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803 NORTH SHORE SABRE SQUADRON



Manual of CADET RESPONSIBILITIES

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CADET RESPONSIBILITIES

Generalities

1. This cadet manual was written to facilitate your integration to 803 North Shore Sabre Squadron. You will find lots of useful information.

History

2. The 803 Squadron was founded in Pierrefonds in 1971. It was formed to serve boys of the Pierrefonds, Dollard-des-Ormeaux, Roxboro and Ste-Genevieve areas in the West Island region of Montreal. Since its inception, 803 has been a leader in service to the community of the West Island. One of the most notable early achievements in 803 history created ripples through the entire Canadian Cadet Movement – in 1973, 803 Squadron was one of the first squadrons in Canada to become co-ed, a full 2 years before Parliament changed the letter of the law to permit females to even join the Royal Canadian Air Cadets.
3. Riverdale High School has been the home of 803 Squadron since the beginning.

In Case Of Fire

4. Anyone that discovers a fire must:
 - a. Yell: “FIRE! FIRE! FIRE!”
 - b. Sound the fire alarm by pulling the nearest red fire alarm handle.
 - c. Telephone the firemen by calling 9-1-1.
 - d. Take the necessary precautions to stop the fire from spreading.
 - e. Go forward to meet the firemen and to direct them to the fire.
 - f. Remain available after the firemen arrive so that you can provide them with additional information if needed.
5. At the sound of the alarm, it is everyone’s responsibility to:
 - a. Close all windows.
 - b. Secure all classified documents and any valuable objects.
 - c. Lock all safes and filing cabinets.
 - d. Unplug all electrical appliances.
 - e. Close all office doors, but do not lock them.
 - f. Evacuate the building by the nearest emergency exit.
 - g. Go towards the predetermined gathering point, which is the parking lot just behind the cafeteria.
 - h. Form up by flights.
 - i. Flight commanders will take attendance.

ALLOCATION OF DUTIES

Generalities

100. The following pages will present you with the responsibilities that you must fulfill. These pages explain according to position and rank what is expected from each individual at 803 Squadron.

101. Read well what corresponds to your position and rank. It will explain what is expected of you. You must fully learn and understand these as your directives, your line of conduct. All Squadron cadets will receive a copy of this manual. Therefore ignorance cannot be an excuse. Questions pertaining to the cadet responsibilities will be integrated into the general knowledge exams.

Responsibilities for cadets at 803 Squadron:

102. Your *example* is the first image that the public will see of you, and what the other junior and senior cadets will also see of you. It is critical that you maintain a high standard of appearance, dress, comportment and general efficiency. Your example directly reflects on the image of 803 Squadron.

103. Any cadet that presents themselves at 803 Squadron without wearing a uniform may be assigned a different position than what they normally occupy. That means that they may have to fall-in as a supernumerary position outside of the parade square. It remains that they must have the same discipline and comportment as if they were in uniform.

104. All cadets must address another cadet or officer by their rank and family name (example, Cadet Smith). Civilian instructors and members of the Sponsoring Committee must also be addressed in the same manner (example, Mrs. Tremblay).

105. **Air Cadet (Cdt) and Leading Air Cadet (LAC)**

106. Being a member of a flight

- a. Be present at all mandatory training nights. If there is a major reason that you cannot attend, telephone the administration of the Squadron (514-421-0803) to report your absence.
- b. Have an exemplary dress and discipline.
- c. Collaborate with the other cadets in their flight.
- d. Participate at regular and special activities, and especially at inter-flight sports.
- e. Participate at community and social activities of the Squadron.
- f. Participate at recruiting other cadets.
- g. Attain the financial objectives.
- h. Be attentive during classes and strive to achieve an excellent academic performance.
- i. Obey all orders from superiors.

107. **Corporal (Cpl) and Flight Corporal (FCpl)**

- a. The rank of corporal is your first opportunity that you are given for you to demonstrate your leadership capabilities. You are now the example to follow.

108. Being a member of a flight
 - a. Ensure that you follow the directives in Article 106.
109. Being a flight marker or squad leader
 - a. Understand how a flight functions.
 - b. Know basic flight drill.
 - c. Be able to fall-in a flight using the correct drill commands.
110. Help to maintain discipline
 - a. Be an example for discipline and comporment.
 - b. Report to your superiors any abnormality concerning discipline or comporment of other members of your flight.
111. **Sergeant (Sgt)**
 - a. You have the potential to accomplish the tasks that you are assigned. It is up to you to prove the confidence that we have given you, and that you are ready to fulfill a superior role.
112. Being a member of a flight
 - a. Ensure that you follow the directives in Articles 106 and 110.
113. Being a flight marker or squad leader
 - a. Reference Article 109.
114. Supervising flight corporals, corporals and cadets
 - a. Responsible of the flight corporals, corporals and cadets within your flight. Provide them with information pertinent to the Squadron training night.
115. Discipline
 - a. Take corrective action against any violator according to rules established by the code of discipline.
116. Replacing the flight sergeant
 - a. Know the cadets in their flight and communicate to them all pertinent information.
 - b. Know the flight formations.
 - c. Know how to motivate cadets in their flight.
117. **Flight Sergeant (FSgt)**
 - a. You have particular responsibilities to the Squadron. A superior performance is expected from you, and for you to accomplish your tasks with diligence.
118. Being a member of a flight
 - a. Ensure that you follow the directives in Articles 106 and 110.
119. Supervising sergeants
 - a. Responsible for the sergeants, flight corporals, corporals and cadets within your flight. Provide them with information pertinent to the Squadron training night.

120. **Deputy Flight Commander**
 - a. Know the cadets in their flight and communicate to them all pertinent information.
 - b. Know the flight formations.
 - c. Know and be capable of executing commands for falling in the flight.
 - d. Know how to motivate cadets in their flight.
121. Replacing their cadet Flight Commander
 - a. Know all the parade positions within a squadron formation.
122. Attendance
 - a. Take adequate attendance.
 - b. Report the absences to their Flight Commander.
123. Discipline
 - a. See that their flight has an exemplary dress and appearance in compliance with 803 Squadron requirements.
 - b. Be an example for discipline in the eyes of the other cadets of the Squadron.
 - c. Take corrective action against any violator according to rules established by the code of discipline.
124. Accomplish all other tasks assigned by their superiors.
125. **Duty NCO**
 - a. This is a serious position with major responsibilities.
 - b. NCOs are rotated each week so that many will gain this experience.
126. Being a member of the Squadron
 - a. Ensure that you follow the directives in Articles 106 and 110.
127. Reports directly to the Duty Officer.
 - a. Ask the janitor to unlock all classrooms that will be needed that evening.
 - b. First inspection will take place immediately when the classrooms are opened.
 - c. Must ensure that all rooms are kept clean and to report any abnormality to their superior.
 - d. Must conduct 2 other rounds of verification, **with one being immediately after the third period ends, and the third inspection after the end-of-night parade.**
 - e. Must know the code of discipline and the emergency procedures of the Squadron.
 - f. Must post, **at the beginning of the evening**, the training schedule and the different messages on the display board.
 - g. Must monitor the arrival of the cadets and ensure good order.
 - h. Must control the arrival of visitors and notify the Commanding Officer of 803 Squadron.
 - i. One Duty NCO must remain present at all times in the hallway upstairs during break.
128. Discipline
 - a. Report any violations of discipline according to rules established by the code of discipline.
129. Must accomplish all other tasks assigned by their superior.

