

ADMINISTRATIVE MANUAL
SECTION 3 – SPONSORING COMMITTEE RESPONSIBILITIES
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3.1 ROLE AND RESPONSIBILITIES of the SPONSORING COMMITTEE

3.1.1 The Origins of Sponsoring Committees

At the inception of the Air Cadet movement during the Second World War, government and military authorities felt that a strong civilian presence was required, not only to enlist the support of communities and businesses throughout the country, but also to assist in the enrolment of suitable staff and officers as well as the provision of local organizational ability. As a result, the Air Cadet League was formed as the civilian half of the "partnership", organized on the national, provincial and local levels; the basic units in the structure at the local level are the "Sponsor" and the "Sponsoring Committee".

The Sponsor may be a veterans' organization (such as a branch of the Royal Canadian Legion or Air Force Association of Canada), a service club (including the Lions, Kiwanis, Rotary and many others) or it may be a group of parents formed specifically to sponsor a particular squadron. A Sponsor must subscribe to the aims and objectives of the Air Cadet League, and must be willing to provide assistance to their squadron as required by the League. A Sponsor is responsible for creating and maintaining the Sponsoring Committee.

The Sponsoring Committee is often described as the "backbone of the Air Cadet Movement", because one of the real secrets to the success of an Air Cadet Squadron is a well organized and effective Sponsoring Committee. Members of the Sponsoring Committee are the persons who directly interact with the CIC officers, civilian staff, and cadets of the squadron.

In addition to support received from its Sponsor and Sponsoring Committee, an Air Cadet Squadron may receive assistance and support from other organizations, groups or individuals. Such organizations, groups, or individuals may be formally recognized as Supporters of the squadron concerned. A Supporter usually provides assistance in the form of periodic financial donations, awards to the cadets, guest lectures, or other forms of support.

3.1.2 Formation of a Sponsoring Committee

Each Air Cadet Squadron must have an official Sponsor, and it is the Sponsor's responsibility to create the Sponsoring Committee. During the past few years, many government agencies and corporations in British Columbia have chosen to do business only with Sponsoring Committees who are legal entities; in other words, Incorporated Societies. As a result of this trend, and in view of the personal liability which arises for members of unincorporated societies, the membership of the BCPC voted in the majority at their October, 2000 Annual General Meeting to incorporate all existing Sponsoring Committees, and to require all future Sponsoring Committees to be incorporated societies.

The Constitution and Bylaws resulting from the incorporation will provide the framework within which the Sponsoring Committee must operate. For example, the Bylaws require that the Founding Directors will serve until the first Annual General Meeting (AGM), at which time a new Board of Directors must be elected by the Membership. The first AGM must be held within 15 months of incorporation; therefore, the Incorporating Members and Founding Directors have over one year to attract a full complement of new members to the Sponsoring Committee.

The Directors and Executive of all Sponsoring Committees are covered by the Air Cadet League's liability insurance for their activities from the beginning. This insurance is referred to Directors and Officers (or D&O) insurance. Under provincial law, ordinary Members of the incorporated Sponsoring Committee cannot be held personally liable for its actions, but they are also covered for general liability under the League's policy.

3.1.3 Membership in the Sponsoring Committee

Persons wishing to join the Sponsoring Committee must complete an application, using the Registration and Information Form a copy of which can be found in the Appendix which is then submitted to the Directors of the Sponsoring Committee (referred to as the "Board of Directors", or just "Board") for approval. Applications for membership in the Sponsoring Committee may include (but may not be limited to) members of the Sponsor, parents of cadets, prominent members of the community and friends of the squadron. Canadian Forces officers cannot be members, nor is it advisable to enroll spouses of the squadron military staff.

In special circumstances (such as remote locations), Civilian and/or Volunteer Instructors may be admitted as Members, but they may not vote on issues. However, it is not advisable to include persons who may have any special association or conflict through employment or marriage.

The number of Members admitted will be governed by the requirements of individual Sponsoring Committees. For example, most Sponsoring Committees will want to maintain a roster of screened members who may be called upon to drive cadets to various functions, or to assist the Squadron Officers in various activities.

However, it is in the Sponsoring Committee's interest to limit membership to a manageable number, since it is necessary to advise the Registrar of Companies of any changes in the Sponsoring Committee's membership or Board of Directors.

3.1.4 Composition of the Sponsoring Committee

The Executive of the Sponsoring Committee will consist of a minimum of three, holding the following positions: Chair, Vice-Chair, and Secretary/Treasurer. Some Sponsoring Committees will want to separate the Secretary/Treasurer positions, and many will wish to include a number of At-Large Directorships for other functions, such as canteen volunteers, Duke of Edinburgh facilitators or Effective Speaking Coordinators.

These positions are usually elected as Directors by the Membership at the Annual General Meeting, or at any other General Meeting called for that purpose. Many Sponsoring Committees have found it useful to have the Vice-Chair automatically succeed the previous Chair, negating the requirement to elect a Chair every year. Others find it helpful to use a structure of sub-committees. These operational details, however, are decided upon by the Sponsoring Committee involved, and are formalized by a change in their Bylaws.

3.1.5 Meetings of the Sponsoring Committee

The affairs of the Sponsoring Committee are managed by the Board of Directors who, in most cases, are also the named Executive (Chair, Vice-Chair and Secretary/Treasurer). The Executive usually find it necessary to meet at least once a month to present and consider financial statements, discuss correspondence and upcoming events, consult with the Commanding Officer, and deal with issues concerning the Sponsoring Committee's role.

Meetings of the entire membership (called General Meetings) are usually limited to three or four times a year, one of which is designated as the Annual General Meeting in accordance with the Bylaws, and one of which is designated for the Election of Directors. Many Sponsoring Committees find it helpful to hold Election Meetings at, or close to, the end of each training year, while the Annual General Meeting can be held in the fall when full financial statements are available.

Many Sponsoring Committee also find it useful to hold meetings for the Parents of cadets at various times throughout the year, in order to inform the parents of the activities of the unit, upcoming events, and changes in policies. This is also a good time to explain how the squadron and Sponsoring Committee operate, and to recruit new members for the Sponsoring Committee if required.

3.1.6 Duties of the Executive

The duties and responsibilities of the Executive are defined, to a large degree, in the Sponsoring Committee's Bylaws; however, from a practical standpoint, it may be helpful to consider the following guidelines:

(a) Chair

It is the Chair's primary responsibility to represent the Sponsoring Committee (and, by extension, the Air Cadet League) to the Commanding Officer, the Parents, the Cadets of the Squadron, the Sponsors, and the local community. The Chair also represents the Sponsoring Committee at Wing and Provincial level meetings, or delegates an alternate Executive member to act in that capacity.

