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**GUIDE  
FOR  
LOCAL  
BRANCHES**

**Part Two**

**(Branch Guide 2)**

Amended  
2 March 2002

**Of CANADA**

## INTRODUCTION

The Navy League Guide for Local Branches, Part One, or Branch Guide 1, was designed for new members of The League as an introduction to The League and its Cadet Corps. It is worthwhile consulting, if you have not seen it.

This Guide for Local Branches, Part Two, or Branch Guide 2, was written for members of the Navy League who serve on the Executive of Branches across Canada. Therefore, it has more detail in it than Part 1 has, but it is only a generic guide designed to help members better understand the organization of The League. It should be particularly useful to new members of a Branch Executive as they take up their duties, but it should serve well as a reference throughout the volunteers' service to The League.

This Guide is designed to be used by all Branches in all Divisions of The League, so there may well be additional information that is specific to a Division and should be added for the benefit of Branches within that Division. Therefore, each Division is encouraged to add a Chapter 10 that describes additional practices or procedures unique to that Division and its Branches, or that amplifies the information in the other nine chapters in this Guide.

Many other Navy League publications are available to help Branch members fulfill their responsibilities in support of their cadet corps. They are listed on the next page, but some of the more important are:

NL (18) By-Laws,  
NL (21) Administrative Orders, and  
Call To Order (Meeting Rules & Procedures) or the NL Précis.

Please remember that the Navy League of Canada has been active for over one hundred years. The League has a legacy of good service to, and across, Canada. That service continues in all the Branches of The League as long as there are people who are interested in our cadet programmes enough to volunteer to help make them the best youth programmes in the country. If you have any questions about this Guide or the Navy League in general, many people can answer them. If you can't get the answers you need from your Division, check The League's web site at [www.navyleague.ca](http://www.navyleague.ca), or email or call the National Office (800-375-6289).

Thank you for volunteering with your Navy League Branch. May your cadet corps prosper well into the future because of your efforts.

R.G. Stewart, CD  
Past National President  
Chair of the Advisory Council

## BOOKS AND FORMS

Navy League Branches use several publications and forms in their regular administration. They should be kept up to date and be readily available to Branch Executive and Committees. Additional copies can be obtained from the League web site, the Division Secretary or Office, in the “Tool Kits” issued annually (usually in the fall), or by contacting the National Office directly. They include:

NL(7)*	Navy League Cadet (NLC) Training Syllabus
NL(8)*	NLC Regulations
NL(10)	Navy League of Canada (NL of C) Forms
NL(18)	NL of C By-Laws
NL(21)	NL of C Administrative Orders (NLAO's)
NL(22)	Booklet of Membership Forms/Cards
NL(23)	Internet User Guidelines
NL(26)	Scholarship Program Information
NL(34)	Public Affairs Manual
NL(36)	Application to Form a Branch
NL(41)	Boat Accident or Damage Report
NL(42)	Application for Special Award
NL(50)	Application for National Cadet Competition
NL(53)	NLC Drill Manual
NL(55)	Civilian Instructor Agreement Form
NL(62)	Budget Form
NL(64)	NLC Officer Training Standards
NL(74)*	Sea Cadet Regulations
NL(76)*	Watercraft Safety Orders for Cadets
NL(100)	Volunteer Screening Coordinator's Handbook
NL(102) & (103)	Screening Forms
NL(140)	Purchase Order Form
WC112	Report of Accident
HP	Harassment Policy
Call to Order Précis	Meeting Procedures Manual

Note that this is only a partial list of the more common books and forms used in a Branch and its cadet corps. Items marked “ \* ” are obtained from the National Office using a NL(140) form.

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## **CHAPTER 1**

### **HISTORY of the NAVY LEAGUE**

#### **ORIGINS IN CANADA**

The Navy League has been active in Canada since 1895, 15 years before the Royal Canadian Navy was formed in 1910. The Navy League was one of the prominent organizations of the day that convinced the Government that it should take responsibility for its own maritime security by establishing a Canadian Navy. Thus, The League has focused public attention on the needs of Canada as a maritime nation since its inception.

#### **PURPOSE OF THE LEAGUE**

Among the Purposes and Objects of The Navy League recognized in the Supplementary Letters Patent issued in 1971 are:

“To promote an interest in maritime affairs generally throughout Canada”; and,

“To promote, organize, sponsor, support and encourage the education of the youth of the country, through Cadet movements and other youth groups with a maritime orientation.”

#### **EVOLUTION OF SEA CADETS**

Early in the last century, the Navy League sponsored a training program for boys called the Boy's Naval Brigade. In 1923, the name of that organization was changed to the Navy League Sea Cadets to give The League more visibility and remove the word "BOYS".

The Navy League Sea Cadets continued as a program fully funded by the Navy League until World War II. When the war began, the Navy had less than a thousand officers and men. By 1945, it had grown to over 100,000 and had become the third largest navy in the world. The huge expansion created huge training problems, but the naval authorities recognized the value of the Navy League's Sea Cadet program and started supporting it. That support became a formal partnership in 1941, and, with the consent of the King, the Navy League Sea Cadets became the Royal Canadian Sea Cadets.

#### **THE NAVY LEAGUE CADETS**

When the war ended, considerable pressure to allow younger boys to join the Sea Cadets developed. Moreover there was a wealth of leadership talent available in the form of recently returned naval veterans who wanted to ensure that young people had the opportunity to take part in a strong character-building program. However, the Navy did not want to extend the Sea Cadet program to younger boys. Therefore, in 1948 the Navy League began its own junior program, the Navy League Cadets. That program was, and is still, funded and administered by The League with the support of many service clubs and other groups.

In the early post-war period, many people felt the Sea Cadet program should be made available to young women, but the RCN would not support the proposal. At the time, the Naval authorities were considering discontinuing the enrolment of women in the Navy. Therefore, The League established the Navy League Wrenette program for girls from 13 to 18 years old.

In the mid-seventies, the Department of National Defence decided to admit females into the cadet programmes. Most of the Wrenettes became Sea Cadets, and many of the Wrenette Officers enrolled in the Canadian Forces Cadet Instructor List (CIL). Others chose to remain with the Wrenette program, which was revised for girls aged 11 to 13, to parallel the Navy League Cadet program.

The integration of the Navy League Cadet and Wrenette programs evolved during the 1980's and '90's. A common training syllabus was developed, and then composite corps of both Cadets and Wrenettes were formed. In the mid-eighties, it was decided that all young people enrolled in Navy League Cadet and Wrenette Corps would be known as cadets and wear the same uniform. The last Wrenette Corps was reluctantly disbanded in 1998.

## CHAPTER 2

### **THE NAVY LEAGUE AND DND**

The Department of National Defence (DND) is the Navy League's partner in sponsoring the Royal Canadian Sea Cadets. This chapter describes DND's organization for the support of Royal Canadian Sea Cadet Corps. The Canadian Forces (CF) is tasked to provide support for the cadet movement. However, the term “DND” is commonly used to refer to the Canadian Forces.

### **CADET INSTRUCTOR CADRE OFFICERS and CIVILIAN INSTRUCTORS**

The League is responsible for recommending people for enrolment and commissioning in the Cadet Instructor Cadre (CIC) component of the CF Reserves. CIC Officers (CIC's) are volunteers who hold a Queen's commission in the Reserves, and they are subject to the Code of Service Discipline under the National Defence Act. They are often referred to by the element or service to which they belong. Thus, Sea Cadet Officers are referred to as CIC (Sea).

The League must also find suitable people to be employed as (civilian) cadet instructors (CI's). CI's are people with specific skills or expertise that CIC's may not have such as: music, canoeing, adventure training, etc., required for optional training in a corps. CI's are recruited by a Corps CO, in consultation with the Branch, to instruct cadets in their area of expertise. Because of their skills or expertise, CI's can also be employed in a designated capacity such as Supply Officer, Administration Officer, etc., in units where there are not enough CIC's. Unlike CIC's, CI's are not members of the Armed Forces, but are employees of DND who are screened by DND before entering into either paid or unpaid employment contracts.