130. The following positions concern the senior cadets of 803 Squadron. These cadets are the leaders of 803 Squadron.
131. Given the serious responsibilities and obligations of these cadets, this requires them to show exemplary discipline at all levels.
132. Cadets with ranks (NCOs), especially flight sergeants and above, must be conscience of their role that they fulfill as intermediate between the officers and the other cadets. To do this, these cadets must keep a good honest relationship with their superiors so that everyone listens to the needs and comments of the other in a reciprocal manner.
133. **Flight Commander**
- a. Remember that nothing can replace the qualities of a leader that you must demonstrate and nothing can substitute for creativity. For the cadets in your flight, you are their “ultimate great leader!” Do not let them down!
134. Being a member of 803 Squadron
- a. Reports directly to the Cadet Squadron Commander.
 - b. Ensure that you follow the directives in Articles 106 and 110.
 - c. Participates at Squadron activities, and proposes and motivates their cadets to do the same.
 - d. Gives the example at all times.
135. Lead a flight
- a. Responsible for their flight in all respects (i.e. discipline, progression, moral, punctuality, dress, administration, etc.)
 - b. Know the cadets in their flight and communicate to them all pertinent information.
 - c. Know the flight formations.
 - d. Know and be capable of executing commands for falling in the flight.
 - e. Must constantly encourage good moral of their flight.
 - f. Must ensure that the tasks assigned to their cadets are well accomplished and encourages initiative.
 - g. Control their flight’s telephone chain. All cadets must be reached on Sunday or Monday before the training night to give them necessary information. **Motivate them to be present and to inform you if there are any problems.**
 - h. Must inform the Cadet Squadron Commander of any problem encountered during the training night and provide suggestions to improve the functioning of the Squadron.
 - i. Must maintain notes on the evolution of the performance of their cadets, and report these monthly to the Cadet Squadron Commander.
 - j. Must maintain up-to-date records of attendance of their flight at all activities, to ensure a maximum security in case of evacuation. Moreover, they should always carry with them an attendance list.
 - k. Must collaborate with the Deputy Flight Commander.
136. Be able to replace the Squadron Warrant Officer
- a. Know the functions of the Squadron Warrant Officer.
 - b. Know and be able to execute the commands to fall-in the Squadron.

137. Absences
- Take note of the absent cadets, contact them by telephone and motivate them to participate at Squadron activities.
 - Advise your flight officer of any cadet in your flight intending to quit.
138. Discipline
- See that their flight has an exemplary dress and appearance in compliance with 803 Squadron requirements.
 - Be an example for discipline in the eyes of the other cadets of the Squadron.
 - Take corrective action against any violator according to rules established by the code of discipline.
139. Responsibility to the NCO's within their flight
- See that all NCOs of your flight accomplish their tasks.
 - Council them as needed.
 - Conduct meetings with the NCOs of your flight, and conduct meetings with the entire flight.
140. Collaborate with their flight officer to optimise the flight's performance.
141. **Drum-Major**
- Reports directly to the person responsible for the music at 803 Squadron.
 - Is at the same level as the Flight Commanders and acts in that capacity for the band (refer to Articles 133 to 140).
 - Reports to the Cadet Squadron Commander when it concerns Squadron activities (i.e. Flight Commander).
 - Ensures good communication between their superiors and their subordinates.
 - Oversees the well being and motivation of their group.
 - Takes responsibility to ensure the group is present at the place and time requested, and with the proper equipment.
 - Must resolve problems in their field of competence (as a Flight Commander), and to the best of their abilities.
 - Ensures that the musicians adequately maintain their instruments and that they handle them with care.
 - Ensures that the directives regarding the band are respected by the musicians.
 - Gives the example at all times.
142. The following positions are of utmost importance for any cadet squadron. They are part of the Cadet Executive Staff. It is important that these individuals collaborate closely together for the well functioning of the Squadron. Their collaboration will make the Squadron's life and atmosphere more enjoyable.
143. They are the link between the cadets and the Squadron's officer staff. Their tasks are similar, are equally important and they complement each other. The tasks must be accomplished to their best of their abilities. **There must not exist any competition between these individuals.**

144. **Squadron Warrant Officer (SWO)**
- a. Their word is **Discipline**. They ensure that **all cadets** respect the discipline imposed at 803 Squadron. Discipline is their baby! They report to the discipline officer and to the Cadet Squadron Commander all situations of disciplinary abnormality.
 - b. They are the third member of the executive staff.
145. Being a member of the Squadron
- a. Reports directly to the Cadet Squadron Commander.
 - b. Ensure that you follow the directives in Articles 106 and 110.
146. Responsible for discipline
- a. Is responsible for discipline at all times just like the Cadet Squadron Commander.
 - b. Must be the example of discipline and motivation for all Squadron cadets.
 - c. Ensures that the code of discipline is respected by all Squadron cadets.
 - d. Completes and forwards all disciplinary reports as established by the directives.
147. The Squadron Warrant Officer must be very severe on discipline: It's their main function, the raison d'être of this position. "**Discipline is their business!**"
148. Falling in the Squadron
- a. Know the commands, the formations and the parade positions.
 - b. Capable of executing and execute the Squadron commands.
 - c. Responsible for the well functioning of the falling in.
149. Roll Call
- a. Must submit attendance lists to the Flight Commanders.
 - b. Ensures that the attendance is conducted correctly.
 - c. At the end of the parade, take the attendance lists and forward them to the Training Administration Officer (TrgAdmO).
150. The Squadron Warrant Officer (SWO) must be capable of replacing the Cadet Squadron Commander or the Cadet Deputy Squadron Commander and to fulfill the functions of these positions to the best of their abilities.
151. **Cadet Deputy Squadron Commander (DSC)**
152. Being a member of the Squadron
- a. Ensure that you follow the directives in Articles 106 and 110.
153. Reports directly to the Cadet Squadron Commander
154. Responsible for the squads and for the Duty NCOs
- a. Ensures that each flight has at least three squads.
 - b. Ensures that two Duty NCOs are present at each mandatory training night.
155. Supervise the work of the NCOs
- a. Supervise particularly the work of the cadet corporals, flight corporals and sergeants.

