



Organization Guide

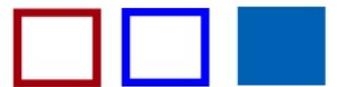


Table of Contents

<i>CHAPTER 1 - THE NAVY LEAGUE IN GENERAL</i>	2
Our History	2
Important Dates	2
Purposes and Objects	3
Relationship with the Department of National Defence	3
<i>CHAPTER 2- NATIONAL ORGANIZATION</i>	7
Definition	7
Responsibilities and Powers	7
<i>CHAPTER 3 - DIVISION ORGANIZATION</i>	8
Definition	8
Responsibilities and Powers	8
<i>CHAPTER 4 - BRANCH ORGANIZATION</i>	10
Definition	10
Branch Responsibilities	12
Composition	12
(A) <i>Officials</i>	13
(B) <i>Members</i>	13
Duties of Branch Officials	14
<i>President</i>	14
<i>Vice-Presidents</i>	14
<i>Secretary</i>	14
<i>Treasurer</i>	14
Duties of Branch Committees	15
<i>Sea Cadet Committee</i>	15
Navy League Cadet Committee	16
<i>Navy League Auxiliary Committees</i>	17
Privileges and Obligations of Branch Members	17
(A) <i>Annual and Regular Meetings</i>	17
(B) <i>Committee Meetings</i>	17
<i>General</i>	17
<i>CHAPTER 5 - TERMS OF REFERENCE, CORPS OFFICERS</i>	18
Commanding Officer - Royal Canadian Sea Cadet Corps _____	18
Commanding Officer - Navy League Cadet Corps _____	18
Commanding Officer - General _____	18
Administration Officer _____	19
Supply Officer _____	20
Training Officer _____	20

CHAPTER 6 - PROTOCOL	21
Introduction	21
I. Relationships with Department of National Defence	21
A. <i>Routine Associations</i>	21
B. <i>Formal or Public Associations</i>	21
II. Relationships with Civic or Public Officials	22
III. Relationships between Branch/Division/National	23
IV. Contacts between the Navy League and Corps Officers	23
V. Relationships with Media	24
CHAPTER 7 – ADMINISTRATION	25
Publications	25
Forms	26

CHAPTER 1 - THE NAVY LEAGUE IN GENERAL

Our History

The latter part of the 19th century saw rapid expansion and development of the British Empire and, with it, the dependence on ocean shipping routes for its trade and defence. Concern as to the adequacy of the Royal Navy to defend the widely separated components of the Empire and their essential shipping gave rise to the formation in Britain in 1895 of a society with the primary aim of ensuring an adequate naval defence. This was The Navy League, organized with local branches in towns and cities and drawing support from people of all walks of life but interested in the problems of ocean trade and naval defence.

The movement expanded rapidly and before the end of that year branches had established themselves abroad, including one in Toronto whose warrant (No. 5) dated 16th December 1895 now hangs in the National Office.

The objectives of The League have changed very little in the intervening years. The League still seeks to promote knowledge of and support for our maritime interests including the advancement of knowledge in this field through youth training programs.

Important Dates

- 1895 First Canadian Branch formed
- 1910 Canadian Navy established
- 1914 Recruiting and Welfare Services, World War I
- 1917 First Canadian Boy's Naval Brigade formed
- 1918 Our Federal Charter is approved
- 1923 Boy's Naval Brigade name changed to Sea Cadet Corps
- 1939 Welfare Services, World War II
- 1941 Canadian Navy became partner in the Sea Cadet movement
- 1942 King George VI agreed to be Admiral, Royal Canadian Sea Cadets
- 1943 Scholarship program introduced
- 1948 Navy League Cadet program established
- 1950 Navy League Wrenette program established
- 1995 Our Centennial
- 1997 Last Navy League Wrenette Corps closed (NLWC Centennial)
- 2006 New Memorandum of Understanding signed for delivery of Royal Canadian Sea Cadet programme

More information on our History can be found on our website: www.navyleague.ca.