The Chair is also responsible for supervising the work of other Sponsoring Committee members, and for ensuring that reports are filed on a timely basis.

Of paramount importance is the Chair's primary duty of liaising with the Commanding Officer on issues concerning the staff and cadets of the squadron, and maintaining an open line of communication. This includes meeting with the Commanding Officer on a regular basis, inviting the Commanding Officer to the Executive and Sponsoring Committee meetings, providing copies of Minutes and Financial Statements to the Commanding Officer, and receiving copies of the Monthly Routine Orders.

Finally, it is the Chair's responsibility to arrange a smooth transition to the next Chair, either by finding and training a successor or through advancement of the existing Vice-Chair.

(b) Vice-Chair

The primary duty of the Vice-Chair is to represent the Chair when requested, and to assume all the Chair's duties in those circumstances. It is also customary for the Chair and Vice-Chair to agree on sharing some of the more onerous duties incumbent on the leadership of the Sponsoring Committee, including the administration and/or supervision of various programs within the Committee. The Vice-Chair should also be concerned with ensuring that sufficient new members are brought into the committee to sustain the natural and efficient evolution of positions.

As is the case for the Chair, it is also the Vice-Chair's responsibility to ensure a smooth transition to the next Vice-Chair, which might involve recruiting and training a new individual, or merely acquainting an experienced person with the work in progress.

(c) Secretary

The primary duties of the Secretary include the preparation of minutes of the Executive and Sponsoring Committee meetings, and the filing of reports in compliance with the regulations of the Air Cadet League, the provincial government and its agencies, and the federal government. Reporting and filing requirements are included in the Reporting Schedule on Page 22.

Minutes are usually prepared in draft form for review by the Chair, and the final copy should be signed before distribution to the appropriate members, Commanding Officer, and BCPC office. Minutes should be short and should reference the subject and the decision taken - it is not necessary to document the entire scope of discussion. Items regarding staff issues or sensitive items should not be included in minutes.

The Secretary is also responsible for managing the flow of paperwork, including the filing of incoming and outgoing correspondence, notices of meetings, catalogue orders, manuals and amendments, membership rosters, and e-mail accounts.

A sample Agenda and a Sample of Minutes format can be found in the Appendix section of this manual.

Finally, the Secretary must also find and train a successor to ensure the orderly transition of duties.

(d) Treasurer

The position of Treasurer is often combined with that of the Secretary; but recently it has become more popular to separate these functions due to the amount of work involved in each. Either method is acceptable.

The Treasurer's primary responsibility is safekeeping and administration of funds entrusted to the Sponsoring Committee from any and all sources. The Treasurer therefore maintains bank accounts on behalf of the Sponsoring Committee (and in accordance with the Bylaws), and these may range from a simple chequing account to multiple accounts for gaming funds, Certificates of Deposits, investments, or trust funds.

The Treasurer is responsible for collecting all funds on behalf of the Sponsoring Committee and the squadron, and depositing these funds in the Sponsoring Committee's account. Funds come from a number of sources, including training allowances from Pacific region Cadets, grants from the federal government, donations from community groups and parents, proceeds from fund-raising activities, fees for special events such as dinners, and many other sources.

Two signatures should be required on all cheques drawn on the Sponsoring Committee's account. Cheque signing authority might be vested in the Chair and two other members of the Committee; but such authority should not be vested in two members of the same immediate family.

The Treasurer will also ensure the Sponsoring Committee's bills are paid on a regular basis and that all financial returns (such as the ACC9 and Registered Charity Information Form) are submitted as required. Copies of the monthly and annual financial statements should be made available to the squadron officers and special efforts should be made to inform the cadets regarding the expenditure of funds, which they have helped to raise. Reporting and filing requirements are included in the Reporting Schedule on Page 22.

It is important to understand that military officers are not permitted to handle or administer funds; therefore, it is necessary for the Treasurer (or other delegated Sponsoring Committee members) to anticipate those functions where funds will be collected or where bills will have to be paid. It is particularly important to anticipate events where cash may have to be collected or held by staff or cadets; every effort should be made to minimize these periods, and to avoid the potential for the loss of funds or the conflict, which usually arises over innocent errors.

Finally, the Treasurer must recruit and train a suitable successor.

3.1.7 Financial Responsibilities

In addition to the Treasurer's specific duties, Sponsoring Committees meet their general financial responsibilities to the Squadrons by:

- (a) working with the Commanding Officer to determine funds required to support the squadron during the training year;
- (b) being involved in longer term planning (beyond the current training year) of special projects which have financial implications;
- (c) ensuring the availability of required funds by organizing and overseeing fundraising initiatives;
- (d) managing the Sponsoring Committee's bank account;
- (e) paying bills as presented by the Commanding Officer in line with the squadron budget, or as pre-approved outside the budget;
- (f) filing provincial and federal tax returns as required (e.g. PST/GST) and claim rebates where allowed;
- (g) maintaining financial records of income and expenses, assets and liabilities;
- (h) preparing the ACC9 - the annual Statement of Receipts and Disbursements and Statement of Assets and Liabilities, as required by the Air Cadet League's Bylaws.
- (i) filing the Registered Charity Information Return (T3010)

In order that the Sponsoring Committee meet the above objectives, it is necessary to maintain appropriate accounting records. While manual systems are still viable, the use of accounting software packages is recommended. The cost of these is nominal i.e. \$80.00 - \$175.00 and the programs are more than adequate to handle the accounting activities of even large squadrons. One advantage of these software packages is that once the chart of accounts and financial statement format are defined, producing monthly records is a very simple task. Most of these packages also allow for the input of budget figures so it is very easy to report the monthly results as compared to budget.

Each month the Sponsoring Committee and the Commanding Officer should be provided with a copy of a Balance Sheet and a Revenue and Expense Statement with budget comparisons. With this information, all are able to track the financial progress throughout the year.

A sample Balance Sheet and Income Statement can be found in the Appendix Section of this manual.

3.1.8 Preparation and Filing of the ACC9

In compliance with the Air Cadet League of Canada by-laws, section XIX (d), every Squadron Sponsoring Committee **must** submit a form ACC9 fully completed at the end of each training year. The ACC9 is not intended to replace any other financial statements, audits or any return for Revenue Canada. It is provided to the Air Cadet League of Canada, National Office, annually for internal information purposes so that the financial health of a squadron may be reviewed and assessed.

