



Serving the Youth of Manitoba Since 1941

AIR CADET LEAGUE OF CANADA (MANITOBA) INCORPORATED

SPONSOR RELATIONS COMMITTEE LIAISON MEMBER HANDBOOK



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INTRODUCTION

Welcome to the Air Cadet League of Canada (Manitoba) Incorporated (ACL (MB) Inc.) Sponsor Relations Committee. The Air Cadet Program currently operates in all provinces and territories and is comprised of more than 450 squadrons nation-wide serving over twenty-six thousand young people, girls and boys. The Air Cadet program is based on a partnership between the Department of National Defence (DND), the Air Cadet League (ACL) and the Local Sponsor. The ACL (MB) Inc. is the Manitoba Provincial arm of the ACL. Each partner plays a critical role in the success of this program, the premier youth movement in Canada. As a new member in the Manitoba Program, you will be learning about your role in this partnership.

This Handbook is designed for members who have accepted the assignment as a Sponsor Relations Committee, League Liaison Member (LLM) and who may or may not have in-depth knowledge of the Air Cadet League or its role as a youth program. It is designed to supplement information provided to you in the various handbooks and publications which are available to you. Hopefully, it will provide you with the answers to many of the “nuts and bolts” types of questions that you may have.

The motto of the Air Cadet Program is “TO LEARN, TO SERVE, TO ADVANCE”. As a new League Liaison Member you too, will be learning new information about the Air Cadet League and your role in supporting our young people.

Thanks to the National Committee, as well as, the Saskatchewan and Ontario Provincial Committees for the use of their information in developing the original Handbook.

Suggestions for additions or modifications to improve the Handbook should be sent to the Past Chair, MB Provincial Committee.

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PART 1: GETTING STARTED

When you first joined, you expressed an interest in joining as one of our members. Your interest along with information provided by the member was presented to the Board of Director's meeting for final approval.

What You Will Receive

When you receive membership into the ACL (MB) Inc., the Provincial Chair will write you a formal letter, officially welcoming you to the League and introducing you to your mentor. You will also receive an Office 365 Account and attendant e-mail to use in communications with your Squadron. You will receive a name-tag, to be worn at official functions, which form part of our "uniform" (more on that later). You need become familiar with the following documents:

The ACL (MB) Inc. By-laws, Policies & Procedures Manual (PPM) and the National Policies and Procedures Manual. These books contain essential information that you will need to know in order to carry out your duties as a LLM. They also contain information that all Squadron Sponsoring Committees (SSC) should know. You should familiarize yourself with all the information in these publications. They are available on the internet: the ACL (MB) Manual at <www.aircadetmanitoba.com> and the National Manual at <www.aircadetleague.com>.

An ACL (MB) Inc. Directory: Available on the website, lists all members of the Manitoba Committee along with their mailing addresses, and e-mail addresses. It will also outline the current operating committees. Note: these documents are being revised and may not be complete at this time. Please refer to Office 365 One-Drive documents for the latest information.

Additional Information You Will Need

Squadron Information

Once you have read the Handbook, there is additional information you will require. Most of this information is also available in the Directory or on the ACL (MB) website www.aircadetleaguemb.ca such as:

The name, phone number or e-mail address of the Regional Senior Liaison to whom you will report. This person will also act as your mentor and advisor. S/He will contact you to arrange a meeting wherein s/he will discuss the program, your duties and answer any concerns you may have. If possible, try and arrange a meeting or a telephone call with this individual.

Squadron Information: Your Regional Senior Liaison will assign you one or more squadrons in the Province. You should ask for some background information on "your" squadron(s). This information could include;

- the most recent squadron information sheet,
- the ACL (MB) Directory which lists the names of the SSC,
- a verbal briefing on the areas of strength of the squadron, as well as any potential concerns. This should include a discussion with your Squadron's previous LLM.
- the date to visit your squadron with an experienced LLM.