Purposes and Objects

As approved by the National Board of Directors at the 2007 Annual General Meeting, and submitted for the approval of Corporations Canada.

- (a) To promote an interest in maritime affairs generally throughout Canada.
- (b) To prepare, publish and disseminate information and encourage debate relating to the role and importance of maritime matters in the interests of Canada.
- (c) To promote, organize, sponsor, support and encourage the education and training of the youth of the country through Cadet Movements and other groups with a maritime orientation, and through the provision of recreational opportunities and training, to promote the physical and mental fitness of the boys and girls participating in the Cadet programmes.
- (d) To hold conferences, symposiums, and meetings for the discussion and exchange of views in matters relating to the objects of The League.
- (e) To assist and aid by the establishment of foundations, scholarships or bursaries those who take part in the youth activities of The League for their education and advancement as may be deemed necessary by the National Board of Directors of The League.
- (f) To collect, receive, invest and hold funds and property from voluntary contributions, subscriptions, gifts, and legacies for the objects of The League, or such of them as the donors may direct.
- (g) To foster the safety and general welfare of Canadian sailors, and their dependants.
- (h) To co-operate, as directed by the National Board of Directors, with any kindred society having either in whole or in part, comparable objects to The League.
- (i) To do all such other lawful things as are incidental or conducive to the attainment of the above objects; provided always that it shall be a fundamental principle to The League that its objects, membership, management and conduct shall be absolutely unconnected with and free from all party politics..

Relationship with the Department of National Defence

Queen's Regulations and Orders for the Canadian Cadet Organizations, short title QR(Cadets), A-CR-CCP-950/PT-001 (amended 2004), is in effect and excerpts are printed below covering the relationship between The Navy League of Canada and the Department of National Defence in the operation of the Royal Canadian Sea Cadet program. Article numbers equate to those contained in QR(Cadets):

2.01 CONSTITUTION OF THE ROYAL CANADIAN SEA CADETS, THE ROYAL CANADIAN ARMY CADETS AND THE ROYAL CANADIAN AIR CADETS

(1) Section 43 of the National Defence Act provides:

"43. (1) The Minister may authorize the formation of cadet organizations under the control and supervision of the Canadian Forces to consist of persons not less than twelve years of age who have not attained the age of nineteen years.

(2) The cadet organizations mentioned in sub-section (1) shall be trained for such periods, administered in such manner, provided with materiel and accommodation under such conditions and shall be subject to the authority and command of such officers as the Minister may direct.

(3) The cadet organizations mentioned in sub-section (1) are not comprised in the Canadian Forces."

(2) There shall be three cadet organizations, under the control and supervision of the Canadian Forces, known as:

- (a) the Royal Canadian Sea Cadets;
- (b) the Royal Canadian Army Cadets; and
- (c) the Royal Canadian Air Cadets.

2.10 The Chief of Defence Staff may authorize the formation of cadet corps within the maximum number of cadets authorized ...

2.21 SPONSORSHIP OF CADET CORPS

(1) A cadet corps shall have a supervisory sponsor and a local sponsor, acceptable to the Chief of the Defence Staff, which sponsors shall foster the development of that cadet corps.

2.22 CHANGE OF SPONSOR

(1) The local sponsor of a cadet corps for which the Navy League, the Army Cadet League or the Air Cadet League is the supervisory sponsor may be changed, on the recommendation of the appropriate Division or Provincial Committee, if the appropriate region commander and the national headquarters of the appropriate league concur in that recommendation.

2.23 DESIGNATION

(1) A cadet corps shall be designated by a number and a name.

(2) The number and name of a cadet corps shall, subject to (3) of this article, be designated by the Navy League, the Army Cadet League or the Air Cadet League, as appropriate, in the case of a cadet corps for which it is a supervisory sponsor.