Instructions and a copy of the ACC9 form can be found in the Appendix Section of this manual.

3.1.9 Provincial Operating Assessment

In addition to providing financial support for the squadrons, Sponsoring Committees contribute to the operating cost of the British Columbia Provincial Committee. The total operating budget is determined by means of discussion and subsequent vote at the Annual General Meeting. That operating budget is then divided by the number of cadets reported at the Annual Reviews, and pro-rated to each Sponsoring Committee. The Provincial Operating Assessment is an obligation of the individual Sponsoring Committees.

3.1.10 Preparing the Budget

Running a squadron can be a complex task - one that requires the combined efforts of the Officers, Civilian Instructors and the Sponsoring Committee. A squadron could be compared to a small business with the Commanding Officer being the equivalent of the Chief Executive Officer, the Chair being equivalent to the Chairman of the Board, and the Sponsoring Committee executive being equivalent to the Board of Directors. The success of a business requires the management of resources, planning and, of course, budgeting: a squadron with all its complexities is not that much different.

Preparing a plan and an annual operating budget is very much a part of running a successful squadron. The budget is a simple financial document, but it is one of the most important tools in running the squadron (the "Business"). It is not possible to prepare a budget without having planned the year's activities, and having such planning in place, even if only preliminary, means the battle's half won! From then on, the budget can be used to compare financial results with the original plan.

Budgeting should be based on realistic expectations, not on "Wish Lists"; serious difficulties can arise if unrealistic expectations are included. A good starting point for a budget is the previous year's financial performance which can point to expectations for the coming year, assisted by input from the Officers and other Sponsoring Committee members.

A key component to the budget is the training plan, which will be established by the Commanding Officer and his staff. The training plan sets out how the bulk of the squadron funds will be spent, and it is important that the Commanding Officer and the Sponsoring Committee are in agreement with the direction of the training and the meshing of extra-curricular activities with that training. The military staff will identify the training activities and their estimated costs, while the Sponsoring Committee plans the fund-raising activities.

Much of the training planned by the Officers may be accompanied by partial financing from Pacific Region Cadets (funds which must be deposited in the Sponsoring Committee's account); but the balance will have to be raised by the Sponsoring Committee or the event cannot take place. Only by working together will the two sides avoid scheduling conflicts, allowing each to direct their full resources to these projects.

Once the preferred schedule of activities has been decided upon, the required fund-raising becomes evident. By using the training plan to drive the budget (rather than the other way around), the Commanding Officer and Sponsoring Committee can ensure those objectives which best suit the squadron will be achieved, rather than merely filling in the blanks on a training schedule.

Once completed, budget figures must be placed on the Income and Expense statements prepared each month, along with the indicated variance, and these statements should be distributed throughout the unit. Budget allowances should not be altered during the year; it is more important to monitor the performance to determine if expectations are on target, and to report the differences. If the budget is changed midstream, it will be difficult to determine progress with respect to the original plan.

Most importantly, financial information must be shared with the Commanding Officer, staff and cadets. All parties involved in the budgeting, planning and fund-raising processes should be kept informed of financial progress throughout the year, and how this progress compares to the original plan. The financial information should not be a secret!

On the other hand, it should not be cast in stone either! There have been many recent incidents where Sponsoring Committees have amassed considerable sums of cash, and have then denied additional funding requests from the Commanding Officer on the basis that "it wasn't in the budget!" There is nothing wrong with exceeding budget forecasts for a worthwhile expenditure, particularly when the cash is on hand.

Once the budget has been approved, the Commanding Officer and staff should be able to spend within their budget allowances without having to have each item approved again by the Sponsoring Committee. If the expenditure is within the budget, the Commanding Officer (or delegate) should be authorized to complete the purchase within the pre-approved spending limit.

To summarize:

- The Commanding Officer along with the other officers prepares the training plan.
- The Sponsoring Committee prepares their plan.
- The Chair and Commanding Officer then meet to discuss the plan.
- The two plans are merged into a single Budget, and these figures are reported on the monthly financial statements.

Good budgeting practices make it easier to administer a squadron; the lack of a budget makes it a real pain!

3.1.11 Registration and Volunteer Screening

In keeping with the Government of Canada's commitment to combat violence, appropriate and thorough screening of applicants for positions of trust with children is considered vital. Screening refers to a range of procedures and processes to carefully scrutinize individuals in order to choose the best candidates and weed out, as far as possible, those who would do harm. Screening is a fundamental resource management activity.

The Air Cadet League will, in accordance with the mandate set out in Section 2.2.7 of the Policy and Procedures Manual, register and screen all members and staff who belong to the Sponsoring Committees that work with the individual Air Cadet squadrons.

Each Sponsoring Committee shall appoint a Volunteer Registration and Screening Coordinator to manage the registration and screening process. All persons seeking membership in a Sponsoring Committee will be required to complete the Registration and Information Form (RIF), will be interviewed by members of the League, will be required to have a police check completed, and may be asked to undergo a credit check.

Candidates will be interviewed by two or more persons. One of the persons must be a member of the Air Cadet League of Canada (such as the League Rep); the other member should preferably also be a member of the Air Cadet League or a member of the Sponsoring Committee. It is the local Screening Coordinator's responsibility to organize the date and time of the interview, to arrange personnel, and to forward the documentation to the Provincial Screening Coordinator. No confidential records should be retained at the Sponsoring Committee level.

The interviewers must themselves be registered under the member registration and screening program. The interview should be done in a private setting. Use of an office or a location that allows for unrestricted discussion during the interview is important to obtaining the best information about the candidate and to put the candidate at ease. A written record of the interview must be kept.

Suggested questions and a form that must be used to record the applicant's response are found in the Appendix. A minimum of three reference checks must be fully completed and recorded in writing. The notes from the interview in the required format must be signed by the interviewers and accompany the Registration and Information Form when it is forwarded to the Provincial Screening Coordinator.

Upon completion of this process, all documentation must be sent to the Provincial Screening Coordinator. Steps have been taken within the BCPC office to ensure the secure storage of these confidential documents, facilities which Sponsoring Committees lack. It is the joint responsibility of the Chair and the Sponsoring Committee's Screening Coordinator to ensure that all material is forwarded to the BCPC office and that none is kept at the unit.

Once the screening process is complete, a membership card will be issued indicating the person has been screened by the Air Cadet League of Canada as a Sponsoring Committee member. This card will indicate the name of the person, the date of registration, the term of registration to a maximum of five years, and the signature of the Provincial Screening Coordinator.