- b. Be an example for discipline and motivation for all cadets and project a good image at all times.
 - c. Ensure that all NCOs are an example for the cadets.
 - d. Know the parade commands and be capable of executing them correctly.
156. Attendance
- a. Ensures that any cadets arriving late, before they join their flight, gives their attendance and their reason for being late to the Training Administration Officer (TrgAdmO).
157. The Cadet Deputy Squadron Commander seconds the Cadet Squadron Commander and must be capable of fulfilling all of their functions in their absence.
158. **Cadet Squadron Commander (CSC)**
159. Reports to the Commanding Officer
- a. Must maintain a superior level of dress, comportment, discipline, drill, as well as rapid and efficient execution of all NCOs and all Squadron cadets.
160. Being a member of the Squadron
- a. Ensure that you follow the directives in Articles 106 and 110.
 - b. Is senior to all other cadets and is responsible for their conduct and for their comportment.
 - c. Is responsible of applying all directives or rules issued by the Squadron.
 - d. Is responsible for the full integration of cadets in the squadron.
 - e. Should encourage initiative both for themselves and for their subordinates.
 - f. Is an example of discipline, motivation and of dress for their cadets.
161. Supervise the work of the Squadron NCOs, especially that of the Cadet Deputy Squadron Commander, of the Squadron Warrant Officer, and of the Flight Commanders; overseeing their dress and discipline.
- a. Orders the Squadron Warrant Officer to fall-in the Squadron.
 - b. Supervises the movements of the Squadron during fall-ins and during special activities.
162. Supervise
- a. The functioning of the Central Committee in accordance to the committee's charter.
 - b. The functioning of the parade, by knowing the commands, by being capable to execute them, and to have them executed.
163. Must
- a. Direct the different groups during fall-in formations before classes according to the establish schedule.
 - b. Control and complete all disciplinary reports following the established procedure.
 - c. Report all disciplinary infractions that they cannot resolve themselves.
 - d. Control the telephone chain
 - i. According to the established guidelines (see Article 301).

164. Liaises
 - a. Must inform themselves from the Commanding Officer of particular events or of the arrival of visitors.
 - b. Between the Squadron cadets and the Commanding Officer.
 - c. Ensures that the transmission of information is efficient and effective.
 - d. Judges the validity of requests.
 - e. Transmits all pertinent information to the different levels.

165. Motivation
 - a. Must provide a high quality standard of uniform, drill and personal discipline.
 - b. Shall maintain at a high level of morale among their subordinates and for themselves.
 - c. Must provide the example at all times.

166. Convenes and directs meetings of the cadet executive staff, of the flight commanders, and of the Central Committee, and moreover, to debrief the Commanding Officer.

167. Ensures to adequately fulfill all other tasks as assigned by the Commanding Officer.

TRAINING

Commanding Officer's Parade

200. A Commanding Officer's Parade will be held every first Tuesday of the month. The dress during this evening will be C-2 (tunic with shirt and tie).

201. The Commanding Officer will inspect all cadets. Thereafter, the Commanding Officer will award the best cadet of the month and the best flight of the month.

Optional Training Days

202. In addition to the mandatory Tuesday training nights, 803 Squadron offers 3 optional training periods to cadets: Thursday evenings, Saturday and Sunday.

203. During these optional training periods, the cadet is free to attend or not. Activities such as free sports, improve, public speaking, inter-flight sports, sport teams, aviation club, band and drill team are organized for cadets.

204. **However, if a cadet signs up for one or more optional activity, their continued presence is necessary** (except for free sports). Finally, at these optional meetings, the same rules are in force with the exception of wearing the uniform.

Social Work

205. During the training year, cadets will be called upon to help different social causes in the region. One of the primary goals of air cadets is to become better citizens. Cadets should make it their duty to volunteer to commitments undertaken by the Squadron to help the local community.

206. During the training year, special activities and trips will be organized for cadets. These activities aim to periodically reward cadets that perform well during the mandatory Tuesday training night, during the optional training periods, and who have attained their personal financial objective. Cadets who have performed poorly or who have a poor comportment will be refused to participate at these activities, especially cadets who are not present during the mandatory Tuesday training nights, or those who have not attained their personal financial objective.

Fundraising Campaign

207. 803 Squadron, being a charitable not-for-profit organization, means that it must raise its own funds if it is to continue to operate and to offer activities to youth 12 to 18 who are its members. So cadets who are members of the Squadron benefit for FREE. It is the duty of all cadets to participate in the different financial campaigns of the Squadron.

208. The money collected from the financial campaigns is returned to the cadets in the form of activities, trips, etc. Moreover, the results from your participation in these financial campaigns will be used to for determining promotions, awards, priority of summer camp, etc.

Training Program

209. The training program at 803 Squadron aims to develop personal skills, and has been recognized for many years to improve or to maintain a high standard of efficiency. In addition, the training program allows cadets to continuously progress. The selection from a wide variety of activities will satisfy all tastes.

210. The training program is divided into 5 levels. Levels 1-2-3 are principally theoretical courses and practical for subjects such as military drill, leadership, instructional techniques, and many other subjects related to aeronautics. There are exams or evaluations for cadets in Levels 3 and 4.

211. Level 4 cadets primarily receive coaching on how to teach, including how to prepare lesson plans, public speaking, visual aids, teaching methods, and much more.

212. Level 5 is on-the-job internships in the supply, administration and training departments.

Summer Camps

213. The awarding of a summer camp is a reward offered to a cadet for their work and their comportment during the training year.

Admission to Summer Camps

214. If a cadet does not pass their level, they may be refused a summer camp of their choice (some camps require to have attained certain levels before camp). The same goes for finance. If a cadet does not attain their personal financial objective, then their priority for a summer camp will be low. This may mean that you will not get the summer camp of your choice.