(3) Where the proposed name of a cadet corps is similar to or the same as the name of any unit of the Regular Force or of the Reserve Force, prior concurrence of the commanding officer of that unit shall be obtained.

2.30 RESPONSIBILITIES OF THE CANADIAN FORCES

The Canadian Forces shall provide:

- (a) supervision and administration of cadet corps;
- (b) materiel to cadet organizations, in accordance with the scales of issue approved by the Minister;
- (c) training, pay and allowances for cadet instructors;
- (d) funds for payment of annual grants, band grants and training bonuses, authorized by QR(Cadets) and QR&O;
- (e) transportation, as authorized by the Minister;
- (f) facilities and staff for summer training establishments, camps and courses approved by the Minister;
- (g) syllabi and training aids, in accordance with scales of issue approved by the Minister;
- (h) medical care as authorized by QR(Cadets)
- (j) liaison with cadet corps;
- (k) officers or appropriate civilians to carry out annual inspections;
- (m) policy on the enrolment, appointment, promotion, transfer and release of cadet instructors;
- (n) policy respecting agreements for the employment of civilian instructors and the terms of their employment; and
- (p) policy on membership requirements for cadets, appointment to cadet ranks and transfers of cadets between cadet corps.

2.31 RESPONSIBILITIES OF CADET LEAGUES AND SUPERVISORY SPONSORS

(1) Subject to article 2.20, the Navy League, the Army Cadet League or the Air Cadet League, as appropriate, is responsible in respect of those cadet corps for which it is the supervisory sponsor, for:

- (a) making recommendations to the Chief of the Defence Staff for the formation, organization or disbandment of a cadet corps;
- (b) recommending suitable persons for enrolment in the Canadian Forces and employment as cadet instructors;
- (c) recruiting suitable persons to be cadets;
- (d) making recommendations to the appropriate region commander regarding the appointment, promotion, transfer or release of cadet instructors;
- (e) providing appropriate training and stores accommodation not provided by the Canadian Forces;
- (f) arranging cadet recreational programs other than environmental training programs;
- (g) providing training aids and equipment, including band instruments, not supplied by the Canadian Forces;
- (h) providing financial support as required;
- (j) providing and supervising local sponsors;

(k) providing transportation, when not available from the Canadian Forces, for local training exercises; and

(m) providing advice and assistance to local sponsors and cadet corps.

2.32 RESPONSIBILITIES OF LOCAL SPONSORS

(1) The local sponsor of a cadet corps for which the Navy League, the Army Cadet League or the Air Cadet League is the supervisory sponsor shall be responsible for the functions as may be arranged between the local sponsor and the appropriate league:

(a) making recommendations to the Chief of the Defence Staff through the appropriate region commander regarding the formation, organization or disbandment of the cadet corps;

(b) recommending suitable persons for enrolment in the Canadian Forces and employment in the cadet corps as cadet instructors;

(c) recruiting suitable persons to be cadets in the cadet corps;

(d) making recommendations to the appropriate region commander regarding the appointment, promotion, transfer or release of cadet instructors for the cadet corps;

(e) liaison with the other cadet corps;

(f) providing appropriate training and stores accommodation, not provided by the Canadian Forces; and

(g) providing such other facilities or assistance as may be mutually agreed between the local sponsor and the Canadian Forces.

2.33 RELATIONSHIP BETWEEN THE CANADIAN FORCES AND SPONSORS

(1) In accordance with section 43 of the National Defence Act, the Canadian Forces are responsible to the Minister of National Defence for the control and supervision of cadet organizations. In carrying out this responsibility, the Canadian Forces shall take into account the known policies and objectives of the Cadet Leagues and local sponsors, and shall cooperate with them to the fullest extent possible.

(2) The Canadian Forces, the Navy League, the Army Cadet League, the Air Cadet League and the local sponsors shall give each other maximum support and recognition in all speeches, publicity, events and other activities pertaining to cadet organizations.