This screening program described above refers to members of the Sponsoring Committees. CIC Officers, Civilian Instructors (Paid and Unpaid) or Volunteers who are part of the squadron's staff are not included as they will be screened by the Canadian Forces. Members of the Sponsor's organization (such as the Legion or Air Force Association) or Parent's Groups do not have to be screened unless they wish to become members of the Sponsoring Committee, or unless they volunteer to assist the Committee on a frequent basis.

3.1.12 Volunteer Drivers

Sponsoring Committees are often called upon to provide transportation for cadets participating in various activities, including fund-raising, familiarization flying, community service, tours, parades, etc. When it is not practical or feasible to hire buses or commercial transportation, Sponsoring Committees usually ask for other members of the Sponsoring Committee to assist, using private motor vehicles or, failing sufficient members, they may ask for volunteer drivers.

Volunteer drivers may be officers or civilian instructors, parents or relatives of cadets, members of the Sponsor group, friends of the squadron or mature cadets. When these volunteers agree to drive cadets on authorized activities, the following steps must be taken:

- (a) All drivers must sign the Drivers Log Form certifying that they are currently licensed to drive within the Province of British Columbia, and that their vehicles carry insurance as required by provincial law. (Refer to Appendix for a copy of the Drivers Log)
- (b) Provided that they are known by members of the Sponsoring Committee executive, volunteers who have not been screened by the Canadian Forces or the Air Cadet League may only drive cadets on an occasional basis (meaning no more than twice a year). Frequent drivers must be screened.
- (c) Cadets who meet the above requirements may drive other cadets only with their Commanding Officer's written permission

By agreeing to permit members and volunteers to drive cadets, Sponsoring Committees are, in effect, indicating that they believe these individuals have the necessary maturity and reliability to be entrusted with the safety of cadets, and this must not be taken lightly. Due to the serious implications arising from insurance and screening, these regulations must be adhered to without exception on all occasions.

3.1.13 Schedule of Important Activities and Events

The following schedule sets out the timings for important events that most Sponsoring Committees will experience throughout the year. Individual Sponsoring Committees may have additional dates to consider:

August

- Meet with Commanding Officer and Training Officers to establish yearly calendar
- Meet with Commanding Officer for training budget
- Complete and submit Registration for British Columbia Annual General Meeting
- Fill out Continuation Flying forms for glider/power cadets from summer camp

September

- Establish and approve Budget for the year.
- New Parent Orientation
- Meet with Executive Committee to establish yearly activities and fund raisers
- Battle of Britain Parade, confirm transportation if needed.
- Establish Tag Day dates and order supplies; put in newsletter for next issue
- Establish dates for Parents Meetings
- Squadron Information Sheet due September 30th in B. C. Committee office.

October

- Remind Treasurer of ACC9 deadline of October 31
- Volunteer Registration and Screening Forms to be completed by new Executive Members and also persons having on-going contact with cadets - due in League office by November 1st.
- ACLC Annual General Meeting
- Ask CO about promotions
- Call Toastmasters and other squadrons for effective speaking course

November

- Watch for ACLC assessment invoice
- Remembrance Day Parade and activities

December

- Registered Charities yearly report due by February 28th (within six months of the Sponsoring Committee's fiscal year end).
- Order attendance pins (see Admin Officer for inventory) for June from the League's national office
- Publish information on Scholarship and Regional Camps.

January

- Establish dates for Mock Review; assign officers and civilians
- Form sub-committee to help process scholarship camp applications; use checklist to confirm that all supporting documents are with application before sending to Pac Region.
- Liaise with BCPC Effective Speaking Coordinator for Wing and Provincial competition dates
- Establish date for squadron level Effective Speaking competition and solicit interested cadets
- Establish and/or publish dates for spring parent meeting

- Discuss mess dinner with CO and officers if planned.
- Discuss drill competition for lunches/transportation

February

- Chair's Mid-Year Report due by February 28th
- Issue/mail tax receipts for donations.
- Conduct Mock Review Board for summer camp applicants
- Discuss spring fundraising events and dates with Executive and Officers
- Squadron level Effective Speaking competition
- Drill team competition, coordinate attendance of Sponsoring Committee Members.
- Send invitations to local dignitaries (Mayor, City Councilors) for Annual Review.

March

- Effective Speaking competition (wing level)
- Parent meeting?
- Coordinate lunches/transport First Aid and Band competition, if applicable.
- Collect trophies for engraving for presentation at Annual Review.

April

- Band Competition, coordinate attendance of Sponsoring Committee Members.
- First Aid Competition coordinate attendance of Sponsoring Committee Members.
- Range team competition, coordinate Committee Members attendance.
- Effective Speaking (prov. level)
- Confirm date/location for Annual Review and any other Annual events.
- Start Chair's Report for BCPC to be submitted at annual review meeting to League Inspector

May

- Complete plans for Annual Review and contact League Inspector re time etc.
- Recruit for new executive members
- Elections of Sponsoring Committee Executive
- Form sub-committee to select recipients for any Sponsoring Committee Awards and liaise with CO for nominations for awards at Annual (remember Legion Medal of Excellence and Strathcona Medal of Honour).
- Final Fundraisers
- Annual in May/June

June

- Annual in May/June
- Caring for Canada (second Saturday in June)
- Founders Scholarship Applications to be completed and submitted to BCPC office no later than July 15th 2001.
- Locate and ship all Provincial trophies to Trophy Centre in Port Coquitlam.
- Pass on any information on British Columbia Annual General Meeting to new executive.
- Discuss plans for summer activities, if any.

3.1.14 Goods and Services Tax (GST)

Sponsoring Committees having a Charity Taxation Registration Number are eligible to file a claim to redeem a percentage of the GST paid on eligible purchases. These purchases must be for the exclusive use of each squadron.

The form that is used for filing is "Goods and Services Tax Rebate Application for Non-Registered Public Service Bodies", form GST 66. This form can be obtained from the nearest Canadian Customs and Revenue Agency (CCRA) office or be downloaded from the CCRA website at:

(<http://www.ccr-aadrc.gc.ca/tax/business/menu-e.html>)

3.1.15 Application for Liability Insurance Coverage

Many Sponsoring Committees carry out a number of fund-raising activities (as well as training events) on property owned by third parties, such as malls and retail stores, many of whom are now requesting evidence of liability insurance coverage.

The policies maintained by the Air Cadet League of Canada provide this type of coverage for all squadrons, and individual riders can be obtained by completing an ACC20 request form, which should be mailed or faxed directly to the Air Cadet League office in Ottawa. Refer to the Appendix for a copy of the ACC20.