The League is one part of a partnership. It is important that you also know the names and contact numbers (telephone and e-mail) of the military partners associated with your squadron. These include:

- the name of the Regional Cadet Support Unit (Northwest) Commanding Officer (CO RCSU(NW));
- the name of the Area Cadet Officer (Air)(ACO (Air));
- the name of the Zone Training Officer(s) (ZTO) for your Squadron(s); and
- the name of the Commanding Officer(s) for your Squadron(s).

Most of this information can be provided to you by the Regional Senior Liaison or by contacting the League Secretary.

Our Uniform

The Air Cadet Program has a long history; including our close partnership with the military. Part of that history includes the wearing of a distinctive uniform. The Air Cadet League has an order of dress, which is optional for members but it is a distinctive uniform. Our normal uniform consists of a dark blue blazer with the Air Cadet League crest, a white or blue shirt worn with the Air Cadet League tie, grey trousers/skirt or slacks and black shoes. The name-tag is worn on the right lapel of the blazer. This uniform is worn to most Air Cadet League functions, such as squadron visits, Annual Reviews, major League meetings and public functions. When the dress order requires such and you are a military or government medal recipient, they are to be worn over the left breast pocket; miniature medals are worn on the left lapel. All Cadet League medals are to be worn on the right breast pocket.

In the warm weather, we have a “summer uniform” which consists of a short sleeve white shirt, grey trousers/skirt or slacks and black shoes. The shirt has epaulettes and two breast pockets and is worn with the name tag, but without a tie. This uniform is usually worn when visiting Summer Training Centres. Each member is responsible for providing their own uniform items, except for those which are provided by the League.

There are other items of Air Cadet League clothing which you may wish to purchase. These are listed in the Air Cadet League Catalogue. Contact the National Office or go to their web site www.aircadetleague.com to link to the store website. This link should have an up-to-date catalogue with current prices.

The Vision and Philosophy of the Air Cadet League and Its Responsibilities and The Responsibilities of the Department of National Defence.

Manitoba Air Cadet League Vision and Philosophy

The Air Cadet League of Canada envisions the Royal Canadian Air Cadets as Canada's premier and a world class youth development movement. Being attuned to societal changes, it strives diligently to be totally dedicated, proactive and innovative partner to encourage and enhance the development of well adjusted, civic minded youth to undertake leadership roles in a great Canada and a better world..

The League believes that Air Cadets should have every opportunity to qualify for the most attractive rewards the program can offer through merit.

While Air Cadets are not required to pay membership fees, they are expected to take part in fundraising projects initiated by the League, Sponsoring Committee and the Squadron.

The League assumes that young people join Air Cadets mainly for their interest in aviation and wish to be identified with the air element of the Canadian Forces. However, not all Cadets join to be aviators, and there are a number of other interests within the cadet program that they can follow; these need to be emphasized and promoted to all cadets.

Responsibilities of the Provincial Air Cadet League

To make recommendations to the Chief of Defence Staff, through the National Air Cadet League, for the formation, organization or disbandment of cadet squadrons.

To provide supervision, advice and assistance to local sponsors and cadet units.

To oversee, in cooperation with DND, the effective operation of Air Cadet Squadrons and their Sponsoring Committees.

To recommend suitable persons for enrolment in the CAF as CIC officers, or for employment as Civilian Instructors (CIs).

To make recommendations to the RCSU(NW) regarding the appointment, promotion, transfer or release of CIC officers and civilian instructors.

To provide and supervise Sponsors and Sponsoring Committees.

To provide advice and assistance to Squadron Sponsoring Committees.

To provide financial support as required.

To administer trust accounts set up for awards.

Responsibilities of the Canadian Armed Forces

Supervision and administration of cadet squadrons, and the delivery of the Cadet Program.

Materiel, in accordance with approved scales of issue. This includes Cadet uniforms.

Training, pay and allowances for Cadet Instructors.

Funds for payments of annual grants, and training bonuses, as authorized.

Transportation, as authorized.

Facilities and staff for summer training centres and approved courses.

Syllabus and training aids, as authorized.

Medical care as authorized.

Liaison with cadet units.