### **CANADIAN CADET ORGANIZATIONS and the CADET MOVEMENT**

It is important to remember these two terms. “Canadian Cadet Organizations” (CCO's) includes the Royal Canadian (RC) Sea Cadets, RC Army Cadets, and RC Air Cadets. The term “Canadian Cadet Movement” collectively includes: the three CCO's; the Navy, Army Cadet and Air Cadet (“Cadet”) Leagues; Region Cadet Support Units and Detachments; Cadet Instructor Cadre; and other stakeholders. Since this Guide is written for Navy League volunteers, it deals mainly with the Sea Cadet part of the CCO and CCM.

### **ORGANIZATION AT NATIONAL DEFENCE HEADQUARTERS**

At National Defence Headquarters (NDHQ) in Ottawa the senior officer who deals with the Cadet Movement on a full time basis is the Director of Cadets, a CF Regular Force Colonel, often referred to as "DCadets" or “DCdts”. DCdts reports to the Director-General Reserves and Cadets who, in turn, reports to the Vice-Chief of Defence Staff, a Vice-Admiral or Lieutenant General. Among other things, the VCDS manages the CF budget and equipment requirements. For example, the acquisition of cadet uniforms comes under his purview. The Director of Cadets has a number of Section Heads or Desk Officers to assist and advise him. One of those, DCdts 2, is a CF Regular Force Naval Commander who is responsible for Sea Cadet issues.

An important part of DCdts 2's duties is to maintain a strong liaison with the Navy League's National Executive Director. It is at that level that matters of policy put forward by The League are introduced to DND. Likewise, DND informs The League of any proposed policy or budget changes affecting the Canadian Cadet Organizations (CCO) through this channel.

## **CANADIAN FORCES REGIONAL ORGANIZATION**

The Canadian Forces has established a Regional organization across the country to deal with any military involvement that might be required on a Regional or Local level. Canada is divided into five Regions, and a Region Commander who is a Major General or Rear Admiral commands each one. A Lieutenant Colonel or Commander, formerly known as the Region Cadet Officer (or RCO), is now called the "Commanding Officer of the Region Cadet Support Unit" (RCSU). (S)he is responsible for cadet matters within the Region.

## **COMMANDING OFFICER - REGION CADET SUPPORT UNIT**

The Commanding Officer of the Region Cadet Support Unit runs the entire DND Cadet organization in each Canadian Forces (geographical) Region. Among his/her duties are:

- Implementation of the cadet programs and provision of the requisite support;
- Liaison with the applicable Navy League Division(s);
- Supervision and control of DND's cadet budget within the Region;
- Supervision of the organization, administration and training in cadet corps; and,
- Approval of the enrolment, promotion, transfer, and release of CIC (Sea) officers.

## **CADET DETACHMENTS**

In most Regions, the RCSU has established Cadet Detachments to facilitate support to the cadet units in their areas. Their function is to bring the CF cadet-related administration closer to the corps. The scope and nature of these Detachments may vary between Regions.

### **Detachment Commander (Det Cdr)**

Detachment Commanders are responsible to the applicable CO RCSU for all cadet matters in their particular Areas. The Detachment Commander's mandate is to ensure that the approved cadet training programs are implemented, and to provide the necessary support. The Detachment staff varies depending on the size of the cadet population. Ideally, the Detachment Commander has on his staff an Area Cadet Officer (ACO) for each service (Sea, Army, and Air), and two or more Area Cadet Advisors (ACA's) as assistants for each ACO.

### **Area Cadet Officers (ACO's)**

Area Cadet Officers are usually Regular Force Officers, although sometimes CIC officers or Regular Force Senior NCO's are assigned that duty. The ACO is accountable to the Detachment Commander or CO RCSU. They are normally a Navy Lieutenant or equivalent, and they are responsible for all sea cadet corps in their area. In rare circumstances it may be necessary to "double hat" an ACO to look after corps of two cadet services. Thus, it is possible that a Sea Cadet corps could be administered by an ACO who has an Army or Air Force background. It is also possible for a Cadet Detachment to have no ACO's on staff. In this situation, the Detachment Commander performs ACO duties for all three cadet services.

### **Area Cadet Advisors (ACA's)**

An Area Cadet Advisor (ACA) is normally a Regular Force Petty Officer. ACA's assist ACO's and are responsible to them. ACO's and ACA's visit cadet units on a regular basis during the training year (Sept – May) to monitor the training program implemented at the corps, provide advice where required, and coordinate logistical requirements.

### **Area Cadet Instructor Cadre Officer (ACICO)**

An ACICO is a senior CIC officer who is responsible to the CO RCSU through the Detachment Commander where applicable. Usually Lieutenant-Commanders, ACICO's have previous experience as Corps CO's and their mandate is to supplement and reinforce the work of the Area Cadet Staff within a Region. An ACICO is a volunteer, like your Corps CO, who may be called upon to provide advice and assistance to a corps and/or a League Branch. He might also assist with: recruiting and public relations; coordinating the organization of Area competitions, meetings and conferences; advising a NL Branch, particularly on Branch/Corps co-operation; and other areas.

## **REGION SAIL CENTRES**

Sail Centres train and certify cadets to the Canadian Yachting Association Level II standard. They also offer development clinics and advanced sailing to augment cadet achievement in Cadet Summer Training Centres. Various different models of Sail Centre are established to meet the needs of the Corps they support. They can be static or mobile units operating in facilities owned by DND or The League, and/or rented, donated etc. Whatever model is in place, a Sail Centre may support multiple Corps or only one Corps depending on local circumstances. Each Sail Centre has an Officer in Charge (OIC) and several instructors, either certified CIC officers or Senior Cadets, and occasionally Civilian Instructors.

## **SEA CADET SUMMER TRAINING CENTRES**

One of the most important opportunities within the Sea Cadet Program is summer training. The majority of time is dedicated to learning the valuable skills and acquiring the knowledge and attributes specific to producing instructors and staff for both the corps and summer programs. This means participating in a highly structured and disciplined program that challenges cadets to

be their absolute best. It is not necessary for a Sea Cadet to do summer training in order to do well at their corps, but it is rewarding and fun, and many cadets consider it one of the best parts of the program.

It is natural that some cadets, usually the younger ones, will be homesick when they first go to a STC, but the staff is well trained in recognizing and dealing with the needs of these cadets. Parents/ guardians should be strongly encouraged to allow the Training Centre the opportunity to work with the cadet to overcome homesickness and meet the challenge of staying for the duration of the course. In most cases, homesickness dissipates after the first few days when the cadets become acquainted with their new friends and surroundings. It is very expensive and disruptive to send cadets home early, and parents must be asked not to condone early returns.

### **REGION CADET INSTRUCTOR SCHOOL**

DND has established Region Cadet Instructor Schools at various Canadian Forces Bases to train CIC Officers. Courses (which are the same for Sea, Army, and Air elements) that are offered are: Basic Officer Qualification (BOQ); Lieutenant Qualification Course (LTQ) to qualify an officer for Sub-Lieutenant rank; Captain's Qualification Course (CQ) to qualify an officer for Lieutenant (N) rank; and a Commanding Officer Course (COC). In addition to the career courses there are a variety of specialist courses offered to provide expertise at the Corps in such areas as: Supply; Administration; Range Safety; Canoeing; Orienteering; Cold Weather Indoctrination and others.

## CHAPTER 3

### THE NATIONAL ORGANIZATION

#### “NATIONAL”

The word “National” is often misunderstood and misused in the Navy League. It should be understood that there are several National components of The League, including the National Office, its staff, the National President, Vice-Presidents and other executive, and all Division Presidents, as they are members of the National Board of Directors.

#### NATIONAL BOARD OF DIRECTORS

The governing body of the Navy League is the National Board of Directors. Its members are the National President, Advisory Council Members, National Treasurer, National First Vice-President and other Vice-Presidents, the President of each Division and a varying number of other members elected each year.

Each of the Vice-Presidents and other members who are not Division Presidents hold portfolios that include the major areas of ongoing League activity. Occasionally some members are given major projects to undertake instead of portfolios, e.g. the development of a Policy Manual. Some portfolios are:

Sea Cadets	Navy League Cadets	Maritime Affairs
Safety	Scholarships & Awards	Memberships
Communications	By-Laws & Resolutions	Fund Development

#### NATIONAL EXECUTIVE COMMITTEE

The Executive Committee is a functional body that oversees operations between meetings of the Board of Directors. It consists of the National President, Immediate Past National President, National First Vice-President, National Treasurer, and the Division Presidents’ Representative.