215. There is inter-dependence between the Squadron's training program and the possibilities of participation at a summer camp. Here are the possible summer camps available:

Level	Possible Summer Camp	Duration
1	General Training Course	2 weeks
2	Basic Leadership Course	3 weeks
2	Basic Aviation Course	3 weeks
2	Basic Fitness and Sports Course	3 weeks
2	Basic Survival Course	3 weeks
2	Military Band – Basic Musician Course	3 weeks
2	Pipe Band – Basic Musician Course	3 weeks
2	Basic Aviation Technology and Aerospace Course	3 weeks
3	Leadership and Ceremonial Instructor Course	6 weeks
3	Advance Aviation Course	3 weeks
3	Glider Pilot Scholarship	6 weeks
3	Advanced Glider Soaring Program	6 weeks

3	Fitness and Sports Instructor Course	6 weeks
3	Survival Instructor Course	6 weeks
3	Military Band – Intermediate Musician Course	6 weeks
3	Pipe Band – Intermediate Musician Course	6 weeks
3	Advanced Aviation Technology Course – Airport Operations	6 weeks
3	Advanced Aviation Technology Course – Aircraft Maintenance	6 weeks
3	Advanced Aerospace Course	6 weeks
3	Air Rifle Marksmanship Course	6 weeks
3	Oshkosh Trip	6 weeks
3	Staff Cadet – Services	7/8 weeks
4	Military Band – Advance Musician Course	6/7 weeks
4	Pipe Band – Advance Musician Course	6/7 weeks
4	Power Pilot Scholarship	7 weeks
4	Staff Cadet – Instruction	7/8 weeks
5	International Air Cadet Exchange	6 weeks
5	Staff Cadet – Services or Instruction	7/8 weeks

216. Mandatory Attendance on Tuesday Evening
- Cadets registered with 803 Squadron must be present for the mandatory Tuesday night training. During this evening, cadets follow mandatory classes as established by the National Defence Headquarters (NDHQ).
 - If a truly valid reason prevents a cadet from being present on a Tuesday evening, they must inform the Training Administration Officer by telephoning the Squadron at 514-421-0803 between 1800 and 1930 on the Tuesday evening.
 - A non-valid absence will be recorded on the file of a cadet who does not telephone to advise the Squadron of their absence. An automatic 100 points will be deducted from their file.
 - All cadets arriving at the Squadron after the opening fall-in parade is considered to be late. This person must report to the Training Administration Officer (TrgAdmO) so that we register their attendance. **Not reporting being late means that 100 points will be deducted from this cadet's file.**
 - A maximum of 4 motivated absences (absences with reasons) will be permitted during the training year.

Displacements and Presentation

Individually

217. The training premises at Riverdale High School are considered like a paramilitary training school. This policy aims to maintain a high standard of dress, military appearance and discipline.

218. During the Squadron's training periods, the displacements (except while on break) will be in quick march (Article 304 of CFP 201 Canadian Forces Manual of Drill and Ceremonial).

219. In the same spirit, cadets must pay special attention to the way that they present themselves to a superior, whether the superior is a cadet, instructor, member of the sponsoring committee, or an

officer. A military salute is mandatory for officers (even for officer-cadets), instructors and members of the sponsoring committee.

220. While in uniform, a cadet who displaces themselves individually must salute 5 paces before crossing the individual and must greet with "Hello/Good evening Sir/M'ame", **except** in staircases or in a dangerous situation. When not in uniform, the cadet must simply "check" their arms straight on the side of their body like in the position of attention, and turn their head in the direction of the person concerned and greet with "Hello/Good evening Sir/M'ame".

a. In marching formation:

While cadets are displacing themselves in formation under the responsibility of a leading cadet and they cross an officer, civilian instructor or member of the sponsoring committee, the group's leading cadet will salute as the person responsible for the group. However, for all senior officers (rank of major or greater), they must give the command eyes right (or left) for their group.

221. Arrival of officers, civilian instructors, instructors, or members of the sponsoring committee

a. At the arrival or at the departure of an officer or instructor responsible of a group, the cadet responsible (or highest ranked) will give the command "Attention" (or the command "Room," if in a classroom), and when appropriate, will present themselves to the visitor, salute and will report (identify the group, number of cadets present).

Presenting Yourself at 803 Squadron Headquarters (HQ)

222. 803 Squadron has its "HQ" at Riverdale High School. It is located in the upper level of the school's cafeteria. Access to these rooms is restricted. Certain cadets may access by first asking for permission. A disciplined comportment is required in the HQ.

a. The cadet will present themselves in a military manner; this is halt, wait until they have the attention of the person they want, salute (if an officer is teaching) and give the reason of their presence. At the end of the discussion, they will again salute, thank the person they were talking with, dismiss in a military manner, and again march out.

223. It is the responsibility of the officers and of the NCOs to have this procedure respected.

Break

224. Breaks must be taken in the back side of the cafeteria. A space will be reserved for the canteen. There will be soft drinks, chips and other snacks available for sale. A special recycling box will be placed nearby to put your empty soft drink cans.

Smoking

225. It is strictly forbidden to smoke inside or on grounds outside of the school, or during any cadet activities.

Entering and Exiting The School

226. It is strictly forbidden for any cadet to leave the school at any time, except at the end of the training night or for returning home at the end of the activity.
- Cell phones must be turned off at the start and for the duration of any training activity.
Example: as entering the school for the mandatory Tuesday training night.

Toilets and Changing Rooms

227. During breaks, it is permitted for cadets to go to the toilet but no loitering or fooling around will be tolerated. Moreover, all coats, unneeded equipment or uniform items must be stored in your assigned locker.
- Since the Squadron cannot take responsibility for your valuables, we ask that you keep them locked in your locker.
 - The Squadron will supply a combination lock for your locker.

INSPECTIONS

228. Inspections will be done by Squadron officers who will note any errors. The items to monitor and the points allocated to them are as follows:

Boots	10 points
State of the Uniform	10 points
Wedge	10 points
Personal Hygiene	10 points
Hair (well tided for girls, well cut for boys)	10 points

229. Points for Inspections

No items at fault	+50 points
1 item at fault	+40 points
2 items at fault	+30 points
3 items at fault	+20 points
4 items at fault	+10 points
5 items at fault	0 points
In civilian clothes	0 points
Being absent	-100 points
Motivated absence (reason)	Cancel this evening for the cadet (will not count)

Therefore each cadet has a possibility of 100 points per mandatory evening (50 points for being present and 50 points more for a perfect inspection). Cadets who just received their uniform get a 2 week delay to improve their uniform without losing any points.