Note: A new Memorandum of Understanding was signed between the Navy League and DND in 2006. Branches should ensure they have a copy of the *Memorandum of Understanding: Implementation Guide for Branches*, available from their Divisions or the National Website.

CHAPTER 2- NATIONAL ORGANIZATION

Definition

The National Board of Directors of The Navy League of Canada is the policy governing body of the League with its office in Ottawa and with control functions over Divisions and Branches as set forth the By-Laws. All current Division Presidents sit as members of the National Board, representing the Branches within their territory.

Responsibilities and Powers

The National Board of Directors is responsible for:

- (i) Authorization and constitution of territorial Divisions of the League;
- (ii) Approval, or otherwise, of formation of Branches within Divisions;
- (iii) Withdrawal or cancellation of authorization of a Division or Branch (requires approval of majority of Division Presidents);
- (iv) Approval of By-Laws, resolutions and budgets of all Divisions;
- (v) Settings of assessments payable by Divisions to National Board of Directors;
- (vi) Restraint of Divisions and Branches from taking any action considered detrimental or contrary to the By-Laws and policies of the League;

- (vii) Determination of policies of the League; and
- (viii) Convening annual or special meetings to consider Committee, Division and Auditor's reports; conduct such new business as may be deemed essential, and elect National Officers.

CHAPTER 3 - DIVISION ORGANIZATION

Definition

A Division of The Navy League of Canada is a territorial body, composed of Branches, duly authorized by National Board of Directors to conduct the affairs of the Navy League and to be responsible for the operation of such Branches within boundaries set by National Board of Directors.

Each Division has autonomy in Navy League matters within its jurisdiction, providing it observes the By-Laws and policies established by National Board of Directors.

Responsibilities and Powers

A Division shall be responsible to the National Board of Directors for the following:

- (i) All Navy League affairs within its territory;
- (ii) Sponsorship, supervision, direction, and assistance, of Branches within the Division;
- (iii) Liaison between National Board of Directors Headquarters and Branches within its jurisdiction; (All approaches by Branches to National Board of Directors Headquarters must be made through Division.)

In addition, Division shall provide the liaison between Department of National Defence (DND) Regional Headquarters or Detachments and Branches;

All contacts with the Federal Government, and its agencies such as National Defence Headquarters, Ottawa must be routed through the National Office.

- (iv) Exercise control over funds raised by Branches and property acquired in the name of the Navy League; (As Division is responsible to National Board of Directors for the solvency and financial welfare of its individual Branches, each Branch must therefore be ultimately responsible to Division for the proper control and disbursement of funds and must submit annually a Statement of Revenue and Expenditures and Balance Sheet in accordance with the By-Laws)
- (v) Provision of monies as required to meet National assessments and Division operating costs;
- (vi) Submission of an annual budget as required by National Board of Directors; (In this regard, no Division shall spend money in excess of its original or revised budget)
- (vii) Conducting of meetings as necessary to carry out its functions;
- (viii) Holding an Annual Meeting to:
 - (a) receive and consider reports of auditors, Navy League officials, committees, and others;
 - (b) conduct an election of officers and members of Division Executive Committee or Board of Directors;

- (c) cover such other business as may be necessary for the continued good operation of the Division;
- (ix) Submission of reports and other information to National Board of Directors as required by Navy League By-Laws (NL 18) and other regulations;
- (x) Fulfilling obligations of supervisor, sponsor for Royal Canadian Sea Cadet Corps as detailed in QR(Cadets) article 2.31 (see Chapter 1);
- (xi) Acting as local sponsor for cadet corps where no Branch exists;
- (xii) Coordination of material support of training programs and activities of Navy League Cadet Corps within its jurisdiction; and
- (xiii) Authorization of all Inter-Branch activities.

Just as The Navy League of Canada is no stronger than its Divisions, Divisions are no stronger than the Branches which comprise their membership. The channel of operation is from Branch to Division to National.