#### NATIONAL ADVISORY COUNCIL

The Advisory Council is normally comprised of three Past National Presidents. It acts as an advisory group for the President, and the Nominating Committee for the election of officers and members of the Board, and it undertakes projects (like writing this Guide) as requested by the President.

#### NATIONAL OFFICE

There is a small staff at the National Office in Ottawa, headed by the Executive Director, which looks after the day-to-day affairs of The League.

## CHAPTER 4

### NAVY LEAGUE DIVISIONS

The Navy League is comprised of twelve Divisions coinciding with the provinces except:

Nova Scotia Mainland and Cape Breton Island are separate Divisions;  
British Columbia Mainland and Vancouver Island are separate Divisions;  
Some Branches in NW Ontario are part of Manitoba Division; and,  
Rouyn-Noranda Branch is part of Ontario Division.

### ROLE

A Division' role is to provide guidance and support to its Branches to enable them to fulfill their missions in sponsoring Sea Cadet and Navy League Cadet Corps.

### DIVISION COUNCIL

The governing body of the Division is the Division Council, which is made up of the Presidents of each Branch in the Division or their representatives and other Members elected to the Council.

### DIVISION BOARD OF MANAGEMENT

Members of the Board of Management (in Ont. Div., the Board of Directors) are elected to the Division Council to serve on the Board at the Annual Meeting of the Division. They hold office until the following Annual Meeting.

### EXECUTIVE COMMITTEE

The Executive Committee is a component of the Division Board of Management empowered by the Division Council to run the Division between meetings of the Board of Management. The Executive Committee is accountable to the Council, and its decisions are subject to ratification by the Board.

The members of the Executive Committee are normally: The Division President; Vice-President(s); Secretary; Treasurer (or Sect.-Treas.); Chair of Sea Cadets; and Chair of Navy League Cadets. (Sometimes Division Vice-Presidents who are assigned responsibilities as Chairs of Cadet Committees are called the VP Sea Cadets or VP NL Cadets.)

### SEA CADET COMMITTEE

The Sea Cadet Committee is responsible for developing the Division's position on all matters pertaining to the Sea Cadet program. In particular, it fulfills The League's responsibilities within the Division; and makes recommendations concerning training, recruiting, scholarships, exchanges, etc; and, administers inter-corps and public activities at the Division level.

## **NAVY LEAGUE CADET COMMITTEE**

This Committee is charged with the general administration of the Navy League Cadet program in the Division. In particular, the Committee:

- Prepares recommendations on Officer and Cadet training, recruiting, uniforms, etc;
- Recommends the appointment of, and gives direction to, the Division NL Cadet Commander, Area Officers and Area Training Officers; and,
- Reviews NLC Corps inspection and training reports.

## **NLC AREA OFFICER ORGANIZATION**

A Division may establish a network of NLC Area Officers in the Division. Area Officers are experienced people who normally have been Corps Commanding Officers. They are uniformed officers, usually LCdr's (NL), who are appointed by the National Navy League Cadet Committee on the recommendation of the Division.

The Division NLC Commander is the Senior Area Officer, and (s)he is responsible to the Vice-President NL Cadets for supervising the activities of the Area Officers. Working with the other Area Officers, the NLC Commander plans and promotes inter-corps training activities.

The Area Officer's primary duty is to advise the Branches and NLC Corps in his/her areas to help ensure that satisfactory standards of leadership, training, and administration are maintained. (S)he often conducts the Division President's inspection of the corps. Area Officers are responsible to the Division and do not have command authority for Branches, corps, officers or cadets. They are unpaid volunteers who do not have offices or staff, but they are valuable sources of advice for Branches as they have contact with several corps, so they can provide Branches with a broad perspective.

## **NLC AREA TRAINING OFFICERS**

NLC Area Training Officers are appointed primarily to assist the NLC Area Officers on training matters. They normally accompany Area Officers on visits to corps and formal inspections. Their main function on such visits is to observe and make recommendations on all matters concerning NL Cadet and Officer training.

## CHAPTER 5

### THE NAVY LEAGUE BRANCH

#### WHAT IS A NAVY LEAGUE BRANCH?

A Branch of The Navy League of Canada is simply a group of people authorized to conduct League affairs within its local area boundaries.

Membership in a Branch is open to any person who is legally resident in Canada, who approves of the objects of The League, and who pays the annual membership fee that is set by the Branch. (That can vary from \$1 to \$20 or more, but the lower the fee the easier it is to get members).

All Corps Officers, Civilian or Cadet Instructors are Associate Members, but they are not required to pay a fee. Associate Members may attend General Meetings but do not have the right to vote. All Cadets are “Cadet Members” of the Branch that sponsors their Corps. Cadet Members are not required to pay membership fees, and do not have the right to vote.

#### NATIONAL MEMBERSHIPS

In 2001, the National Board of Directors approved a new national membership plan whereby people can join the Navy League and have part of their national membership fee go to each of the local Branch (to support its corps), the Division, and the National Office (to help administer the plan). That membership plan will help facilitate national insurance plans, screening of corps officers and instructors, and fund-raising. It is designed as an alternative to existing Branch memberships, not as a replacement for them.

#### BRANCH COUNCIL

The Branch Council is comprised of a President, one or more Vice-Presidents, a Secretary, a Treasurer (or a Sect.-Treas.), and Chairs of Committees that oversee the various Branch activities. Branch Committees may include: Sea Cadet; Navy League Cadet; Auxiliary; Membership; Fund-raising; Public Relations and others as they are needed.

Recognizing that the size of the Corps and the Branch membership may not warrant such a large committee, the minimum requirement for a Branch Executive is three members: a President, Secretary/ Treasurer, and one VP/Cadet Chair for each Corps the Branch supports.

#### PRE-REQUISITES FOR BRANCH OFFICERS

League By-Laws stipulate that a person must have served actively on the Branch Council for one year or longer before (s)he can fill certain key offices. The Division Council may waive that prerequisite if, at the time of the Branch's AGM, no one meets the eligibility requirements. However, Branches in larger centres should build up sufficient depth of experience that they can meet the requirements of that By-Law.

## **DUTIES OF BRANCH OFFICIALS**

### **Branch President**

The Branch President, as the senior League official in the Branch, is responsible for all the activities of the Branch. He or she must therefore ensure that all Branch officers and committee chairs keep him/her fully informed of their activities regularly. The President is responsible for keeping the Division informed of activities within the Branch.

### **Vice-President**

The Branch Vice-President assists the President and acts for the President in his/her absence.

### **Secretary**

The Secretary is responsible for maintaining Branch records and recording minutes of all Branch Council and General Meetings. The Secretary is normally responsible for correspondence and for advising the President and committee members on League procedures.

### **Treasurer**

The Treasurer is responsible for maintaining accurate records of all Branch financial transactions. He/she must monitor all Branch expenditures to ensure they are within budgeted amounts and prepare monthly and annual financial reports and a budget for the next year.

### **Sea Cadet Chair**

The Sea Cadet Chair is the principal link between the Branch Council and the Corps. He/she should represent the concerns and requests of the Corps CO to the Council, and relay Council decisions to the Corps CO for his/her action as necessary. (S)he is responsible for ensuring that the Branch's corps sponsorship responsibilities are fulfilled. Among them are:

- Recruiting Branch Members, Corps Officers, instructors and cadets;
- Recommending the enrolment, promotion, transfer, or release of CIC Officers;
- Submitting an annual budget for Corps operations to the Branch for approval;
- Providing training aids and equipment, e.g. band instruments, not supplied by DND;
- Authorizing budgeted and properly supervised Corps extra-curricular activities;
- Co-ordinating Branch support for Corps recreational programs;
- Ensuring that Navy League property is properly accounted for and maintained and,

With the Corps CO:

- Selecting candidates for scholarships, awards, international exchanges, etc;
- Recommending Corps Officers for honours, awards, or other recognition; and,
- Ensuring that training, discipline, morale, and attendance standards are high.

(Note: If the corps training quarters are owned or leased by The League, then the Sea Cadet Chair is responsible for the security of DND property held by the corps.)

The Sea Cadet Chair must inform the Branch President before liaising with the ACO(S) and/or appropriate staff member(s) at the DND Regional Cadet Detachment. By working closely with the Pres., Corps CO, and DND Staff both of the sponsoring partners are kept fully aware of all matters affecting the corps, and problems are addressed effectively by the appropriate sponsor, with assistance from the other as needed. (See Chapter 6 for more.)