- The points accumulated during the Tuesday evenings (attendance + inspections) count for 60% of the final result flights final
- The missing 40% come from the following: 30% of the points for financial objectives, and 10% of the points from the ranking of the inter-flight sport.
- The top flight of the year will be calculated as follows:

1. Attendance + inspections + discipline (60%)

The famous 100 points from the mandatory training evening (50 attendance points + 50 inspection points) per cadet will be added together and will count for 60% in the calculation of the top flight. Here is an example of a calculation:

Flight X: 35 Tuesday evening with an average of 30 cadets per evening =
 $35 \times 30 = 1050 \times 100 \text{ points} = 105,000 \text{ points}$

105,000 points is then your denominator. We take your number of total points that your flight has, for example 98,550 which we will then divide by 105,000 and multiply by 60.

$$\frac{98,550 \times 60}{105,000} = \frac{56.31}{60}$$

Note: 1) The points from discipline will be removed from your total before the calculation.
2) Cadets with a "reason" marked in their training evening will be removed from the calculation.

Example for a Tuesday evening: Flight X

1st Tuesday evening: 30 cadets on strength: 28 cadets present, one reason (motivated absence), one absent (cadet never called in). Lost 180 points on the inspection. That Tuesday, 2 minor disciplinary reports total -150 points.

Points possible = 29 cadets X 100 points = 2900 points (those with "reason" removed)
Points for attendance = 28 present X 50 points = 1400 points
Points for inspection = 28 present X 50 points = 1400 points - 180 points = 1220 points

1 absence = -100 points lost for the flight and for the cadet, that is why we use 28 out of 29 cadets in our calculation for the flight.

Therefore, 1400 points + 1220 points - 150 points (disciplinary reports) = 2470 points

$$\frac{2470 \text{ points}}{2900 \text{ points}} \times 60 = \frac{51.10}{60} = \text{Year}$$

$$\frac{2470 \text{ points}}{2900 \text{ points}} \times 100 = \frac{85.17}{100} = \text{Month}$$

The total (%) for the month is different than that of the year. This is because in the top flight of the month only the points from attendance, inspections and discipline are used in the calculation. For the top flight of the year, we also calculate the points from the fundraising campaigns and the results of the inter-flight sport.

2. Finance (30%)

These are the results of your financial campaigns versus your financial objectives. (The objectives are determined at the beginning of the year by the Flight Commander, cadet executive staff, the Commanding Officer and the President of the sponsoring committee.)

Example: 1st campaign: \$2,400 accumulated objective \$2,700
 2nd campaign: \$1,300 accumulated objective \$1,100
 3rd campaign: \$1,450 accumulated objective \$1,400

Therefore: accumulated: $\frac{\$5150 \times 30}{\$5200}$ $\frac{29.71}{30}$

3. Results of inter-flight sport (10%)

The final ranking of the inter-flight sport will count for 10% towards top flight of the year. Points will be calculated as follows:

1st = 10 points
2nd = 8 points
3rd = 6 points
4th = 4 points
5th = 2 points
6th = 1 point

The following items are used to calculate the top cadet of the month, the top flight of the month and year.

- a. Inspection 50 points per evening
- b. Attendance 50 points per evening
- c. Recruiting 100 points per recruit (Bonus on inspection & discipline criteria)
- d. Documents Missing -20 points per week late

Example: School report card, medical card, photos, medical form

- e. Supply -20 points per week late

Example: Missing signature, missing object not reported, etc.

- f. Disciplinary Reports Points lost as outlined in the code of discipline
- g. Giving your name to participate at an activity, then not showing up -50 points. You must personally remove your name from the list at least 48 hours before the start of the activity.
- h. (Top flight of the year) your financial objectives
- i. (Top flight of the year) your ranking on inter-flight sport

EXPLANATION OF THE POINT SYSTEM

Generalities

232. Ranks, rewards and selection priorities for summer camps are awarded by merit at 803 Squadron. The work and effort of the cadet will be examined and quantified according to the following system:

- a. ATTENTION! Not all criteria have the same value. Some criteria have a multiplier of X2, X3, X4 or X6, which is more important than if it only had a multiplier of X1.

Evaluation Criteria

233. All cadets will be evaluated in the same way using the following criteria:

234. 1) Cadet general knowledge exam (ranking X1)

A general knowledge exam, appropriate for the cadet's level, will be given to evaluate their overall understanding of the cadet program. Higher your exam mark, higher will be your ranking.

235. 2) Attendance (ranking X3)

Attendance from the mandatory training night will be compiled. Therefore, the more a cadet is absent, the weaker will be their ranking (NOTE: ranking X3 for attendance).

236. 3) Inspection and Discipline (ranking X1)

The better your inspection and your comportment, the better will be your ranking on this criteria.

237. 4) Academic Performance at School (ranking X1)

How you do at school is equally important. Therefore, we will use an average of all your marks from your report card. The calculation is done as follows: your general average divided by the average of your group X100.

238. 5) Academic Performance at the Squadron (ranking X1)

The result(s) of your level exams or evaluations will be compiled. The higher your percentage, the higher will be your ranking.

239. 6) Participation to Regular Activities (ranking X1)

The greater your participation, the greater will be your ranking for this criteria. Attention, there are activities that carry more value than others. Here are the activities and their values:

Band	= 3 points
Drill Team	= 3 points
Team Sports	= 2 points
Dance Troup	= 1 point
Aviation Club	= 1 point
Ground School	= 1 point
Public Speaking	= 1 point

Advanced Survival = 1 point
Other activities = 1 point

NOTE: Sport Team will only be calculated once.

Therefore, if a cadet participates in band (3 points) and on team sports (2 points) they will have a total 5 points. Their ranking will be greater than a cadet who participates in dancing (1 point), aviation club (1 point) and survival school (1 point) which would give that cadet a total of 3 points.

240. 7) Participation in Community Service Activities (ranking X1)

Every month the Squadron participates at community service activities (Veteran Hospital visits, poppy sales, Remembrance Day parade, Battle of Britain parade, etc.). The more you participate at these activities, the higher your ranking will be in this criteria.

241. 8) Recruiting (ranking X3)

In addition to giving you 100 points for every cadet that you recruit (on the criteria of Inspection & Discipline), you will have \$10 less to attain on your financial campaigns. Therefore, the more you recruit the higher your ranking will be in this criteria, and less money you will have to get for your financial campaigns.

242. 9) Seniority (ranking X1)

The number of years that you have at the Squadron is important. This is a testimony to a cadet's perseverance. More years you have with 803, the higher your ranking.

243. 10) Summer Camps (ranking X1)

The more successful summer camps that you have, the higher your ranking in this criteria. Note that not all camps have the same value.