Inviting Officers or appropriate civilians for formal functions, such as at Annual Ceremonial Reviews (ACRs).

Policy on enrolment, employment, appointment, promotion, transfer and release of CIC officers, civilian instructors and cadets.

NOTE: It is important to note, at this time, and for reference while reading the rest of this document, that there are responsibilities for all levels involved in the Cadet Programme. These are clearly delineated in the **MEMORANDUM OF UNDERSTANDING (MOU)** dated 2005, between DND and the Air Cadet League of Canada. Also note that this MOU recognizes and promotes collaboration and co-operation between both parties - this will be at the main focus for all dealings between DND and the League at all levels. You are highly encouraged to review the MOU before your first Squadron visit. If in doubt about the way ahead, keep the MOU in mind and consult it when needed.

PART 2: THE SQUADRON VISIT

As a LMM, it is highly recommended you visit your assigned squadron at least twice during each training year. One of these visits should occur between September and the end of March. The final visit is the Annual Ceremonial Review (ACR) which occurs in May or June. This is the minimum number of visits required; visit as often as you can but as a courtesy, contact the SSC Chair (SSC-C) by phone and discuss your visit. As well, ask that the SSC Chair contact the CO to ensure that your visit will not conflict with other planned program training. If frequent visits are not possible, contact your SSC Chair by telephone once per month. This will maintain relationships and regular communication as an essential part of our role in supporting the squadron and the sponsoring committee. As well, investigate the use of technology (Skype or similar) if possible to enhance your monthly calls or ad-hoc visits.

Planning Your First Visit

Prior to planning your first visit, remember to speak with your Regional Senior Liaison and your ZTO if available, about the squadron's strengths as well as any areas of concern. Depending on your location, another Director may accompany you on your first visit. Prior to your visit, you should:

- Review any reports from the previous training year.
- Obtain a copy of the Squadron's Information Sheet; this will give you the names of many of the people you will be meeting.
- Contact the SSC-C to arrange a convenient date. Remember to include the Commanding Officer as our role is primarily to provide support and assistance to both groups.
- Review the Squadron Sponsor Relations Checklist, included below, and familiarize yourself with the areas to observe.
- Make sure that your uniform is ready for the visit.
- Allow adequate travel time to find the local headquarters..... plan to arrive early rather than late.
- If you are travelling to a remote location, you may claim overnight lodgings and meals from the League upon your return. There is a standard claim form available for that purpose. See Section 4 of this document.

- Review “The Year at a Glance” questions at Section 3 of this document.

SQUADRON SPONSOR RELATIONS CHECK LIST

1. The following are subjects that Sponsor Relation Committee (SRC) Liaison Members (LM) should discuss with their Squadron Sponsoring Committee (SSC) members.

- a. Ensure your SSC members understand their role in the overall structure of the Air Cadet League of Canada. If not, provide or arrange for a formal briefing of the League Organization and the MOU if necessary. (PPM Section 1.2.6)
- b. Ensure the SSC is of adequate strength to support the squadron. If not, discuss potential sources of help, such as interested parents. (PPM Section 2.6.2)
- c. Ensure all members of the SSC are registered and screened. If not, then ensure they fully understand the limitations of their involvement and liability. (PPM Section 2.2.7)
- d. Ensure your SSC members understand the importance and uses for the ACC9 Squadron Annual Financial Statement. If not, explain the use of the information in

seeking support from Government and other supporters. (PPM Section 2.7.3)

- e. Ensure the SSC is involved in identifying potential CIC and CI to assure a smooth succession of squadron staff. If not, discuss the requirement to ensure that adequate trained staff is available in the event of sudden or routine succession. (PPM Section 2.6.2)
- f. Determine the SSC relationship to the community and ensure that they are interpreting the aims of the program to parents, civic authorities and media. If not, discuss the importance of ensuring that people understand the goals of the program. (PPM Section 2.6.2)
- g. Prior to each meeting of the Board, Check with your SSC-C to determine if s/he has any issues that should be addressed. Ensure the Regional Senior Liaison is briefed on any issues requiring attention.
- h. Ensure the SSC-C is aware that you and other League Directors and members are available to help resolve problems beyond the SSC capability.