If a Sponsoring Committee intends to use one or two shopping malls or businesses every year, Blanket Coverage for one year can be obtained by preparing an annual request and forwarding it The Air Cadet League office. Contact the league office directly for further details

Please note that the national Air Cadet League office requires a minimum of three weeks notice to process these requests.

3.1.16 Registered Charity Status

The BCPC has official registered charity status, and as such it may issue official Income Tax receipts for legitimate donations. This status helps significantly in raising funds through donations and contributions; however, BCPC cannot provide receipts for donations made to Sponsoring Committees, as the receiving organization must have their own Registered Charity number. Therefore, Sponsoring Committees are encouraged to apply individually to Canada Customs and Revenue Agency (CCRA) for individual registered charity status

To acquire registered charity status, Sponsoring Committees must complete an Application for Charity Registration (Form T2050). The completed Application should be submitted to CCRA with the appropriate documentation. To maintain this registered charity status, each Sponsoring Committee must submit to Revenue Canada a form T3010, Registered Charity Information Return and Public Information Return, within six months after the end of each fiscal year; that is, by February 28th of the following year.

Reference material that may assist with charitable registration includes:

- (a) Fundraising: A Guide for Squadron Sponsoring Committees of the Air Cadet League of Canada;
- (b) Application for Income Tax Registration for Canadian Amateur Athletic Associations and Canadian Charities (Form T2050);
- (c) Information of the Income tax Act and Registered Charities;

3.1.17 Fund-Raising

Fund-raising has been, and will continue to be, an integral part of the Sponsoring Committee's responsibilities in supporting their squadrons. While some Sponsoring Committees receive significant financial support from service organizations (who may or may not be a Sponsor for that squadron), that type of support is diminishing, commensurate with the declining enrolment in service organizations. It is expected that a greater proportion of cadet training costs will have to be supported by unit fund-raising activities in the future. Fund-raising, therefore, is a key activity at the local level.

Sponsoring Committee fund-raising activities level should not be in conflict with the activities of other units. For example, conducting Tag Days in an area covered by another squadron is strongly discouraged. Cooperation at all levels of the organization will maximize fund-raising results and ensure that positive relationships with prospective donors are maintained.

In addition, fund-raising involving cadet participation, while important, should not take place for extended periods, leaving participants with the impression that fund-raising has become the purpose of their organization. The proper administration of the squadron and training of cadets should be paramount in all decisions, with fund-raising as a necessary means to an end.

All licenses for fund-raising should be in the name of the Sponsoring Committee, and not the squadron. Proper accounting procedures and practices must be maintained in all fund-raising endeavours to ensure the security of funds received and used. Cadets should not be placed in a position of having to carry too much money in their possession.

All provincial gaming regulations and procedures must be adhered to, including where funds are spent, the type of cheque used to pay this expense, and a detailed accounting. Failure to comply with the Gaming Commission's rules can result in serious penalties, such as a loss of proceeds, or the banning of applications for a number of years. In one case, a Sponsoring Committee who suffered a theft of funds was prohibited from re-applying for three years after the Commission concluded that insufficient care had been taken to prevent the theft.

It is essential that a follow-up of the results of the fund-raising be shared with cadets, parents, and all others involved in the fund-raising endeavours.

If a Sponsoring Committee has charitable status, tax receipts can be issued for donations received. Please refer to CCRA guidelines for the production and issuance of the appropriate receipts.

3.1.18 Public Relations

The public information function plays an important role in the success of a squadron and should be delegated to a member of the Sponsoring Committee.

The national office of the Air Cadet League has developed an excellent Public Relations Handbook to assist Sponsoring Committees. This booklet is included as Section 5 of this manual, and Sponsoring Committees are encouraged to print a copy for use by their Public Relations member

3.1.19 Communications

The main regulatory body for Sponsoring Committees is The Air Cadet League of Canada, British Columbia Provincial Committee, an incorporated society referred to in this manual as "BCPC". Each Sponsoring Committee is an ex-officio Member of the BCPC.

Through the kind permission of 39 Brigade Group, the BCPC is provided an office at the Canadian Forces installation at 4050 West Fourth Avenue, Vancouver, commonly referred to as "Jericho". This office maintains fax, e-mail and web-site communication facilities for all Sponsoring Committees, and while the office is only staffed on a part-time basis, most enquiries are answered the same day.

Each Sponsoring Committee has been assigned an e-mail account through the BCPC's web site [aircadetleague.bc.ca] and this account can be passed to subsequent Sponsoring Committee executive through a simple exchange of passwords. (Please contact the BCPC office for transfer details). All Sponsoring Committee e-mail accounts have the same format: the squadron number followed by the web-site url. Thus, the e-mail address for the Sponsoring Committee of 111 Pegasus Squadron, Vancouver would be: 111@aircadetleague.bc.ca

3.1.20 Recruiting

Recruiting is one of the primary responsibilities of the Sponsoring Committee, and it applies to all levels of the squadron, including the Commanding Officer, officers and staff, cadets, and Sponsoring Committee members.

(a) Commanding Officer

Commanding Officers are appointed under the authority of the Regional Cadet Officer (RCO), for a term of three years; this term can be extended in one-year periods by the RCO.

At the start of the Commanding Officer's final year, the Sponsoring Committee Executive should begin the search for a successor by delegating a sub-committee to undertake advertising within the military and civilian community. Targets for this advertising may include: the regional cadet staff; other cadet units; reserve units; paramilitary groups such as police forces and firefighters; service clubs; and the general public, including the parent body.

Once applications are in hand, the sub-committee may wish to interview applicants and to prepare a rating and/or recommendation for each to present to the Executive. The names of the best candidate (or candidates) should be conveyed to the BCPC who will advise the RCO. The Commanding Officer's advice and recommendations should be solicited throughout this process.

It must be emphasized that the Sponsoring Committee and the BCPC make recommendations; however, the authority rests with the RCO. In the past, the RCO's decision has been heavily influenced by Air Cadet League recommendations; however, applicants must still meet the various requirements of the Canadian Forces, and it is not always possible to approve the Air Cadet League's recommendations.

In cases where no qualified applicant is found, the Sponsoring Committee and the BCPC may recommend that an extension be granted for the existing Commanding Officer.

(b) Officers and Staff

The employment of Officers and Staff falls within the Commanding Officer's authority, but the recruiting of these individuals is a responsibility of the Sponsoring Committee. There are a number of regulations, which affect the granting of commissions in the Canadian Forces, and not all applicants will be able to meet these standards. In such cases, these individuals may qualify as Civilian Instructors or Volunteer Instructors, who can assist the squadron under employment agreements with the Commanding Officer.