CHAPTER 4 - BRANCH ORGANIZATION

Definition

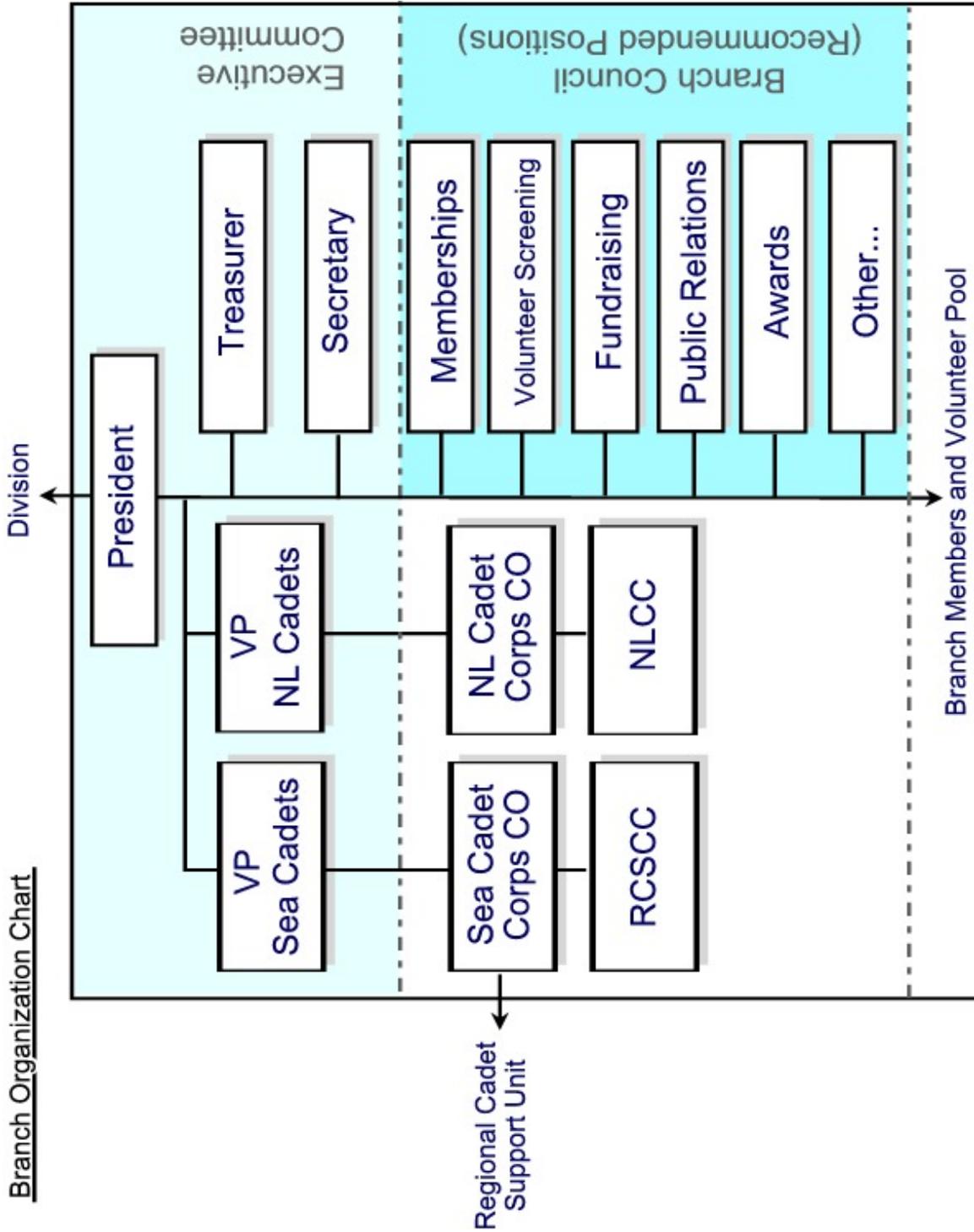
A Branch of The Navy League of Canada is a local body duly authorized by National Board of Directors and the Division to conduct the affairs of the Navy League within territorial boundaries set by the Division. A Service Club or similar public organization may constitute a Branch if National Board of Directors is satisfied that it will conform to the spirit and intent of this Chapter in the performance of its functions and activities as a Branch.