During the Visit

Each visit to a squadron is different depending on the particular squadron, your knowledge and background of the squadron, who you will be meeting and what activities are planned for the evening. During a normal evening visit you can expect to:

- Meet with the SSC-C and any other SSC members who may be present.

- Meet with the Commanding Officer and his/her staff.
- If an inspection is to be carried out then ask to be a part of the reviewing party. The inspection may be at the beginning or end of the evening (that's why you should always have your own uniform "up to standard").
- Speak with the cadets in a class if the training plan permits.
- Sit in and observe training activities.

Remember to address the issues raised on the Checklist. You should also ask for the current number of officers and civilian instructors, as well as, the number of cadets enrolled and actually in attendance. Ask about the recruiting efforts at the local level, and any problems with retention of cadets or Officers. During the early fall visit, it is also important to check on the squadron's progress in completing the necessary reports which must be submitted.

At the end of the evening, it is useful to sit down with the SSC-C and the Commanding Officer ~~and SSC-C~~ to review your general observations. This is also an excellent time for you to find out if they have any specific questions or concerns which should be addressed by the League.

Follow-Up Activities

As soon after the visit as possible, you should complete your report; see Annex A. This is sent to your Regional Senior Liaison who will review the report and forward it on, if required, to resolve issues noted. You should also send a copy of the report to the SSC Chair, the Commanding Officer and keep one copy for your own files.

Note: If you use a personal computer, you can transfer the information from the Checklist to your files and use it as a template for all of your reports. You can keep hard copies of your reports or use electronic copies on your PC. You can also e-mail copies of your reports to the SSC Chair, Commanding Officer and Regional Senior Liaison.

If the SSC-C or Commanding Officer had any questions for you to address, make sure that you respond to them as quickly as possible. If you are unable to find the answer, check with the Regional Senior Liaison. You can expect that the Region Senior Liaison will give you feedback on your report, and will ensure that you have, and are satisfied with, any questions that you or the SSC-C has raised.

When you carry out a subsequent visit to the squadron, make sure that you check to see if any of the areas of concern which you had identified on your previous visit have been addressed, and that you have the answers to any questions that were asked of you.

Attending a Squadron Sponsoring Committee Meeting

If you are not invited or requested to be there, you should consider asking to attend an SSC meeting. This will provide you with a valuable opportunity to meet all the members of the SSC and to see how they work together. It will also provide the SSC with an opportunity to discuss any concerns they might have with you.

Prior to attending the SSC meeting, you should check with the SSC-C to see if there are any specific issues for which you should prepare; budget, personnel issues and fund raising are common "flash points". You don't want to be surprised when you arrive at the meeting!

Following the meeting, you should prepare summary notes for yourself. If there have been any issues raised at the meeting, you may wish to advise the SRC-C or the ZTO. Remember, they don't like surprises anymore than you do!

The Annual Review

The Annual Ceremonial Review (ACR) is the final major event of the training year. It is possibly also the second formal visit you will be making to your squadron. The squadron should decide on the date for the ACR in February or March. Make sure that you record the date on your calendar. A few weeks prior to the ACR, you should receive a briefing package from the squadron. This should include information about the date, time and location of the ACR, as well as, what you will be expected to do as part of the ceremonies. As the official representative of the Air Cadet League, you should expect to be:

- part of the Reviewing Party.
- asked to present suitable awards to the cadets.
- able to address the cadets and members of the public. Remember to keep your remarks short and to the point; a couple of minutes are usually quite sufficient!

Following the ACR, you should prepare a visit report with particular note of the items on the Checklist. This report summarizes the performance/effectiveness of the SSC for the entire training year. When you have completed the report, forward it to the SRC-C and send a copy to the SSC-C and Commanding Officer.