2 weeks = 1 point
3 weeks = 2 points
6 weeks = 3 points
Special Camps & Staff-Cadet = 4 points

Example:

Cadet A = one 2 week camp (1 point) + two 6 week camps (6 points)
= total 7 points

Cadet B = one 2 week camp (1 pt) + one 3 week camp (2 pts) + one 6 week camp (3 pts)
= total 6 points

Cadet A has a higher ranking than Cadet B

244. 11) Finance (ranking X4)

The financial campaigns are very important for the operation of the Squadron. Without money...farewell to activities, to trips and to awards. Note that finance is X4 !!! Quadruple value! Therefore the more you attain for the Squadron, the higher your ranking.

245. 12) Leadership (ranking X6)

Here, the evaluation of the officers and instructors (and sometimes the evaluation from the cadet executive staff) will count. The objective assessment of these people will be your score. Look how important this is, X6!

246. Here are the criteria well defined. Now, let's proceed to the explanation of the "ranking" and how the point system functions.

247. The best ranking is "1". If a cadet has a ranking of 1 in all criteria that cadet will certainly will have all of their "wishes" (rank, rewards, summer camps, etc.).

248. This seems complicated but in fact is very simple.

Example: Cadet X = 30 attendance out of 35 mandatory nights 30/35
 Cadet Y = 33 attendance out of 35 mandatory nights 33/35
 Cadet Z = 34 attendance out of 35 mandatory nights 34/35

Who will have a ranking of 1? Yes it is Cadet Z! Cadet Y will have a ranking of 2, and Cadet X will have a ranking of 3. Higher the number of your ranking, the lower will be your position.

What if we have a multiplier?

Therefore with Cadet X we calculate 3 (their ranking) X 2 (the multiplier) = 6

With Cadet Y we calculate 2 (their ranking) X 2 (the multiplier) = 4

With Cadet Z we calculate 1 (their ranking) X 2 (the multiplier) = 2

The top cadet who has the ranking closer to "1" is Cadet Z.

Here is an example of a perfect cadet.

		Ranking	Multiplier	Total
1	General Knowledge Exam, best score	= 1	X1	= 1
2	Attendance, most attendance	= 1	X3	= 3
3	Inspection + Discipline, best record	= 1	X1	= 1
4	Academic Performance at School	= 1	X1	= 1
5	Academic Performance at Squadron	= 1	X1	= 1
6	Participation to Regular Activities	= 1	X1	= 1
7	Participation to Community Activities	= 1	X1	= 1
8	Recruiting, most number of cadets	= 1	X3	= 3
9	Seniority, cadet with the most years at Squadron	= 1	X1	= 1
10	Summer Camps, note the value of the camps	= 1	X1	= 1
11	Finance, brought in the most money	= 1	X4	= 4
12	Leadership, best evaluation	= 1	X6	= 6
		1	X24	= 24

Therefore, the total ranking from the 12 criteria is 24. Therefore 24/12 = 2. The best ranking possible is 2, which is impossible to beat!

Here is another example with 5 fictitious cadets.

P = Performance R = Ranking RT = Ranking Total (after multiplier)

Criteria	Multi.	P/ R - RT	Cadet A	Cadet B	Cadet C	Cadet D	Cadet E
1) General Knowledge Exam	X 1	P	84%	71%	92%	92%	100%
		R RT	3 3	4 4	2 2	2 2	1 1
2) Attendance	X 3	P	35/35	34/35	33/35	33/35	28/35
		R RT	1 3	2 6	3 9	3 9	5 15
3) Inspection & Discipline	X 1	P	1700 pts	1610 pts	1210 pts	1730 pts	880 pts
		R RT	2 2	3 3	4 4	1 1	5 5
4) School Performance	X 1	P	91%	77%	109%	95%	112%
		R RT	4 4	5 5	2 2	3 3	1 1
5) Cadet Performance	X 1	P	73%	80%	85%	87%	90%
		R RT	5 5	4 4	3 3	2 2	1 1
6) Regular Activities	X 1	P	8 pts	2 pts	6 pts	4 pts	7 pts
		R RT	1 1	5 5	3 3	4 4	2 2
7) Community Activities	X 1	P	18	16	10	7	9
		R RT	1 1	2 2	3 3	5 5	4 4
8) Recruiting	X 3	P	4 cadets	3 cadets	1 cadet	5 cadets	0 cadet
		R RT	2 6	3 9	4 12	1 3	5 15
9) Seniority	X 1	P	6th year	6th year	5th year	4th year	4th year
		R RT	1 1	1 1	2 2	3 3	3 3
10) Summer Camps	X 1	P	10 pts	12 pts	12 pts	10 pts	5 pts
		R RT	2 2	1 1	1 1	2 2	3 3
11) Finance	X 4	P	\$340	\$225	\$200	\$180	\$285
		R RT	1 4	3 12	4 16	5 20	2 8
12) Leadership	X 6	P	Vote 1	Vote 2	Vote 4	Vote 3	Vote 5
		R RT	1 6	2 12	4 24	3 18	5 30
Ranking Total			38	64	81	75	88
Ranking Total/Number of Criteria			3.17	5.33	6.75	6.25	7.33
Final Ranking of cadets			1st	2nd	4th	3rd	5th

ADMINISTRATION

300. Chapter 3 (Administration) provides directives that you must follow to ensure that your administrative folder is correctly up-to-date. This chapter also describes the administration of TRAINING.

Control of the Telephone Chain

301. The Cadet Squadron Commander must see to it that the Squadron cadets are called once a week, and that on the eve of the mandatory training night.

Function

- a. The Cadet Squadron Commander telephones the Cadet Deputy Squadron Commander and the Squadron Warrant Officer.
- b. These two call the Flight Commanders.
- c. The Flight Commanders telephone their Deputy Flight Commanders and their Sergeants.
- d. The Deputy Flight Commanders and the Sergeants telephone their Squad Leaders that they are responsible.

Awards Presented at the Annual Ceremonial Review

302. Many awards are presented to deserving cadets:
- a. Lord Strathcona Medal: top cadet of the Squadron
 - b. Royal Canadian Legion Medal of Excellence: cadet with the greatest civic involvement
 - c. Royal Canadian Legion Branch 234 General Vanier Trophy
 - d. Drill Team Trophy
 - e. Marksmanship Trophy
 - f. Effective Speaking Trophy
 - g. Sports Trophy
 - h. Officer's Trophy for Esprit-de-Corps
 - i. Sponsoring Committee's Trophy
 - j. Major Claude Durocher CD Memorial Trophy
 - k. Ten T.A.G. Chief Warrant Officer's Trophy
 - l. Warrant Officer's Trophy
 - m. Patricia Britten Memorial Trophy
 - n. Fundraising Trophy
 - o. Camder Trophy
 - p. Frank R. Hofmann Trophy
 - q. Major F. Arnold Dedication Trophy
 - r. Air Cadet League Provincial Committee Cadet Study Bursary
 - s. Top Flight Award
 - t. Top Sports Flight: results from the inter-flight sports

Documents Necessary for Cadet Membership

303. These documents are needed to complete your administration file so that you can be part of the Royal Canadian Air Cadets and covered by its insurance.