Once again, it is the Sponsoring Committee's job to find suitable applicants by advertising throughout the community, and to recommend these individuals to the Commanding Officer. Close contact with Wing staff and other Sponsoring Committees is very important where transfers are involved.

(c) Cadets

Natural attrition of cadets affects the smallest and the largest squadrons, and recruiting remains an important activity in all squadrons. Sponsoring Committees can fulfill this function through general advertising in the local media, special activities and functions at schools or civic events, and cadet performances when authorized and supervised by the Commanding Officer.

Recruiting material such as posters, pamphlets and videotapes can be obtained through the Supplies Catalogue on the Provincial web site.

3.1.21 Parent Orientation

Once young people have been attracted to the squadron as possible recruits, it is vital to inform the parents of what to expect. Most Sponsoring Committees discharge this responsibility by preparing a Parents' Package, containing general information on the Air Cadet program and specific information on the squadron.

This information includes an explanation of the partnership between the Department of National Defence and the Air Cadet League, the type of activities the cadet may expect and the prerequisites (such as additional clothing or equipment not supplied by DND of the squadron), the methods by which activities are funded, special courses and summer programs, and the contribution expected from parents.

Sponsoring Committees frequently exchange samples of orientation packages at Wing Meetings. Additional information to the parents on an on-going basis is usually provided by way of a monthly newsletter from the Sponsoring Committee.

3.1.22 Sponsoring Committee Contact with Cadets

The Air Cadet program is administered by a partnership of the Department of National Defence and the Air Cadet League of Canada; however, operational supervision and control of cadets is the exclusive responsibility of the military.

Cadets may only take part in "authorized activities": simply put, these are activities which have been published in the Monthly Routine Orders issued by the Commanding Officer, and which are supervised by one of the squadron's Officers or Civilian Instructors. The rules and regulations of the Canadian Forces ensure that these individuals have been screened and have the required human rights and anti-harassment training.

Sponsoring Committee members are not authorized to supervise cadet activities, unless they are members of the Commanding Officer's staff (in which case they will have non-voting status within the Sponsoring Committee).

The screening of Sponsoring Committee members is required for those who will have contact with cadets through the discharge of their duties, but this does not include supervision. Those events undertaken by the Sponsoring Committee which involve cadets (such as the Duke of Edinburgh program, Effective Speaking, recruiting or fund-raising activities) still require the presence of a supervising Officer or Civilian Instructor.

3.1.23 Dispute Resolution

Disputes between the Commanding Office and Sponsoring Committee are bound to arise from time to time, and these can be extremely destructive if they are not handled in a professional manner. Section 3.2 illustrates the areas of responsibility for each side, and suggested actions intended to avoid disputes.

Where resolution becomes difficult, the assistance of more senior members should be sought, including the Area Cadet Instructors Cadre Officer and the Wing Chair.

3.1.24 Mock Boards

Scholarship Award Boards are conducted every year for a number of senior courses such as Flying Training, Senior Leaders, and Exchange. These Boards usually consist of two Air Cadet League members and an Officer who sit behind a table and ask questions of the applicant for approximately 30 minutes. Since these interviews can be very stressful for young candidates, Sponsoring Committees attempt to prepare the applicants by holding practices, called “mock boards”, a short time before the actual boards are scheduled.

Instructions for the composition and operation of a “mock board” are contained in a separate section on the provincial web site.

3.1.25 Interests in Real Estate

One of the most important responsibilities of the Sponsoring Committee is the provision of quarters for the training, administration and supplies of the squadron. Due to locational factors and costs, there is a very wide range in the type and quality of these quarters throughout the province, from rented halls and school classrooms to free-standing buildings owned by the Sponsoring Committee.

Most units parade at locations provided by DND or by the Sponsors (such as the Legion) at little or no cost; however, over the past few years a trend of levying rentals against all types of quarters has emerged, and many units now hold “interests” in real estate, either as tenant or landlords and, in some cases, both.

An interest in real estate may be created by a lease, sub-lease, or partial or whole ownership; short term rentals, such as daily or nightly, do not usually create an interest. When an interest is created, a number of additional responsibilities fall upon the Sponsoring Committee, including insurance, compliance with laws and statutes, and liability for numerous issues such as soil contamination. On the other hand, long-term leases or occupancy at little or no rental, can create significant value for the Sponsoring Committee.

Through incorporation, each Sponsoring Committee is a separate legal entity, and therefore the BCPC is not a party to the transaction. However, the rules and regulations of the BCPC, including financial reporting, must still be observed. Furthermore, given the speed with which Sponsoring Committee membership changes, it is advisable to lodge copies of the real estate documentation with the provincial office for safekeeping. There have been a number of incidents within the province where real estate interests were almost lost when documentation could not be located.

Sponsoring Committees must also be aware that where Registered Charity status is held, permission to hold real estate interests must be obtained from Canada Customs and Revenue Agency.

3.1.26 Filing Reports

As an Incorporated Society and a member of the Air Cadet League of Canada, there are certain reporting requirements that must be met by each Sponsoring Committee. The following is a list of some of the reports that are required to be filed. Depending on the specific sponsoring committee activities, additional reports may have to be filed.

Report or Document	Where Filed	Date
Minutes of Sponsoring Committee meetings, copy of newsletter and financial statements	British Columbia Provincial Committee Office	Monthly
Chair's Mid Year Report	British Columbia Provincial Committee Office	February 28 of each year
Chair's Annual Report	Given to Air Cadet League Inspector	At Annual Review
ACC9 Annual Financial Report	British Columbia Provincial Committee Office	October 31 of each year
Squadron Information Sheet	British Columbia Provincial Committee Office	October 31 of each year
Charitable Status Return	Canada Customs & Revenue Agency (CCRA) T3010	February 28 of each year
GST Return	Canada Customs & Revenue Agency (CCRA)	As required
Registration and Screening Forms	British Columbia Provincial Committee Office	As required
Annual Reporting to the Registrar of Companies	British Columbia Provincial Committee Office	Anniversary Date of Incorporation

3.2

British Columbia Provincial Committee

SPONSORING COMMITTEE

And

COMMANDING OFFICER

PARTNERSHIP GUIDE

July 16 1997

Pacific Region Cadets

Published by the Regional Cadet Officer in co-operation with the President of the Air Cadet League of Canada, British Columbia Provincial Committee

3.2.1 PARTNERSHIP GUIDE - OVERVIEW

The Air Cadet Movement relies on the work of volunteers to ensure success and survival. Whether these volunteers work for the military or the civilian element of the Air Cadet Movement, they are all concerned with the well being of cadets. Close co-operation between the military and the Sponsoring Committee is based on communications, respect, and trust.