Duties of the Commanding Officer, the Squadron Sponsoring Committee and the Squadron Sponsoring Committee Chair

Note: The information provided on the next pages has been taken from a national in-service program developed by the Air Cadet League of Canada. It will provide you with an overview of the role of the Commanding Officer in the squadron. It will provide you with an overview of the role of the Squadron Sponsoring Committee and the Squadron Sponsoring Committee Chair. You should also refer to Sections 1.2.6, 1.5.3 and 2.6 in the National Policies and Procedures Manual.

Responsibilities of the Commanding Officer

Assure that the Mandatory Proficiency Level training program is provided.

Organize optional training activities.

Plan special activities.

Responsible for the administrative management of the Squadron.

Management and control of military material.

Organize and supervise the work of the military personnel.

Make sure that there is a fair evaluation system in the selection of cadets for promotions, summer training programs and awards.

Assure the effective liaison with the Squadron Sponsoring Committee.

Prepare and submit a budget to the Squadron Sponsoring Committee.

Responsibilities of the Sponsoring Committee

Assisting in enrolling suitable persons to be cadets in the squadron.

Recommending, through their Provincial Committee to the appropriate Region Commander the appointment, promotion, transfer or release of CIC officers for the squadron.

Assisting in identifying suitable candidates for replacement officers and positions as Civilian Instructors or Volunteers.

Enrolling suitable persons to be members of the Squadron Sponsoring Committee.

Providing facilities or assistance as may be required and mutually agreed between the Sponsor, the Sponsoring Committee and the CF.

Ensuring that the SSC is conducted in accordance with League rules and regulations and, within such framework, to establish whatever local regulations may be needed.

Providing squadron representation in the community.

Providing awards, trophies and other special recognition for proficiency.

Liaising with other cadet units.

Providing appropriate accommodation for squadron training, administration and stores when it is not provided by the CF.

Providing training aids and equipment, including band instruments, not supplied by the CF.

Providing management of the squadron's finances and to render an Annual Statement of Receipts and Expenditures (ACC-9) to the Provincial Committee.

Providing necessary input to cadet applications for national summer courses and signing application forms.

Arranging cadet recreational programs other than environmental training.

Providing transportation, when not available from DND for local training exercises.

Duties of the Sponsoring Committee Chairperson

Responsible for the duties of the SSC.

Schedules meetings of the SSC, presides at all meetings and prepares the agendas.

Establishes and supervises sub-committees.

Enforces all decisions made by the SSC.

Maintains privileged links with the Commanding Officer.

Represents the squadron to parents, the public and the community.

Implements and maintains the working agreement with the Sponsor.

Reports through the Liaison Member, to the Provincial Chair and is a member of the Provincial Committee.

Attends provincial meetings, as able.

Ensures that the SSC supports the provincial activities and subcommittees.

Submits, annually, the financial statements (ACC-9) and a list of the SSC members through the MPC 4900 form.

Sets up a process and registers/screens members of the SSC in accordance with provincial committee policy and is responsible for immediately reporting to the League Secretary, any discreditable conduct or criminal conviction(s) by members of his/her SSC.

Maintain an organized library of publications, current documents and squadron archives to turn over to his/her successor.

SECTION 3: THE YEAR AT A GLANCE

The Provincial Office regularly sends out correspondence for the latest information which provides timelines for major events and activities at the provincial level. This outline will help identify local timelines. Remember, these questions are not all-inclusive, so if you find a good question to ask or a train of thought that proves worthwhile in your Squadron, share it with all Liaisons.

September

- Contact the SSC-C and ask him/her to contact the Commanding Officer to plan your initial visit.
- Plan to attend the Provincial Annual General Meeting in mid-October.
- Ask: What recruiting strategies/events are being planned for the Squadron?
- Ask: Is there a change in the Parents' Committee or SSC leadership, or will there be a new Commanding Officer?
- Ask: Will any of the Squadron Cadets need assistance in preparing for Glider or power Scholarship exams? If so, contact your Region Senior liaison or the Operations Committee Chairperson for details.
- Every month: pass on any relevant information from National or the Provincial Leagues or DND that may impact the squadron financially or operationally.