- a. Original documents:
 - i. Application for Membership Form CF-1158
 - ii. 3 wallet-sized facial photographs

- b. Photocopies:
 - i. Government issued Birth Certificate (or Canadian passport, or Canadian Citizenship Card, or Permanent Resident Card)
 - ii. School Report Card (needed at every training year)
 - iii. Quebec Medical Card (“carte-soleil” of RAMQ)

SUPPLY – CLOTHING

Cadet Dress

400. The entire cadet uniform must be worn on the Tuesday evening training in accordance to CATO 55-04 that describes administration and instruction of cadets. An inspection of the uniform and of a cadet's personal hygiene will be made during the mandatory training night. This inspection will be conducted by officers following the criteria described in the code of discipline of 803 Squadron.

- a. The dress for cadets during optional training periods must be clean and of good taste, whether this is gym clothes or regular civilian clothes.
- b. Blue jeans, combat uniform or other similar clothes are not acceptable, unless otherwise advised by the Commanding Officer of 803 Squadron. The same applies for sunglasses, baseball or other hats, and bandanas of any kind. Jeans, other than blue, are acceptable if they are presentable.
- c. Wearing of discreet earrings is authorized for female cadets only.

401. The Squadron lends a complete uniform to its cadets and other valuable equipment used for training.

402. The cadet is responsible for their equipment. THE CADET MAY BE BILLED FOR ANY OF EQUIPMENT LOST.

403. All equipment that will be loaned to you is documented in your cadet file and you must sign for all equipment received.

You must never directly lend an item for which you signed out. Also, if you lend an item to someone else, and this person loses it, it will be your responsibility because it is you who signed for this item.

404. Civilian attire must be in clean and of good taste. The following civilian clothes are NOT authorized:

- a. Blue jeans
- b. Camisoles and sleeveless shirts
- c. Sunglasses
- d. Bandanas
- e. Combat uniform

405. Cadet recruits who have not yet been issued their uniform are asked when possible to wear black or dark pants and a white shirt for the mandatory Tuesday training night.

CODE OF DISCIPLINE

Generalities

500. Discipline is the most important thing for the well functioning of a cadet organization such as ours. To obtain and maintain a high level of efficiency, it is critical to apply a strict but just discipline. Faults committed contrary to discipline are divided into three (3) broad categories: minor offenses, major offenses, and offenses for immediate dismissal.

501. Only cadets with the rank of sergeant and above, and officers, civilian instructors and members of the sponsoring committee may hand out disciplinary reports.

502. The officer responsible for discipline at the Squadron (DiscO), in collaboration with the Cadet Executive Staff, will administer the disciplinary reports (determine the report category and loss of points).

503. For each offense committed and recognized, a certain amount of points will be removed from your personal record and from that of your flight (from your points gained in Attendance & Inspection). It is your advantage to not commit any disciplinary offense so that you can accumulate the most points for yourself and for your flight.

504. All disciplinary reports for minor offenses will first be forwarded to Squadron Warrant Officer. All disciplinary reports for major offenses or for offenses for immediate dismissal will be forwarded to the Cadet Squadron Commander.

MINOR OFFENSES

505. Definition

- a. All offenses committed towards a cadet (ranked or not). Examples: insubordination, false declaration, humiliation, etc.
- b. Any blasphemy or swearing of any kind.

Points and Escalation

506. When an offense is committed, the person who sees the offense will write the disciplinary report and will have it signed by the person who committed the offense. The cadet at fault will then be paraded by that person to the Squadron Warrant Officer (SWO).

1 st report = -50 points.....	SWO
2 nd report = -100 points.....	SWO + DSC
3 rd report = -150 points.....	SWO + CSC
4 th report = -300 points.....	SWO + CSC + DiscO
5 th report = -600 points.....	SWO + CSC + DiscO + CO
6 th report = dismissal.....	SWO + CSC + DiscO + CO

Sanctions and Buyback

507. There may be additional sanctions, but also ways of removing disciplinary reports:
- a. In addition to losing points associated with each disciplinary report, sanctions can also be added starting from the 4th disciplinary report. Example: supplementary tasks, loss of activities, or a demotion in rank.
 - b. With minor disciplinary reports, it possible to benefit from a buyback. A buyback is automatically granted after two (2) months of good conduct. The oldest disciplinary report on your file will be eliminated. Nonetheless, the loss of points and the sanctions given will remain on your file.

Example with Cadet Smith:	18 October	1 st minor report	-50 points
	4 November	2 nd minor report	-100 points
	12 December	3 rd minor report	-150 points

On 12 February, if no more minor disciplinary report is received, therefore the oldest report will be eliminated. Therefore, this means that 2 minor disciplinary reports remain in the cadet’s folder. However, the loss of 150 points cannot be erased.

MAJOR OFFENSES

508. Definitions
- a. All disciplinary offenses committed towards an officer, an instructor, a member of the sponsoring committee, a person in civilian authority or a person from school authority.
 - b. Breach in male and female cadet relationships.
 - c. Fights between cadets.
 - d. Other disciplinary offenses judged serious by the Commanding Officer (CO).

Points and Escalation

509. When an offense is committed, the person who sees the offense will write the disciplinary report and will have it signed by the person who committed the offense. The cadet at fault will then be paraded by that person to the Cadet Squadron Commander. The Cadet Squadron Commander will then parade the cadet at fault to the Commanding Officer (CO) and to the Discipline Officer (DiscO).

1 st major report:	-400 points.....	CSC + DiscO + CO
2 nd major report:	-800 points.....	CSC + DiscO + CO
3 rd major report:	dismissal.....	CSC + DiscO + CO

Sanctions

510. Sanctions may be given on the first major disciplinary report in addition to the loss of points. Example: suspension, loss of activities, loss of summer camp, demotion in rank, supplementary tasks. On the second major disciplinary report, sanctions will compulsorily be given in addition to the loss of points. For major offenses, there is no buyback possible.

511. Moreover, the Commanding Officer can, if they deem it appropriate, to inform the parents (and/or external authorities such as police or school) of the actions of the cadet at fault.

OFFENSES FOR IMMEDIATE DISMISSAL

512. Definitions

- a. All usage or sale of products judged illegal at the Squadron: alcohol, drugs.
- b. All cases of stealing or vandalism.
- c. Serious breach in male and female cadet relationships.
- d. Other disciplinary offenses judged as unpardonable by the Commanding Officer (CO).