This Partnership Guide will help:

- a. to identify the needs of each squadron;
- b. to recognize the responsibilities of the Squadron Officers and the Sponsoring Committee;
- c. to foster a better understanding of the role of the Commanding Officer and the Chair of the Sponsoring Committee;
- d. to establish a sound and harmonious relationship between military and civilian supporters of Cadets;
- e. to improve the efficiency of military and civilian staff activity;
- f. to allow the rational use of the resources available to support the squadron.

This document should be read thoroughly by both the Sponsoring Committee and the Officers. It is important that both the civilian and military understand the rolls that each is responsible for in supporting the cadets which will greatly enhance the contribution to the overall aim of providing the cadets with the support needed to ensure success.

3.2.2 Sharing Of General Responsibilities

- References:
- A. National Defence Act - Section 43
 - B. Air Cadet League of Canada Policy and Procedures Manual
 - C. QR (Cadets)
 - D. Canadian Forces Cadet Policies and Procedures
 - E. Pacific Region Cadet Instructions
 - F. British Columbia Provincial Committee Administrative Manual

3.2.3 Sponsoring Committee:

The role of the Sponsoring Committee is to represent the Air Cadet League in the local community, and work in partnership with squadron staff. The principal responsibilities are as follows:

- a. provide suitable squadron accommodations;
- b. procure and manage sufficient funds;
- c. organize fund-raising campaigns;
- d. promote the squadron within the community;
- e. seek support from the general public; and
- f. organize recruiting drives for new cadets, Committee members, and squadron staff as required.

3.2.4 Role and Responsibilities of the Commanding Officer

The Commanding Officer is responsible to the Commanding Officer of the Regional Cadet Support Unit (Pacific) for all matters pertaining to the squadron and shall work in partnership with the Sponsoring Committee. The principal responsibilities of the Commanding Officer include, but are not limited to:

- a. training and administration of officers, civilian instructors, and cadets;
- b. implement the training programme as directed by Pacific Region Cadets;
- c. keeping CIC officers, civilian staff, and cadets fully acquainted with the regulations and instructions issued by higher authority;
- d. directing and supervising squadron personnel;
- e. ensuring that proper supply, administration, financial, and training orders and procedures are carried out;
- f. ensuring that cadets are medically and physically fit to undertake the activities and training which they are expected to perform during local HQ or summer camp training;
- g. establishing a performance evaluation system for cadets;
- h. maintaining regular communications with the Sponsoring Committee, and keep them apprised of squadron activities; and
- i. submitting an annual training cost forecast to the Sponsoring Committee no later than 31st August of each year

3.2.5 SHARING OF SPECIFIC RESPONSIBILITIES

The figures indicate the chronological order or priority allotted to each duty

SPONSORING COMMITTEE	COMMANDING OFFICER
1. QUARTERS A. PERMANENT QUARTERS	
	a. Identify and justify training needs
b. Secure suitable quarters that will satisfy training needs. Make legal arrangements as required	b. Safeguard and maintain quarters
c. Secure quarters for the following training year	
B. TEMPORARY QUARTERS	
	a. Identify and justify training needs
b. Follow procedure for securing permanent quarters	b. Follow procedure for securing permanent quarters
Notes: 1. The Commanding Officer may recommend a specific location to the Sponsoring Committee 2. The Sponsoring Committee will liaise with the owner or landlord on all matters concerning the use of the premises 3. The Chairperson may ask the Commanding Officer for assistance in making the necessary arrangements	
2. FINANCING	
A. FUND-RAISING	
a. Organize fund-raising events	a. Encourage squadron staff and cadets to take part in fund-raising activities and, when possible, to participate in public events and campaigns
b. Issue official receipts for income tax purposes upon request	
Note: Cadets should not be used as the sole means of fund-raising	
B. BUDGET	
	a. Provide the Committee with detailed yearly training cost estimates not later than 31 August of each year.
b. Determine feasibility of supporting activities proposed by CO	b. Adjust activity schedule as necessary

SPONSORING COMMITTEE	COMMANDING OFFICER
c. Establish means to meet forecast expenses	
C. MANAGEMENT	
a. Assume financial responsibility for the squadron	a. Inform the Committee of all necessary expenses
b. Maintain proper accounting records, and ensure that expenses are justified (see Note)	b. File all authorized claims with DND, and remit records of all other allowances or expenditures to the Committee
c. Ensure the security of squadron funds	c. Remit all petty cash purchase invoices to the Committee
d. Provide funds for supplies and services outside of the mandatory training programme, such as powered flight hours	d. Remit to the Committee all allowances or other monies intended for the Squadron
e. Brief the Commanding Officer regularly on financial statements	
f. Take inventory of squadron-owned supplies	
<p>Note: The purpose of financing is to cover the various expenses (over and above those funded by DND) related to the training of cadets, and their activities and representation in the community. The Chairperson and Commanding Officer must work together to ensure that funds available are spent in the cadets' best interest.</p>	
3. PUBLIC RELATIONS	
A. PUBLICITY	
a. Represent the Squadron at Public functions in conjunction with the CO	a. Encourage involvement of the squadron in local community activities
b. Issue media announcements of important squadron events and accomplishments (awards, summer camps, competitions, special activities)	b. Represent the squadron at public functions
<p>Note: Refer to the Air Cadet League Public Relations Manual which is available at no cost from the Air Cadet League Headquarters in Ottawa.</p>	
B. RECRUITING	
a. Co-ordinate the information campaign for recruiting new cadets	
b. Use the media to promote the advantages of Air Cadets and to inform the general public of recruiting drives	b. Support the recruiting campaign by organizing visits in schools and by ensuring representation at information booths during community special events
c. Provide campaign advertising materials, and get local businesses involved in their design or production	
d. Welcome parents and new recruits, and	d. Welcome parents and new recruits, and organize a

