsoring Committee members.
4. With the commanding officer's agreement or at his request, the Sponsoring Committee may invite any other officer to attend its meetings if needed. Military personnel attending these meetings cannot vote.