Points and Escalation

513. When an offense is committed, the person who sees the offense will write the disciplinary report and will have it signed by the person who committed the offense. The cadet at fault will then be paraded by that person to the Cadet Squadron Commander. The Cadet Squadron Commander will then parade the cadet at fault to the Commanding Officer (CO) and to the Discipline Officer (DiscO).

1st report: dismissal.....CSC + DiscO + CO

Sanctions

514. The Commanding Officer has to authority to dismiss a cadet from the Squadron. If the Commanding Officer is absent, then the case will be resolved when they return.

515. A cadet dismissed from 803 Squadron because of discipline will not be re-admitted unless by order to the contrary by the Commanding Officer of 803 Squadron.

Warnings

516. All ranked cadets who fail in their duty to report an offense, whether the cadet at fault is in their flight or not, will lose points on their personal file. The ranked cadet will lose double the points of the offense they did not report.

517. Disciplinary points will be counted from the cadet’s personal file and from that of his flight. Moreover, the loss of points will affect your “ranking” on the Inspection & Discipline criteria.

518. A cadet who quits 803 Squadron on their own may be re-admitted back into the Squadron but only under certain conditions:

- a. If they had a rank prior to quitting, they may return only with an inferior rank. Example: A cadet quits with the rank of sergeant, will return will a rank of Flight Corporal.
- b. If a cadet quits a second time, they will not be re-admitted back into the Squadron until they meet the Commanding Officer and they both come to some agreement.

DIVERSE QUESTIONS AND REMINDERS

Who is the most important person for me at the Squadron?

It is your Flight Commander. This person has been at the Squadron for a long time. They have lots of knowledge and they will know how to find answers to all your questions. You need to know their name and telephone number. You need to call your Flight Commander if you have any problem or if you cannot attend a Squadron activity.

What do I need when I present myself at the Squadron?

- 1. You need to wear your uniform for the mandatory Tuesday training night.*
- 2. You need to bring pen and paper so that you can well follow the courses being given.*
- 3. You need to eat well before presenting yourself at the Squadron. Otherwise, you will have problems being attentive during the activities.*

What do I need to do to get a uniform?

You must diligently participate at all the Squadron's regular activities after you have properly registered with the Squadron (you must have brought in all the necessary documents needed for registration). We will assign you a uniform as soon as possible. Until you receive your uniform, we ask that you come dressed in dark pants and white shirt for the mandatory Tuesday night.

What must I do if I must be absent?

- 1. You need to call your Flight Commander.*
- 2. You need to identify yourself, tell them why you must be absent, and then ask if there are any upcoming special activities.*
- 3. You also need to call the Squadron to motivate your absence (see Article 216).*

What do I do if I arrive late at the Squadron on a mandatory Tuesday night (after the Squadron has fallen in; Article 216)?

You must present yourself to the Training Administration Officer (TrgAdmO) and give your cadet number and your flight. Then join your flight in the cafeteria. Do not forget that you first have to ask permission from your Flight Commander before joining your flight.

What do I do with my coat or parka?

You store it in your assigned locker. All valuables must also be stored in your locker.

What happens if I lose a uniform item?

***You look everywhere**, including the Squadron's "lost and found" box. You ensure that you have not left it anywhere. **You inform your Flight Commander** and ask for their permission to meet the Supply Officer (SupO).*

What happens if I forgot I am with which flight?

You present yourself to the Squadron's Headquarters (HQ) and ask to speak to the Training Administration Officer (TrgAdmO).

What is the Central Committee?

A committee composed of the Cadet Squadron Commander, the cadet executive staff, and some NCO's that organize special activities for the Squadron (dances, sport competitions, etc.).

What is the Sponsoring Committee?

A committee composed of members of the community (mostly parents) that collaborate together to attain the objectives of the Air Cadet League of Canada. They principally manage the finances and the publicity of the Squadron, and organize special activities for our cadets.

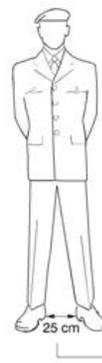
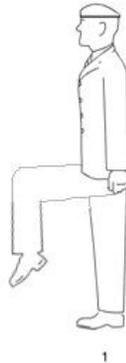
BASIC MILITARY DRILL COMMANDS

1. The standard pause of “Two-Three” between each drill movement is two beats of “quick time” (120 beats a minute, or 2 beats a second).
2. All commands are preceded by the “Squad”, “Flight”, “Squadron” or “Wing”.

Commands At The Halt	Count	Remarks
Fall In	Check-Bang-Two-Three-Left-Right-Left	Stand immediately at ease, then fall in.
Attention	One	Heels together, feet turned out to form an angle of 30 degrees; arms hanging as straight as their natural bend will allow, with elbows and wrists touching the body; <u>wrists straight</u> (not bent).
Stand at ease	One	Right hand on top of left hand. Right thumb on top of left thumb. See diagram.
Stand easy	Check-Two-Three	Bottom of feet do not move while standing easy.
Left Turn	Turn-Two-Three-Bang	Pivot on heel of left foot and ball of right foot. Right heel is off the ground and right knee is locked straight during the turn.
Right Turn	Turn-Two-Three-Bang	Opposite of above.
About Turn	Turn-Two-Three-Bang	Pivot on heel of right foot and ball of left foot. Left heel is off the ground and left knee is locked straight during the turn.
Right Dress	Check-Bang-Two-Three-Up-Two-Three-Shuffle	At “shuffle” start moving by shuffling the left foot first. Don’t only use heels. Front rank holds arm <u>parallel</u> to ground (not on shoulder of next cadet).
To the front salute	Up-Two-Three-Down	Tip of the 2nd finger is in line with the outside of the right eyebrow and touching the outside edge of the headdress or arm of glasses, if worn.



Position of Attention



Position of Stand At Ease

Note:

- Thigh is parallel to the ground.
- Ankle is just below the knee.
- Toe of left foot points down.

Commands On The March	Given On	Count	Remarks
Left Turn	Right foot	Check-Pivot-Left-Right-Left	Pivot up on ball of left foot and with heel off the ground. Bring right thigh parallel to ground by rotating knee.
Right Turn	Left foot	Check-Pivot-Right-Left-Right	Opposite of above.
About Turn	Right foot	Check-In-Pivot-Pivot-Left-Right-Left	At “In” the right foot comes in by hovering just <u>above</u> the ground while keeping the leg straight.
Halt	Left	Brake-Check-Bang	Right arm comes down at twice the speed of right foot.