SPONSORING COMMITTEE	COMMANDING OFFICER
give them a brief summary of the aims and benefits of the organization	brief information session on the training programme and special activities offered
Note: This briefing to parents and recruits is a combined Sponsoring/Commanding Officer activity	
e. Encourage parents to participate in Committee activities and squadron activities when possible	e. Perform all administration required to enrol new recruits
C. OFFICIAL REPRESENTATION	
a. Establish and encourage relationships with local dignitaries such as Members of Parliament, mayors, councillors, school commissioners, heads of organizations, company executives, etc.	a. Support the Committee in its efforts by organizing public appearances by cadets and accompanying Committee members to official meetings if requested
b. Invite local dignitaries to special activities or ceremonies. Highlight their presence or contribution to the squadron	
c. Represent the squadron by participating in community meetings and activities	c. Attend Committee meetings as required
4. MANAGEMENT A. ADMINISTRATION	
a. Look after the day-to-day management of the Committee	a. Assume responsibility for the general management of the squadron, as directed by Pacific Region Cadets
b. Forward all correspondence on cadets or training to the CO	b. Keep the Committee apprised of all relevant squadron information
	c. Register and distribute squadron mail
	d. Submit reports as required by Pacific Region Cadets
	e. Keep all personnel files up to date
	f. Ensure that all financial regulations are adhered to
Note: The Commanding Officer is responsible for the Squadron's military management.	
B. SUPPLIES	
a. Liaise with local merchants and organizations to procure supplies and services that are not provided by DND, and keep a detailed inventory	a. Obtain uniforms and training supplies from DND
	b. Assume responsibility of the distribution account and keep a detailed inventory, paying special attention to tracking uniforms
Note: The Commanding Officer is responsible for the supplies and management of material provided by the DND.	

SPONSORING COMMITTEE	COMMANDING OFFICER
C. FINANCE	
a. As described under “Financing”	a. As described under “Financing”
	b. The Commanding Officer cannot hold any funds in the Squadron’s name except for a petty cash of up to \$300, with approval from the Chairperson
D. PERSONNEL	
a. Add comments and recommendations concerning personnel transactions, in accordance with required procedures	a. In consultation with the Committee, recommend enrolment, appointment, promotion, posting, transfer, and release of officers and civilian instructors
b. Discuss personnel matters with the Commanding Officer regularly	b. Appoint qualified personnel to assume specific squadron duties
	c. Supervise and control all duties of squadron personnel, assess their performance, and provide regular feedback to assist them
d. Recommend a suitable replacement for the Commanding Officer	d. Ensure successors will be available as necessary for all personnel. In consultation with the Sponsoring Committee, recommend a suitable replacement as CO
<p>Notes: 1. The Commanding Officer must form a team that works well together, and must therefore be given leeway in choosing the personnel for whom he/she will be responsible.</p> <p>2. All attempts should be made to resolve personnel issues at the lowest level. When this is not possible, complaints of personnel performance should be submitted in writing through the appropriate military or civilian channels. A copy of the complaint should be sent to the party concerned.</p>	
5. TRAINING	
A. JUNIOR, SENIOR, AND OPTIONAL TRAINING PROGRAMME	
	a. Present an annual training plan to the Committee and explain its content; refer to budget forecasts as required
B. ACTIVITIES (SOCIAL, SPORTS, CULTURAL, INTER-SQUADRON, ETC.)	
a. Ensure that the programme offered meets the organization’s goals and is beneficial to cadets	a..Present an outline of the training programme to the Committee and explain its purpose and content
b. Organize social or recreational activities and ensure that someone from the Committee attends	b. Assist the Committee in organizing social or recreational activities and ensure staff participation
C. CADET EVALUATIONS	
	a. With input from officer and civilian staff, evaluate the performance of all cadets

SPONSORING COMMITTEE	COMMANDING OFFICER
	b. Explain to the Committee how cadet performance is assessed
	c. Post the results obtained for each cadet review
D. PROMOTIONS	
	a. Inform the Committee and the cadets of the criteria necessary for consideration for promotion. The Commanding Officer should consult with the Committee concerning promotions to WO2 and WO1
b. Provide comments and recommendations on promotions to WO2 and WO1, and other ranks as requested by the CO	b. Assess each candidate and award promotions as necessary
	c. Submit promotion lists to the Committee
E. SUMMER CAMPS	
	a. Follow the instructions issued by Pacific Region Cadets
	b. Inform the Committee of camps offered
	c. Establish a cadet camp merit list in consultation with squadron staff
	d. Inform the Committee of the cadet camp merit list
e. Contact the parents of cadets applying for the power/gliding programmes and exchange visits and advise them of the costs involved	e. Advise the Committee of camp selections
<p>Note: In awarding the Strathcona Medal, as for all other awards, the Commanding Officer and the Committee will make it a point of honour to unanimously introduce the squadron's candidate</p>	
6. DISCIPLINE	
A. GENERAL DISCIPLINE	
a. Support the Commanding Officer in the application of regulations.	a. Ensure compliance with regulations as issued by Pacific Region Cadets
	b. Ensure that dress and deportment of officers, CI's, and cadets are always a credit to the Air Cadet Movement
	c. Maintain squadron discipline
d. Keep open channels of communication with the CO	d. Advise the Committee of any staff or cadets who are distinguished for proficiency or deficiency in their duties
B. DISMISSAL OF A CADET	
	a. Inform the Committee of all incidents requiring major disciplinary actions

SPONSORING COMMITTEE	COMMANDING OFFICER
b. Consult with the Commanding Officer each time a major disciplinary case is reported	b. The Committee's approval should be obtained to dismiss a cadet from the Squadron
c. Record any dismissals in the Committee meeting minutes	c. Refer to Pacific Region Cadets as necessary
C. OFFICERS AND CIVILIAN INSTRUCTORS	
	a. Inform the Committee of all incidents requiring major disciplinary action
b. Determine, along with the CO, whether there is reason to resort to legal action	b. Determine, along with the Committee, whether there is reason to resort to legal action
c. Refer to the Provincial League Office as necessary	c. Refer to Pacific Region Cadets as necessary
D. CRITICISM AND OTHER COMMENTS	
a. All comments should be passed to the Chairperson for discussion with the CO. At no time shall the members discuss these points in front of staff or cadets	a. All comments should be passed from the staff to the Commanding Officer for discussion with the Chairperson. At no time shall staff members discuss these issues in front of Committee members or cadets
7. CO-ORDINATION A. MEETINGS	
a. Invite the Commanding Officer to Committee meetings as practicable in order to keep him/her apprised of training and requirements	a. Invite the Chairperson to staff meetings as practicable to keep the Committee apprised of training and activities
b. Advise the Commanding Officer of any issues needing his/her attention in advance	b. Advise the Chairperson of any issues needing his/her attention in advance
c. Provide the Commanding Officer with a copy of the minutes and financial statements from the previous meeting	
Note: Regular correspondence and exchange of information are encouraged to maintain a maximum level of effectiveness	