### **Navy League Cadet Chair**

The NLC Chair is the principal link between the Branch Council and the NLC Corps. He/she should represent the concerns and requests of the Corps CO to the Council, and relay Council decisions to the Corps CO. The NLC Chair must ensure that the Branch responsibilities for the supervision and administration of the NLC Corps are fulfilled. That includes:

- Recruiting officers, instructors and cadets;
- Recommending the enrolment, promotion, transfer, or release of NLC Officers;
- Ensuring that Corps Officers are encouraged to take training courses;
- Submitting an annual budget for Corps operation to the Branch for approval;
- Ensuring that an adequate supply of uniforms for cadets and officers is maintained;
- Providing training aids and equipment;
- Authorizing budgeted and properly supervised Corps extra-curricular activities;
- Co-ordinating Branch support for Corps recreational programs;
- Ensuring that Navy League property is properly accounted for and maintained; and,

With the Corps CO:

- Selection of candidates for scholarships and awards;
- Recommending Corps Officers for honours and awards; and,
- Ensuring that training, discipline, morale, and attendance standards are high.

The NLC Chair must inform the Branch President when liaising with the Division Area Officer and the Area Training Officer. By working closely with the Pres., Area Officers and the Corps CO, the Branch can be kept fully informed of the progress of the corps, and any problems that arise can be dealt with effectively.

### **NAVY LEAGUE BRANCH (WOMEN'S) AUXILIARY**

Many Branches have formed (Women's) Auxiliaries comprised of cadet parents, spouses of corps officers, and/or others wishing to assist. An Auxiliary can prove invaluable in supporting a Corps' Annual Review or Inspection, training weekends, or other approved Corps activities.

Any Auxiliary that raises or holds funds for a Branch or Corps must be composed of League members and be organized with a Chair, Secretary, and Treasurer. It must raise the funds in The League's name, and submit audited financial reports to the Branch at least annually. To ensure co-ordination of effort between the Branch and an Auxiliary, the Auxiliary Chair is entitled to be a member of the Branch Council. The Council should approve any Auxiliary fund-raising in advance to avoid duplication of effort. An Auxiliary may also levy its own membership fee to help meet its operating expenses. **See Fund-Raising Activities on Pages 18 and 27.**

## **BRANCH MEETINGS**

The National Board has adopted the book “Call To Order, Meeting Rules and Procedures for Non-Profit Organizations” by Herb Perry as its reference for meeting procedures, and an authorized Précis has been produced that all League Branches and Divisions should use.

## **COUNCIL MEETINGS**

How often should a Branch meet? Generally, the Branch Council should meet at least once a month during the training season. A regular meeting is important, because it keeps individual members informed of everything that is going on in the Branch and that enables them to perform their own roles more effectively. Keeping in touch by telephone is not good enough. There is no substitute for the interaction that takes place at a face-to-face meeting.

Who Should Attend, and Who May Vote? Only Branch Council members are entitled to attend Council meetings. Others may be invited, and may address the meeting at the Chair’s invitation. However, guests may not vote, or move or second motions. As a matter of courtesy and in the interest of good communications between the Branch and the Corps that it serves, the Corps Commanding Officer(s) should have a standing invitation to attend Branch Council meetings.

## **GENERAL MEETINGS**

How often should they be held? Apart from the mandatory Annual General Meeting, there is no hard and fast rule concerning the frequency of general meetings. If the Branch is relatively small, it might be a good idea to call a general meeting early in the new (calendar) year to give a progress report. This will keep the members interested in Branch affairs, and give the Council an opportunity to do some talent scouting. Among the members there may be a potential Branch President who should be encouraged to stand for election to the Council at the next opportunity.

Who may attend, and who may vote? Anyone who is a current member of the Branch is entitled to attend a Branch general meeting, but only Individual Members of The League may vote, move or second motions, or nominate a person for office. Other League members, e.g. Honorary, Associate, or Cadet Members, may attend a Branch general meeting, but may not take any active part in the proceedings unless specifically invited to do so by the Chair.

Every Branch is required to hold an Annual General Meeting, at which the financial statements for the previous fiscal year, and the budget for the next year, is presented, and a slate of officers for the ensuing year is elected.

## **ELECTIONS**

The election of Branch officials can often be the most controversial event in the year. Therefore, it is a good idea to invite an experienced League member, e.g. a Division Representative, to attend elections as an advisor. Such a person, who is conversant with Division By-Laws and other rules and procedures, can often resolve potentially contentious arguments.

To help ensure a smooth and orderly election, the Branch Council should establish a nominating committee of three Branch Members (who need not be members of the Executive), to draw up a list of nominated officers for presentation at the Annual General Meeting. The consent of the person being nominated for office must be obtained before putting his/her name on the list.

It is recommended that the entire list be placed before the meeting, either on a flip chart, or by distributing a copy to each voting member present. That enables the members to see at a glance how the Nominating Committee proposes to distribute the available talent among the various positions on the Executive. However, the election of each person should be done separately.

If the current Branch President's name appears on the list for any position (except that of Immediate Past President), the Chair should be turned over to another person, preferably the Chair of the Nominating Committee or the Past President.

The Chair should then take each position, one at a time, and ask for nominations from the floor. For example:

"Mr. Frank Muir has been nominated for the position of Branch President. Are there any nominations from the floor?"

If there is no response to that question, then the Chair may state:

"There being no other nominations, I declare Mr. Muir elected by acclamation."

If there is a nomination from the floor, it is made in the following form: "I nominate Mr. Donald Swan for the position of Branch President."

When a person is nominated from the floor, the first duty of the Chair is to ascertain whether that person consents to the nomination. If he/she is present, the question is simply put to the nominee. If the nominee is not present, a written statement consenting to the nomination must be produced. If this is not forthcoming, then the nomination is void. The Chair must then ascertain that the nominee is eligible to hold that office. That is, he/she must be a member of the Branch in good standing and meet the requirements of Division By-Laws for eligibility to hold office.

Having satisfied him/herself on that point, the Chair calls for any further nominations. If there is one, then the procedure for ascertaining eligibility is repeated. When there are no further nominations forthcoming the election should be put to a vote. It is common practice to hold a secret ballot when electing Branch Officers. (Ballot slips should be prepared before the meeting in anticipation of a vote). This procedure is repeated until the entire slate has been elected.

## **ELIGIBILITY TO VOTE**

Only Branch Individual Members present at the meeting and in good standing (i.e. those holding current membership cards) are permitted to vote at a Branch meeting. Proxy votes are not permitted.

## **INSURANCE**

The National Office obtains property and personal liability insurance for all Navy League activities. All Branches across Canada share the cost of that insurance proportionally and your Division will invoice your Branch for its share of the cost.

To ensure that your Branch personnel and property are protected against injury or loss, theft, fire, etc., make sure your Branch's insurance bill is paid promptly and in full. Also, make sure your Branch property is adequately evaluated and that you have enough insurance to cover any eventuality, including fire, flood, or other catastrophe.

Do you have enough insurance? Do not wait to learn the hard way that your insurance bill was not paid and your Branch was not covered (when calamity struck). Your Branch volunteers, cadets, equipment, and supplies are too valuable not to insure!!

## **AWARDS**

Achievement and success should be recognized locally, divisionally, and nationally. The League has several ways of doing that. Division and National recognition begins when Branches make nominations in consultation with Corps CO's. The nominations are forwarded to the Division who endorse them and forward them to the National Office for processing.

If your Branch has outstanding people – members, officers, instructors, or cadets, and each Branch and Corps usually does, then it is up to the Branch to ensure they get the recognition they deserve. The Branch Council must make the nomination, others don't usually know *your* people as well as you do. Check the NL Admin. Orders (NL(21)) for more information.

### **Principal Awards**

Awards available include: the National President's Award; National Sea/NL Cadet Officer of the Year; National Cadet of the Year; Division Cadet of the Year; Awards of Excellence; Certificates of Merit; University Scholarships, etc.

The Strathcona Trust is designed to encourage physical fitness and competition among cadets, and it might be available to share some expenditures such as trophies and materials which foster competitive activities. Apply through the Division Secretary.

## **FUND-RAISING**

See Pages 18 and 27.

## **PUBLICATIONS AND FORMS**

See Page ii.