October

- If you have not already visited, carry out your first visit to your squadron. Complete your report and send to your Regional Senior Liaison.
- Follow-up telephone call to the squadron near the end of the month to confirm that necessary documents (ACC-9 and SSC Member Information Sheet (MPC 4900)) will be submitted on time. Note that an e-mail may be the preferred method of contact, but if used, you must ensure that all issues have been covered.
- Visit a gliding centre if you have an opportunity.

- Attend the Provincial Annual general Meeting (AGM) if possible. Investigate technology to “attend” if unable to be there in person.

November

- Monthly telephone call to SSC-C.
- Follow up with squadron concerning any missing documents.
- Invite the SSC Chair to the League Christmas Reception, normally held in early December.

December

- Monthly telephone call to SSC-C.
- Check on your Squadron’s participation in Provincial Effective Speaking Competition.
- Check on progress in completing applications for National Courses. Follow-up: Are there any Cadets still needing help with Gliding or Powered Scholarship Exam preparation?
- Submit any outstanding travel expenses for Squadron visits.
- Have a great holiday.

January

- Make an early call to SSC-C and Commanding Officer to remind them about upcoming deadlines for National Course applications.
- Extend best wishes to candidates for gliding and flying scholarship tests.
- Ask: Is your Squadron aware of the Selection Board Guidebook, and are they holding mock selection board interviews?
- Is your Squadron conducting an Effective Speaking (ES) program?
- Plan your next visit to the squadron.

February

- Monthly telephone call to SSC-C
- Participate in Provincial interview boards and/or selection boards for National Courses.
- Ask: Is your Squadron holding an Effective Speaking competition, if applicable? Ensure that your Squadron has notified the Provincial ES convenor of the winning Cadet's details (ACC 54) before the beginning of March.
- Ensure that your Squadron is aware of, and is responding to your and the League's requests for information that will be used in determining the recipients of any League (Squadron) award

March

- Monthly telephone call to SSC-C
- Attend Provincial Effective Speaking Competition if possible.
- Confirm date for your Squadron's Annual Ceremonial Review and whether or not you will be attending
- Carry out second squadron visit.
-

April

- Monthly telephone call to SSC-C.
- Contact your SSC-C to ensure that successful National Course candidates have been notified.

May

- Monthly telephone call to SSC-C.
- Confirm details of Annual Ceremonial Review.
- Meet with SSC-C to discuss any foreseen changes in composition of SSC for next training year.

June

- Attend Annual Ceremonial Review if possible. If not, ensure that Region Senior Liaison has been informed and a replacement identified.
- Complete your report and forward to Regional Senior Liaison, SSC-C and Commanding Officer.

July

- Plan to attend if possible, the Basic Aviation Course First Serial Graduation in Gimli if any Cadets from your squadron are graduating. If unable to attend, a congratulatory message for the applicable Cadets would be encouraged.

August

- Plan to attend, if possible, the final graduation parades at Gimli for Glider Wings Graduations and Power Pilot Scholarship Graduations at the appropriate site. If unable to attend, a congratulatory message for the applicable Cadets would be encouraged.

SECTION 4: THIS 'N THAT

This section deals with a number of specific issues which are not covered in the ACL (MB) Inc. By-laws, Policies & Procedures Manual or the National Policies and Procedures Manual.

Expenses

Although we do not receive any remuneration for carrying out our ACL (MB) duties, some expenses (lodgings, meals) that are incurred to carry out these duties can be reimbursed, while others may be claimed (mileage) and merit a tax receipt from the League (see below). If there are any questions regarding what you can claim or regarding any charitable donations, contact the Treasurer or your Region Senior Liaison.

Record all travel and expenses on the form provided by the League Treasurer. Scan and send via e-mail, via snail mail to the Provincial address, or hand to the Treasurer for reimbursement or a tax receipt as per above. Ensure that you include all applicable receipts. The Treasurer will then make out the applicable cheque/tax receipt for you. Even if you are claiming only a tax receipt, and you are not expecting a reimbursement cheque, please do so, as this will assist the League in reporting on the activities of our members, and in tracking financial commitments.