Where a Navy League Branch is operated as a Committee of a Service Club/Legion Branch with a restricted membership such sponsoring organization must be prepared to admit to membership in the Branch Committee interested persons who might not be eligible for membership in the Service Club/Legion Branch itself.

A Warrant, completed by National Board of Directors and the Division, will be issued to such a Branch granting it such authority.

In all matters a Branch will be governed by the By-Laws of The Navy League of Canada (NL)18) and such other regulations as may be promulgated by National Board of Directors and/or the Division.

Branch Organization Chart



Branch Responsibilities

A Branch shall be responsible to its Division for the following:

- (i) All Navy League affairs within its territory;
- (ii) Supervision of activities, in Navy League matters, of its members and committees;
- (iii) Adequate record-keeping of Branch activities;
- (iv) Solicitation of membership funds and other donations, within its territorial limits, to carry on the work of The Navy League. Such funds must be raised and used only in the name of The Navy League of Canada;
- (v) Submission of an annual budget for approval as required by Division (In effect Division is responsible to National Board of Directors for the solvency and financial welfare of its individual Branches. Each Branch must therefore be ultimately responsible to Division for the proper control and disbursement of funds);
- (vi) Provision of monies as required to meet Division and National assessments;
- (vii) Conducting of meetings as necessary to carry out its functions;
- (viii) Holding an Annual Meeting to:
 - a) receive and consider reports of auditors, Navy League Officials, committees, and others,
 - b) conduct an election of officers,
 - c) cover such other business as may be necessary for the continued good operation of the Branch;
- (ix) Submission of reports and other information to Division as required by Navy League By-Laws and other regulations;
- (x) Routing, through Division, all correspondence and other contacts between the Branch and all Provincial or National Offices outside the Branch area;
- (xi) Fulfilling obligations of local sponsor for Royal Canadian Sea Cadet Corps as detailed in QR(Cadets) article 2.32 (see Chapter 1);
- (xii) Control, supervision and administration of Navy League Cadet Corps sponsored by Branch; and
- (xiii) Authorization of all Corps extra-curricular activities. Inter-Branch activities must be cleared through Division.

Composition

The affairs of a Branch shall be conducted by the President, Vice-Presidents, and Executive Committee, elected annually from among members of The Navy League resident in its territory.

(A) Officials

A branch shall consist of:

- (i) President;
- (ii) One or more Vice-Presidents;
- (iii) Executive Committee which shall include:
 - (a) Secretary;
 - (b) Treasurer; and

Should normally include:

- (c) Chairperson, Sea Cadet Committee;
- (d) Chairperson, Navy League Cadet Committee;

And may include:

- (f) Chairperson, of Auxiliary Committee;
- (g) Chairperson, Memberships;
- (h) Chairperson, Public Relations;
- (i) Chairperson, Volunteer Screening; and
- (j) Others as desired.

(B) Members

A Person of good character (other than a Navy League Officer, CIC Officer, Civilian or Cadet Instructors) who supports the Purposes and Objects of The League, may be enrolled as an Individual Member. Individual Members influence the conduct of The League through their vote at General or Special Meetings of their Branch. The rules governing memberships are in Article 3 of the National By-laws. Additional rules may be found in your Division by-laws as well.

Corps officers are automatically Associate Members of the Branch which sponsors their corps. (see By-Law 3.1.02) They may attend Branch meetings, but cannot vote and cannot hold a position on Branch Council. Only Regular Members can be elected or appointed to positions within the Branch.

Corps Commanding Officers should be invited to attend Branch or Committee meetings in an advisory, non-voting capacity.