## CHAPTER 6

### **SPONSORSHIP OF SEA CADET CORPS: A SHARED RESPONSIBILITY**

The Canadian Forces (the military partner) and the Navy League (the civilian partner) jointly sponsor the Royal Canadian Sea Cadet Movement. In official documents the military partner is referred to as "The Canadian Forces". However, the term "DND" has gained such wide use throughout the cadet movement, by both civilians and military personnel, that its use is accepted.

### **RELATIONSHIP BETWEEN THE CANADIAN FORCES AND NAVY LEAGUE**

The following is a paraphrase of the Queen's Regulations and Orders for the Canadian Cadet Organizations (QR (Cadets)), Article 2.33, as it applies to Sea Cadets and to the Navy League:

“In accordance with the National Defence Act, the Canadian Forces are responsible for the control and supervision of Sea Cadet Corps. In carrying out this responsibility, the Canadian Forces shall take into account the known policies and objectives of the Navy League of Canada and the local Branches, and co-operate with them to the fullest extent possible.”

### **DIVISION OF RESPONSIBILITIES**

#### **CIC OFFICERS**

The Navy League is responsible for recommending suitable people to be enrolled in the Canadian Forces as corps officers, and the appointment, promotion, transfer or release of CIC Officers. The Canadian Forces are responsible for policy on the enrolment, appointment, promotion, transfer, and release of corps officers.

Thus the Navy League Branch and DND share the important responsibility of deciding who will be entrusted with the leadership and training of the young people in the corps. This is one of the most important duties of a Branch Council. Guidance for carrying out these responsibilities in a fair and objective manner is given later in this chapter.

#### **CADET RECRUITING**

The Navy League (not DND) is responsible for recruiting suitable cadets. The Branch Council must organize and implement a plan for recruiting cadets. The Corps CO will normally help with a recruiting campaign, as the cadets themselves are the best recruiters, but ultimately it is the Branch's responsibility. Recruiting brochures are available from the Division or National Office.

## TRAINING QUARTERS AND EQUIPMENT

The Navy League Branch is responsible for providing appropriate training and stores accommodation not provided by the Canadian Forces. In practice, DND might provide accommodation if it is available. However, DND has other responsibilities for its buildings and thus has the legal right to evict a cadet corps if necessary. The Branch would then be responsible for finding new quarters. The Canadian Forces are responsible for providing equipment, training aids, uniforms and transportation as authorized by the appropriate scale of issue.

The Branch is responsible for providing financial support and some training aids and equipment, band instruments and transportation that are not supplied by the Canadian Forces. DND does not provide band instruments to corps. It may loan them to a corps from time to time, but has no obligation to purchase instruments for them. DND does pay an annual band grant to Cadet Corps. That is intended to defray the costs of repairing instruments, purchasing music, etc.

## CADET RECREATIONAL PROGRAMS

The organizing of recreational programs, such as inter-corps competitions, is the responsibility of the Navy League Branch. DND will often provide support for these events with transportation, food, accommodation or cash allowances. The Branch must make up any shortfall in any of these areas. **It is most important, both for insurance reasons and for general responsibility, that the Branch Council approves all Corps extra-curricular activities.** That includes recreational activities, fund-raising events, informal picnics, or extra training at the corps' quarters. That is because the Branch Council as a whole, together with the CO and DND, are responsible for the well-being and safety of the Cadets. Should anything untoward happen, the Branch Council would share the responsibility, so, again, it must condone all Corps activities!

## CANDIDATE INTERVIEW FOR APPOINTMENT IN COMMAND

Branches are responsible to the community and the parents for the safety and care of the children in the Sea Cadet program. Therefore, the Branch Council should set up a panel to interview candidates for Corps Officer or instructor positions and for the appointment of the Corps CO.

In small Branches, the panel could be comprised of the whole Council. In larger Branches, the Council should appoint a panel. The Branch President should chair it, and membership should include the Sea Cadet Chair and up to three other members. The Corps Commanding Officer should be invited to take part in the interview in a consultative capacity, but should not have a vote. There will be both girls and boys in the Corps, so the panel should include both genders.

The enrolment interview should be designed to establish the candidate's good character, understanding of the laws, regulations and responsibilities involved, ability to relate to young people, skills and knowledge that would be useful to the corps. Attention should be given to the candidate's demeanour, bearing, and power of self-expression. Each panel member should be given the opportunity to question the candidate, and the candidate should in turn be invited to put questions to the panel.

The interview to select a Commanding Officer should be designed to establish the candidate's understanding of the CO's responsibilities and those of both DND and the Navy League; the importance of leadership; and that the candidate has sufficient time available to meet the demands of the position. An interview conducted along these lines will provide a sound, defensible basis for making a recommendation to the Division and the Canadian Forces, one way or the other, on the candidate's suitability for command.

Canadian Forces forms used to enroll, appoint, promote, or release CIC Officers require the recommendations of both the Branch and Division (local and supervisory sponsors) before they are sent to the Region Commander for final approval.

### **FUND-RAISING ACTIVITIES**

Fund-raising is the Branch's responsibility (even though an Auxiliary might help). Some fund-raising activities require the cadets' participation (e.g. tag days), but they should not be the only Branch fund-raisers. The CO should encourage the Cadets to help raise money for their own expenses occasionally. However, it is the Branch's responsibility to support the cadets, not the cadets' responsibility to support the Branch. There are many ways to raise funds without the cadets; all it takes is a little imagination and initiative to find some that suit your Branch.

Sometimes the CO will initiate fund-raising activities. Such initiative should be commended. They must always be channelled through the Branch Council because all fund-raising by Navy League Branches and their cadet corps must, by law, be done in the name of The League. As a registered charitable organization, the League is responsible for ensuring that all funds raised in its name are properly accounted. Failure to do that places The League's charitable status at risk. Therefore, all money raised must be promptly turned over to the Branch Treasurer for safekeeping. The Treasurer must then account for it in his/her financial statements.

The authority for the disbursement of these funds rests with the Branch Council, but it is delegated to the Treasurer by passing a detailed budget. Funds raised by cadets should be spent for the benefit of those cadets, or at least their corps. Sometimes Branches and Corps will support other charitable causes, e.g. by selling Legion poppies, but in such cases the cadets must be told in advance that they are raising funds for the other organization.

### **BRANCH-CORPS RELATIONSHIPS**

The relationship between the Branch Council and the Corps CO and Officers can have a crucial effect on the overall well-being and proficiency of the corps. The following paragraphs are intended to provide practical guidance for both Council members and Corps officers on how to deal with each other in the best interests of the Corps.

## **AUTHORITY OF THE COMMANDING OFFICER WITHIN THE CORPS**

The Commanding Officer must be allowed full authority to run the corps and its training in accordance with established procedures. The Branch Council's role is to provide support, and guidance when required. Such guidance must be channelled through the Sea Cadet Chair.

## **LIAISON BETWEEN A BRANCH AND CORPS**

Liaison between a Branch and its cadet corps must be through the Sea Cadet Chair and the Corps CO. Any violation of this principle, such as a Corps officer dealing directly with the Branch Treasurer, or the Branch President dealing directly with the CO, will lead to distrust and suspicion, which will have an adverse effect on the Corps.

If there is a disagreement between the CO and the Sea Cadet Chair, the CO can ask to see the Branch President, and if necessary, the whole Branch Council. If the Sea Cadet Chair refuses to pass the request on to the President, then the CO may approach the Branch President directly, but only after informing the Sea Cadet Chair that he is going to do so.

The CO should be invited to attend regular meetings of the Branch Council so each may learn of the others' concerns at first hand. Should the Branch Council wish to discuss matters among themselves without the CO being present, the CO should be invited to arrive at the meeting at a specific time, e.g. half an hour after it starts.

## **VISITS TO CORPS BY BRANCH COUNCIL MEMBERS**

While the Branch Council is responsible for the supervision of the Sea Cadet Corps, that responsibility is exercised through the Sea Cadet Chair. Other Council members should be encouraged to take an interest in the Corps, but Corps visits should be arranged through the Sea Cadet Chair and the CO. Council members must avoid descending on the corps every drill night. That would stifle the corps officers' initiative, and create a very unhealthy "we-they" situation between the Corps officers and the Council members.