You can then use the tax receipt when you complete your annual income tax calculations. It may not be much, but every little bit helps!

Reasonable expenses incurred on Air Cadet business can include some or all of the following;

- Mileage (at Gov't of Canada rates set from time to time) for a tax receipt. Note: Actual gas receipts are not reimbursable.
- Long distance telephone calls (receipts required).
- Postage (receipts required).
- Per Diem rates for Meals while visiting squadrons or while on ACL (MB) Inc. business (receipts required)
- Parking (receipts required).
- Hotel expenses (receipts required).
- Expenses incurred to attend the Annual General Meeting (receipts required).

Financial Matters

The issues surrounding money (how it is raised, who controls it and how it is spent) can be among the most contentious issues that a LLM will have to handle. There are some simple points that can guide your discussions with SSCs and Commanding Officers:

- All fundraising activities should be agreed to by the SSC and the Commanding Officer.
- The Squadron budget should be completed and agreed to early in the year. It should be reviewed periodically to ensure that expenditures and fundraising activities are on track and are accounted for. The budget should be amended as required.
- All funds, except for a petty cash fund, should flow through the SSC's bank account that is set up solely for the operation of the squadron.
- The Commanding Officer should have a petty cash account that is renewed as required on presentation of receipts. The recommended amount is subject to the size of the squadron but not more than \$250.00. Note: by DND directive, Commanding Officers are not permitted to have their own bank accounts for squadron expenses.
- All bills and invoices should be paid for by cheque drawn against the SSC's bank account.

You should familiarize yourself with the information listed in the ACL (MB) Inc., P&P Part 3. If you have any further questions, feel free to contact the SRC-C or the League Treasurer.

For additional responsibilities and duties of the SSC review the Squadron Sponsoring Committee Chairperson Handbook provided by the ACL(MB), Inc.

Gliding Centres

Supporting the flying and gliding program is one of the major activities of the ACL (MB) Inc. If you have the opportunity to visit one of the gliding centres, you will find it a valuable experience.

The schedule for each weekend at the gliding centres is now on the ACL (MB) Inc. website. Many SRC-LLM LLM try to visit the centre when “their” squadron is flying. You should telephone the gliding centre on the day before you will be visiting to make sure that gliding operations are still on. Dress casually, but wear your name tag ... it will help to identify you to the cadets and the gliding centre staff. If you are lucky, you will even get a flight in one of our gliders... but only after all the cadets have flown.

Interviews

Each year, many cadets apply for National Courses (flying and gliding, technical training, athletic leadership, space camp, survival instructors, international exchange, and airport operations). As part of the application process, the cadet is required to attend an interview with representatives of the ACL (MB). Many Directors/members are normally assigned to sit on one of the interview boards. These interviews are normally held in February. Look for other resources to assist the Cadet in preparing for the interview, such as social media and YouTube, or ask previous winners or other Liaisons to determine what they did to be successful during the interview process.

The local squadron is also encouraged to hold its own interviews to select a candidate for the National Courses. As the ACL (MB) representative, you may be asked to participate in this activity at your squadron.

Interviews are also conducted to screen prospective CIC officers and civilian instructors. If the Commanding Officer asks you to participate in one of these interviews you should try to accommodate the request. It will give you the opportunity to have input into the selection of squadron staff at the earliest possible opportunity. If you participate in an interview for a prospective CIC officer, please notify the Provincial Chair of this fact, and include your observations about the prospective candidate. The ACL (MB) Chair normally signs the CF324 on behalf of the League.

Depending on your level of involvement with the squadron, you may also be asked to provide some input on the selection of awards for the Annual Ceremonial Review and possible promotions.

Records

It is very useful to keep records of your League related activities, reports and expenses. The following guidelines may prove helpful.

- Keep a separate file for each squadron assigned to you.
- Keep a separate file for information sent to you by the Provincial League (bulletins, reports, updates, etc.)
- Using your personal computer can save time especially if you put forms such as the visit Checklist in your files as a template. You can then e-mail reports to your squadrons, Region Senior Liaison, etc.
- E-mail is also a great way to communicate with the Provincial League as well as your squadrons.