When Council members do visit the Corps, after prior arrangements, the CO and Corps officers should try to make them feel welcome. The Corps officers should be reminded that Council members, like themselves, are volunteers who are striving to support the corps. The CO should, if possible, assign an officer to host the visitors, escort them to see classes, visit stores, etc.

Council members should be aware that they have no direct authority over the CO, officers, or cadets. Visits to classrooms to observe cadets under instruction should only be made with a corps officer or senior cadet. Likewise, unaccompanied access to such areas as stores or corps offices is not authorized.

### **DEALING WITH COMPLAINTS AGAINST CORPS OFFICERS**

CIC Officers hold the Queen's Commission in the Canadian Forces, and as such are subject to the National Defence Act and the Code of Service Discipline. Therefore, any complaints about the conduct of CIC Officers must be addressed to the appropriate Area Cadet Detachment Commander as soon as possible. If the complaint concerns a Sea Cadet Corps officer, the Corps CO should contact the Detachment. If the complaint concerns the Corps CO, the Branch President should inform the Detachment Commander or ACO and the Division President.

### **AUTHORIZATION OF EXTRA-CURRICULAR ACTIVITIES**

For both insurance and general responsibility reasons, it is most important that the Branch Council approve extra-curricular activities by the corps or its members. This includes fund-raising events, informal picnics, or extra training at the corps' quarters. The reason for this is that the Branch Council as a whole, and the CO, bear the responsibility for the well-being and safety of the corps and its members. Should anything untoward happen, the Branch Council would share the onus.

## CHAPTER 7

### **ANNUAL REVIEW OF SEA CADET CORPS**

#### **A SHARED RESPONSIBILITY**

Since this guide is for Navy League volunteers, this chapter deals primarily with the Branches' role in planning and conducting a Corps' Annual Review. This Guide does not lay down fixed rules as to who should do what. Its purpose is simply to provide recommendations.

A Sea Cadet Corps' Annual Review is the highlight of its training year. Planning for the Review that takes place in May or June often begins in the previous September. It is important because it means different things to different people, and something to just about everybody.

An Annual Review should be the product of the closest co-operation between the Corps CO and the Navy League Branch. In general terms, the CO has the primary responsibility for the program that is carried out by the cadets, and the Branch has primary responsibility for providing the logistic support for the occasion. In fact, however, the planning activities of each partner are so interdependent that they must be co-ordinated at each stage if the event is to be a success.

IN CO-OPERATION LIES SUCCESS

#### **AN OPPORTUNITY FOR EVERY ONE**

For the cadets, the Annual Review is an opportunity to show their parents, friends, and families the knowledge and skills they have learned over the past year. For the cadet instructional staff, it is an opportunity to see the results of their work over the past year, and to meet the cadets' parents and leaders of the community. For the parents, it is a means of assessing the value of training received during the year, and to discuss the program informally with the instructional staff. For the Branch, the Annual Review is an ideal opportunity to present a first hand look at The League's work in the community to the public.

#### **REVIEWING OFFICER**

The selection of the Reviewing Officer is a joint responsibility of the Branch and Corps. It is a good idea to invite someone who has some connection with the Corps, such as: a senior Naval Officer who is a graduate of the Corps; the Commanding Officer of the ship whose name is borne by the Corps; or a former CO of the Corps. The ACO or Area Staff can often give good advice on the selection of a Reviewing Officer.

A local dignitary such as the Mayor or Member of Parliament is also a good choice for Reviewing Officer as it helps to build a sense of commitment in the person concerned. However, before issuing a formal invitation to a civilian, the Corps CO should ascertain whether the prospective invitee has sufficient knowledge of military ceremonial and protocol to do justice to the occasion. Such people can always be invited to the Review as special guests, so careful thought should be given to the role that is required of the Reviewing Officer.

Sometimes a Corps CO or a Branch President will invite some National figure, such as the Minister of National Defence or even the Governor-General, to be the Reviewing Officer. Such an invitation must be discussed thoroughly with the ACO and the Navy League Division well in advance to ensure all of the required protocol is observed. The National figure in question is invariably a busy person, and must consider whether accepting such an invitation is a worthwhile investment of time. His/her staff would therefore be asked to check out the situation: i.e. How large is the Corps?; Has it done anything to distinguish itself?; Is the invitation supported by DND and The League? Therefore, if you want a national figure to be your Reviewing Officer, your best chance of success is to convince your local DND Detachment and your Division that your Corps has some noteworthy reason for that person to visit the Corps.

## **REVIEW SITE**

An Annual Review requires plenty of space for a March Past and Advance in Review Order without having the cadets feel cramped. Space is also required for active displays and evolutions (e.g. a jackstay transfer). You also need space for the large number of spectators your Corps will attract. If your own quarters are too small, you will have to use another facility for the parade. Arenas and Armouries are in great demand, so reserve early to ensure you will have the right facility for your Annual Review on the date that you want it.

If you decide that an open-air Review will show off your Corps best, make sure you have a wet weather location to fall back on and that the parade is rehearsed there at least once.

## **GUEST LIST**

Both the Branch Executive and the Corps CO must consider the guest list carefully. Politicians at all levels are obvious choices, as are the organizations and individuals who support the Corps, e.g. Veteran's Groups, any other corps sponsors, the marina operator, the baker who donates the "goodies", etc. Include a Division representative, the CO's of the Army Cadet Corps, Air Cadet Squadrons, and Navy League Cadet Corps in your community and the CO's of other Sea Cadet Corps. This is not a complete list, but it should give you some idea of the scale of the event.

Take care to reserve and label seats for the Reviewing Officer and his/her spouse or guest and for other invited dignitaries. A Corps officer, CI or Senior Cadet should be detailed to escort dignitaries to their seats, and to continue to be of general assistance to them until they leave.

## **PRINTED PROGRAMS**

A comprehensive program describing the sequence of events of the Review should be printed and distributed to all spectators. The program should contain a brief biography of the Reviewing Officer and Division Representative, and may include those of the Corps CO, the DND Cadet Staff Representative (ACO or ACA), and Branch President. A brief description of the highlights of the Corps' year helps the guests to relate to what they see. The program should indicate when spectators are expected to stand at various times during the ceremonial portion of the parade.

## **ARRIVAL OF REVIEWING OFFICER**

The CO will meet the Reviewing Officer and escort him to the dais to receive a General Salute. Next, if a guard is paraded, the Guard Petty Officer will report to the Reviewing Officer who will inspect the guard, accompanied only by the Guard Petty Officer. After the guard inspection, the Inspecting Party will join the Reviewing Officer for his inspection of the rest of the Corps.

## **COMPOSITION OF THE INSPECTION PARTY**

The Inspecting Party, formed up ready to inspect the front rank, is as follows:

- |                        |                                     |
|------------------------|-------------------------------------|
| (1) Reviewing Officer  | (2) Platoon Commander               |
| (3) Corps CO           | (4) Coxswain of the Corps           |
| (5) Div Representative | (6) Branch President                |
| (7) ACO/ACA            | (8) CF Support Base Liaison Officer |

Generally, the Reviewing Officer is the CO's guest, and the Division Representative is the Branch President's guest. During the inspection, the Corps Cox'n escorts the Reviewing Officer between Platoons/Divisions, with the CO immediately behind, and the Branch President escorts the Division representative with the ACO and Base LO immediately behind them.

## **POST-INSPECTION SPEECHES**

Following the presentation of awards, the Reviewing Officer is invited to address the assembly. The Corps CO responds, introduces the Division representative, and invites him/her to speak. The Branch President responds and introduces other invited dignitaries. If the Mayor, local MP or a provincial politician is present, it is customary to ask him/her to speak briefly as well. The total time for speeches should not exceed 20 minutes. Remember the cadets standing on parade!

## **POST-INSPECTION REFRESHMENTS**

The Branch is responsible for arranging the post-inspection refreshments for the cadets, parents and other guests. A Branch Auxiliary or Parents' Committee often solicits contributions from cadet parents and/or local businesses. Soft drinks, cookies, cakes, etc. should be provided, and care should be taken to ensure the cadets get their share of the goodies before the visitors.

Remember that adults should not socialize with cadets if they have consumed alcohol. If an adult-only (VIP) reception is planned, it must be in a separate location, and the Reviewing Officer should be given an opportunity to socialize with the cadets before being invited to it.

## **CHAPTER 8**

### **NAVY LEAGUE CADET CORPS SPONSORSHIP**

#### **OPERATION AND WELFARE OF THE CORPS**

The Branch Council is fully responsible for the operation and welfare of a Navy League Cadet Corps (NL Corps). This responsibility is normally exercised through the NL Cadet Chair, and includes the provision of corps accommodations, training aids, equipment, uniforms, etc.

#### **UNIFORMS**

The Navy League Branch provides uniforms free of charge to cadets, and normally to officers, although some officers might purchase their own uniforms. Uniforms purchased by the Branch remain Branch property, and must be returned when the cadet or officer leaves the corps.

Buying cadet and officer uniforms is expensive. Therefore, it is very important to ensure that a suitable secure storage space for uniforms is available.

#### **TRAINING AIDS & EQUIPMENT**

The provision of training aids and equipment is the responsibility of the Branch, which again must make suitable provision for the secure storage of this equipment.

#### **RECRUITING**

The Branch is responsible for recruiting Officers and Cadets – or at least assisting the Corps CO with recruiting cadets. Therefore, the Branch Council, with the Corps CO and Officers, should organize and assist with recruiting campaigns. Recruiting brochures depicting a variety of cadet activities are available from the Division or National Office.

#### **OFFICER SELECTION**

One of the most important duties of the Branch is to ensure that suitable people are enrolled as corps officers. Ultimately the Branch President is responsible to the community and parents for the selection of the officers and instructors who will teach their children. Although the National Navy League Cadet Committee is the final authority on the enrolment of officers, the Branch recommendation is most important. That recommendation will carry more weight if it is seen to be fair, objective, and to have considered all relevant factors.

The Branch Council should establish a formal procedure for screening applicants. Each applicant must provide a Police Identification Check (CPIC) at his/her own expense. An Interview Board should be set up consisting of the Branch President, the Navy League Cadet Chairman, one other Branch Council member, and the Corps Commanding Officer.

The interview should be designed to establish the candidate's: good character; understanding of the responsibilities to be undertaken; ability to relate to young people; and skills and knowledge that would make a useful contribution to the corps. Attention should be given to the candidate's demeanour, bearing, and power of self-expression. Each panel member should be given the opportunity to question the candidate, and the candidate should be invited to question the panel. An interview conducted along these lines will provide a sound, defensible basis for making a recommendation, one way or the other, as to the candidate's suitability for enrolment.

Similarly, the selection of a Corps Commanding Officer should be through a panel interview designed to establish the candidate's understanding of a CO's responsibilities and those of the sponsoring Branch; importance of exercising leadership of the corps officers and cadets; and availability of time to meet the demands of the position.

### **OFFICER TRAINING**

Most Divisions have organized a comprehensive training program to provide corps officers with the necessary skills and knowledge to perform their duties with confidence and competence. Branches should encourage corps officers to attend these training opportunities, and should make provision in their annual budgets for the expenses involved.

### **OFFICER PROMOTION**

The timely promotion of qualified and deserving officers is an important factor in maintaining morale among the officers. However, promotion is based on both the qualifications and performance of the officer, *and the need in a corps*, not just the time (s)he has put in or his/her amiability. A corps of only 20 – 30 cadets does not need a Lt-Cdr. as CO. There are rewards other than promotion for good and/or long service available, e.g. service pins and special awards.

The pre-requisites for promotion are described in Navy League Cadet Regulations (NL 8). The Branch should have a copy of this publication, which should be held by the NLC Chairman. Read these regulations carefully to ensure that an officer is fully qualified before submitting an application for promotion.

The approving authority for enrolment and promotion of NLC Officers is the National NLC Committee. It is important that the Corps CO understand that no commitment regarding enrolment or promotion should be given to an officer until approval has been received from the National Office.

### **BRANCH-CORPS RELATIONSHIPS**

The relationship that exists between a Branch Council and the Commanding Officer and Officers of a Navy League Cadet Corps can have a crucial effect on the overall well-being and proficiency of the corps. The paragraphs that follow are intended to provide practical guidance for both Branch Council members and Corps CO's on how to deal with each other in the best interests of the corps.

## **AUTHORITY OF THE COMMANDING OFFICER**

The Commanding Officer must be allowed full authority to run the corps and its training program in accordance with established procedures. The role of the Branch Council is to provide support, and guidance when required. Such guidance should normally be channelled through the Navy League Cadet Chairman.

## **LIAISON BETWEEN BRANCH COUNCIL AND CORPS**

Liaison between the Branch Council and the corps **must** be affected through the CO and the Navy League Cadet Chairman. Any violation of this principle, such as a corps officer dealing directly with the Branch Treasurer, or the Branch President dealing directly with the CO, can lead to distrust and suspicion which will have an adverse effect on the corps.

If there is a disagreement between the CO and the Navy League Cadet Chairman, then the CO can ask to see the Branch President, and if necessary, the whole Council. If the NLC Chairman refuses to pass this request to the Branch President, then the CO may approach the Branch President directly, but only after telling the NLC Chairman (s)he plans to do so.

The Branch President should invite the Corps CO to attend regular meetings of the Branch Council. By this means, each may learn of the others' concerns at first hand. Should the Council wish to discuss matters among themselves without the CO being present, the CO should be invited to arrive at the meeting at a specific time, e.g. half an hour after it starts.

## **VISITS TO CORPS BY BRANCH COUNCIL MEMBERS**

While the Branch Council as a whole is responsible for the supervision of the corps, this is exercised through the Navy League Cadet Chairman. Other members of the Branch Council should be encouraged to take an interest in the corps, but visits to it should be arranged through the NLC Chairman and the CO. A situation to be avoided is the Branch Council arriving en masse at the corps every drill night. That would stifle the initiative of the corps officers, and create a very unhealthy "we-they" situation between the officers and Council members.

When Branch Council members do visit the Corps, after prior arrangement with the CO and the NLC Chairman, the CO and officers should try to make them feel welcome. The officers should be reminded that Council members, like themselves, are volunteers who are striving to support a movement that gives the youth of the community the very best program possible. The wise CO should assign an officer to host to the visiting Council members, escort them to see classes under instruction, visit store rooms, etc.

Branch Council members should be aware that they have no direct authority over the CO, the corps officers, or individual cadets. Visits to classrooms to observe cadets under instruction should only be made in the company of a corps officer. Likewise, unaccompanied access to store rooms or corps offices should never be allowed.

## **DEALING WITH COMPLAINTS AGAINST CORPS OFFICERS**

The Branch Council is responsible for the conduct of its Navy League Cadet Corps Officers. Should a complaint be brought against a corps officer, it should be investigated first by the Commanding Officer. If the complaint is against the CO, or the complaint is too serious for the CO to deal with, the NL Cadet Chairman should investigate. If the matter is too serious for the Chair to deal with, then the Branch President should form a small Branch sub-committee to deal with it. At this point, (s)he should call the Division NL Cadet Area Officer for advice.

If specific shortcomings are observed, which, in the opinion of the CO or sub-committee, are correctable within a reasonable period of time, they should be recorded in writing with a target date on which the situation will be reviewed, and appropriate action determined. The Division should be informed any time a formal investigation of an officer's conduct becomes likely.

## **AUTHORIZATION OF EXTRA-CURRICULAR ACTIVITIES**

For both insurance and general responsibility reasons, it is most important that the Branch Council approve extra-curricular activities by the corps or its members. This includes fund-raising events, informal picnics, or extra training at the corps' quarters. The reason for this is that the Branch Council as a whole, and the CO, bear the responsibility for the well-being and safety of the corps and its members. Should anything untoward happen, the Branch Council would share the onus.

## **FUND-RAISING ACTIVITIES**

The organizing of fundraising activities is the responsibility of the Branch Council. If these activities (e.g. tag days, selling lottery tickets) require the participation of the Corps to be successful, then the efforts by the cadets to help raise money for their own expenses should be encouraged by the CO and Corps officers, and viewed as citizenship training in its broadest context. Nothing is free these days. However, Branches and CO's must remember that it is the Branch's responsibility to support the corps, not the other way around. The cadets did not join the corps to raise funds, they joined to be cadets, to learn and do fun stuff! Volunteers join the Branch to support the cadets, and that means raising funds, among other things.

## CHAPTER 9

### INSPECTION CYCLE FOR NLC CORPS

There are three inspections of a Navy League Cadet Corps required annually: a Branch President's Inspection in the fall; a Division President's Inspection in the winter; and an Annual Inspection in the spring.