Special Events

During the course of the year, you may have the opportunity to attend some special events in your capacity as an ACL (MB) LLM. These could include activities sponsored by the squadron (special parades, weekend training, etc.) as well as other provincial events (band and drill competitions, combined-training activities). If you have the opportunity to attend some of these activities you should do so. It will give you an insight into other aspects of the Air Cadet training program.

The SSC-C or the Commanding Officer may also invite you to attend special events at the local level. These could include social activities (such as a Christmas dinner) or special meetings with parents or with the sponsors.

You also have an open invitation to attend special activities and meetings sponsored by the ACL (MB). These include the Annual General Meeting (usually October), the Provincial Effective Speaking Competition (end of March), and the Gala Dinner (normally April/May). Not only will these meetings provide you with additional information about ACL (MB) functions, it will also give you the opportunity to network with fellow directors. You may also attend any monthly Provincial League Board meeting, held the third Monday of every month except July.

Section 5: SUMMARY

This handbook is designed to help answer a number of questions that you may have as you start your involvement with the ACL (MB). However, there is no way that we could ever hope to anticipate all of the questions which new members might have. If you have a question that is not answered here, your first contact should be the Senior Liaison for your Region. This individual will be your mentor and advisor during your time with the ACL (MB) as a LLM. If the Region Senior Liaison cannot answer your question, he or she will know where to find the answer. Do not hesitate to contact your Region Senior Liaison for help.

Remember, when you visit or speak with your SSC, have a game plan. Know what information you wish to pass to the SSC, and know the answers to any possible questions that may arise from the Squadron. As well, know what information you want/need from the SSC, and be collegial, yet determined to get it. Information flow both ways will only help you and your SSCs to do your tasks.

Thank you in advance for your time and dedication to the Air Cadet Program, the premier youth program in Canada. Everything that the League does is in support of the Squadrons, and ultimately our number one clients - the Cadets!

ANNEX A

LLM Visit Report – Completion Guide (Under Revision)

	<p>AIR CADET LEAGUE OF CANADA (MANITOBA) INC. SPONSOR RELATIONS COMMITTEE – LIAISON MEMBER SQUADRON VISIT REPORT COMPLETION GUIDE</p>
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Visit By:	Accompanied by:
League Representative	M i l i t a r y

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Squadron	Location		Visit Date
Cadets: Obtain from Administration Officer			
	Male	Female	Total
On Strength			
On Parade Include excused			
Sponsoring Body:			

Sponsoring Committee Chair

In Attendance: Yes ____ No ____

Comments:

Your visit should be coordinated with both the Squadron Sponsoring Committee (SSC) Chair and the CO. Your visit with the SSC-C is to determine if there are any issues that require assistance from the Provincial League. Your remarks should include the composition of the sponsoring committee, their level of activity, current key issues etc. Does the Chair or members of the committee visit or get involved with squadron activities on a regular basis?

Parents Committee: Yes ____ No ____

Comments:

If the squadron has a parents' committee comment on its composition, its role in the squadron, activities etc. Does there appear to be any role conflict between the parents' committee, the sponsoring committee and the squadron staff? If the parents' committee has a written constitution or terms of reference see if you can get a copy of it. It's useful to share these documents with other squadrons.

Squadron Accommodations:

Comments:

Comment on the adequacy of the squadron's accommodations. Does the squadron have adequate space for administration, supply, and classrooms? Be sure to take into consideration, however, the realities of the community that the squadron operates within.

Fundraising & Finance:

Comments:

The Squadron Sponsoring Committee should be supervising squadron finances. What are the main sources of income for the squadron? What are some of the fund raising activities that they are currently involved in, or are planning? What are some of the key financial issues? Has the ACC9, Squadron Financial Statement, been filed for the most recent fiscal year? Does the squadron have a registration number to issue Charitable Donation receipts? Has the annual report to the Canada Customs & Revenue Agency been filed?