#### **BRANCH PRESIDENT'S INSPECTION**

This inspection is carried out before Christmas each year. It is the least demanding on the cadets of the three inspections in the annual cycle, but it does serve several important purposes. First, it gives the Branch President an opportunity to see the corps at first hand, and to gain an insight into its state of training. Second, it gives the cadets an opportunity to experience a formal inspection and meet the person who runs the Navy League Branch that provides for the corps.

#### **Inspection Report**

The inspection report requires the Inspecting Officer to score the corps' performance in several areas, e.g. the cadets' dress and deportment and the officers' ability to take charge of the cadets. An inexperienced Branch President should meet with the Area Officer before the inspection and go over the report form in detail. This will enable the President to learn what must be checked when inspecting the corps and what is expected of the corps during an inspection before the actual inspection.

Some Branch Presidents take the view that "these are great kids and I am really proud of them", and then award the corps a perfect score. While the pride in the corps is understandable and probably justified, the award of a perfect score is not. The cadets must learn their corps' shortcomings and be scored accordingly. There are Branch Presidents who take the opposite view, and, in an effort to "shake things up," award a minimal score. Do what has to be done to shake things up, but do not lose your objectivity in awarding a score.

Having seen other corps in the Division, the Area Officer has a good idea of how your corps compares with them, so his/her advice on how your corps compares to them can be very helpful. The Branch President is not bound to take his advice, but should consider it carefully.

#### **Whom to Invite**

Remember that it is early in the training year and the corps would probably not be ready to receive VIP visitors from outside the cadet movement. However, it is a good opportunity to invite cadet parents to see the corps. For parents of new cadets it will probably be the first chance they have to see the training their children are receiving, and the Branch Council or an Auxiliary might recruit a new member. The corps might even recruit a new potential officer. The Branch President's inspection is an event that all the Branch Council should attend. Individual members may think they are contributing little to the event, but a strong show of support will be an important source of encouragement to the CO, officers, and cadets.

## **DIVISION PRESIDENT'S INSPECTION**

This is the second opportunity that the corps has to show off to parents, Council Members, and a distinguished visitor. It takes place during the first quarter of the calendar year, and presents a little more of a challenge to the corps. The Division President may inspect your corps personally, or have the Area Officer make the inspection on his behalf.

### **Whom to Invite**

The recommendations for the Branch President's Inspection are also valid for the Division President's Inspection. Once again, the occasion provides a good opportunity for the parents to see the training that their children are receiving. It is also an opportunity for the Navy League Branch members, and particularly the Council members, to show their support for the Corps.

## **ANNUAL INSPECTION**

The Annual Inspection of a Navy League Cadet Corps is the highlight of the training year, and planning for it should begin several months before the event. Detailed procedures for the conduct of an Annual Inspection are contained in the NL8 manual that should be held by the Corps CO and the NL Cadet Chair. The Branch President, NL Cadet Chair, and Corps CO should study the manual together, so each understands his/her specific duties in a coordinated plan for the event.

### **Shared Planning**

The Annual Inspection should be the product of the closest co-operation between the Corps CO and the Navy League Branch. You must remember, however, that the CO does not have the resources of DND at his disposal, and he is therefore going to be a lot more dependent on the Navy League Branch than is his counterpart in the Sea Cadet Corps.

### **Date Selection/Combined Inspections**

The important thing to remember about selecting a date for a NL Cadet Corps Annual Inspection is that it must not conflict with the date of the Sea Cadet Corps' Annual Review. Sometimes it is possible for both corps to parade together for a joint inspection. Both Branch Cadet Chairs and CO's must carefully plan such an undertaking together and consult with the CF Reviewing and NL Inspecting Officers before the event.

Sometimes the Sea Cadet Corps raises objections to such a proposal. For instance, 10- to 12-year-olds cannot march as smartly as teenagers. Therefore, the presence of the younger group on parade could appear to reduce the overall smartness of the parade. A combined inspection with the Sea Cadet Corps is perhaps more practicable if:

- Each corps has its own Reviewing Officer;
- Each corps has its own March Past; and,
- There is sufficient space for each corps to hold its demonstrations simultaneously.

### **Selection of Reviewing Officer**

The selection of a Reviewing Officer requires careful consideration on the part of all who are involved in planning the Inspection. Consider someone who has some connection with the Corps, such as a senior Naval Officer who is a graduate of the Corps, the Commanding Officer of the ship whose name is borne by the Corps, or a former Corps CO.

A local dignitary, such as the Mayor, is often a good choice for Reviewing Officer as it helps to build a sense of commitment in the person concerned. Others who might be considered if they actively support the Corps are: the Police Chief, Fire Chief, or the President of a Naval Veterans Association or Canadian Legion Branch.

### **Inspecting Officer**

An Inspecting Officer is appointed by the Division to attend each corps' Annual Inspection. This officer is normally the NL Cadet Area Officer. His/her duty is to ensure that the corps receives a fair score for its inspection, and ensure that the appropriate reports are properly prepared.

### **Site Selection**

Normally the corps' training quarters provide sufficient space for an Annual Inspection. However, an outdoor inspection might show off the corps to its best advantage. If so, be sure that you have an alternate wet weather plan, and that you rehearse it at least once.

### **Guest List**

The guest list requires careful consideration. Consider the organizations and individuals who have supported the Corps during the year, e.g. Veteran's Groups; the marina operator who "forgets" to bill you for hauling the corps' boats; the baker who donates the "goodies" on tag days, etc. A representative from the Navy League Division, the CO's of the local Sea and Army Cadet Corps and Air Cadet Squadron, and the CO's of other NLC Corps should be invited.

Seats for the Reviewing Officer and his/her spouse and other invited dignitaries should be clearly labelled. A Corps officer or CI should be selected to escort dignitaries to their seats and to continue to be of general assistance to them until after the parade is finished.

### **Printed Programs**

A professionally printed comprehensive program describing the Inspection sequence of events adds a great deal of class to the event. If you can afford it, it should be prepared and distributed to all spectators. The program should contain brief biographies of the Reviewing Officer, Corps CO, and Branch President. A brief description of highlights of the Corps' training year also makes for interesting reading and helps the guests to relate to what they see. The program should also indicate when spectators are expected to stand during the ceremonies.

### **Arrival of Reviewing Officer**

The CO will escort the Reviewing Officer to the dais to receive the General Salute. Following the salute, the Inspection Party will form up to accompany the Reviewing Officer on the inspection of the Corps.

### **Composition of the Inspection Party**

The Inspection Party, formed up ready to inspect the front rank, is as follows:

- |                           |                      |
|---------------------------|----------------------|
| (1) Reviewing Officer     | (2) Division Officer |
| (3) Inspecting Officer    | (4) Corps CO         |
| (5) NL Div Representative | (6) Branch President |

### **Post-Inspection Speeches**

Following the presentation of awards, the Reviewing Officer is invited to address the assembly. The Corps CO responds and then invites the Navy League Division Representative to make a few brief remarks, followed by Branch President. If the Mayor or local MP is present, it is customary to ask him/her to make a few brief remarks as well. The total time devoted to speeches should not exceed 15 minutes, maximum, while the cadets are still on parade.

### **Post-Inspection Refreshments**

The Navy League Branch is responsible for arranging the post-inspection refreshments. Soft drinks, cookies, cakes, etc. should be provided for the cadets, their parents, and other guests. An Auxiliary or Parents' Committee can be very helpful in planning a post-inspection reception and soliciting contributions of small sandwiches, sweets, etc. from parents and local businesses. Care must be taken to ensure that the cadets get their fair share of the available goodies before guests are invited to partake.

Adults should not be permitted to socialize with cadets if they have alcohol on their breath. The Reviewing Officer should therefore be given an opportunity to meet the cadets before being invited to any planned separate VIP reception.

### **Co-Operation Brings Success**

Close co-operation between Branch and Corps in arranging for a successful Annual Inspection is most important. A planning meeting held early in the training year, at which the division of responsibility between the Branch NL Cadet Chair and the Corps CO is discussed and agreed, will help get the planning under way. More detailed planning should begin at least six weeks before the event with rehearsals starting three weeks before the big day.

CHAPTER 10

**DIVISION-SPECIFIC INFORMATION**

(To be added by each Division)