Duties of Branch Officials

President

The President is the senior Navy League official in the Branch. As such he must be kept informed of all Committee and Corps activities and must be the central figure in all local Navy League functions.

It is essential that all contacts with Division and other organizations outside the Branch be routed through or approved by the President.

The President shall:

- (i) Direct all activities of the Branch;
- (ii) Preside over Branch meetings;

- (iii) Assigning responsibilities to the elected members of the Branch Council; and,
- (iv) Be responsible to Division for the Branch's proper functioning and compliance with By-Laws of The Navy League of Canada (NL 18) and such other regulations as may be promulgated by National Board of Directors and/or the Division.

Vice-Presidents

Shall assist the President and act for him in his absence.

Secretary

The Secretary shall:

- (i) Maintain Branch records;
- (ii) Record and report all minutes of meetings;
- (iii) Conduct correspondence as necessary for Branch operation.

(Note: The offices of Secretary and Treasurer may be combined as Secretary-Treasurer)

Treasurer

The Treasurer shall:

- (i) Maintain financial records of the Branch including a record of all receipts and expenditures of Branch funds;
- (ii) Issue cheques for expenditures as approved by the Branch;
- (iii) Prepare and submit to Branch and Division an annual financial report; and
- (iv) Prepare and submit an annual budget as required by the Branch and Division.

Duties of Branch Committees

Sea Cadet Committee

Shall be responsible to its Branch for the following:

- (i) Operation of Royal Canadian Sea Cadet Corps;
- (ii) Compliance with By-Laws of The Navy League of Canada (NL 18) and such other regulations as may be promulgated by The Navy League;
- (iii) Compliance with Queen's Regulations and Orders for the Canadian Cadet Organizations and such other regulations as may be promulgated by the Department of National Defence concerning Sea Cadets;
- (iv) Submission of an annual budget for Corps operation;
- (v) Making recommendations regarding the formation, organization or disbandment of Royal Canadian Sea Cadet Corps;
- (vi) Recommending suitable persons for enrolment in the Canadian Forces and employment in Sea Cadet Corps as cadet instructors;
- (vii) Assisting Corps Commanding Officer in recruiting suitable persons to be cadets in Sea Cadet Corps;
- (viii) Making recommendations regarding the appointment, promotion, transfer or release of cadet instructors for Sea Cadet Corps;
- (ix) Liaison with other cadet corps;
- (x) Providing appropriate training and stores accommodation, not provided by the Canadian Forces;
- (xi) Providing training aids and equipment, including band instruments, not supplied by the Canadian Forces;
- (xii) Providing transportation, when not available from the Canadian Forces, for local training exercises;
- (xiii) Providing such other facilities or assistance as may be mutually agreed between the Branch and the Canadian Forces;
- (xiv) Assisting Corps Commanding Officer in arrangements for adequate medical examinations of Sea Cadets;
- (xv) Selection of candidates for scholarships, cruises, special courses, exchange visits, etc., in co-operation with Corps Commanding Officer;
- (xvi) Arranging cadet recreational programs, other than environmental training programs, in co-operating with Corps Commanding Officer;
- (xvii) Providing citizenship and educational training, as necessary to supplement D.N.D. training, in co-operating with Corps Commanding Officer;
- (xviii) Frequent visitation to Corps especially when Navy League and D.N.D. officials are attending;

- (xix) Ensuring that training, discipline, morale and attendance are maintained at a high level within Corps;
- (xx) Ensuring that Navy League and D.N.D. material and property are properly accounted for and well maintained. This must be done, in co-operation with Corps Commanding Officer, by frequent physical musters;
- (xxi) Regulating correspondence to and from Corps;
- (xxii) Authorization of all Corps extra-curricular activities as approved by the Branch.

Contacts between the Corps and the Branch must be made through the Chairperson of the Sea Cadet Committee who is responsible for keeping the President, Branch and Corps fully informed. In addition, all contacts with the Corps must be made through the Corps Commanding Officer.

Navy League Cadet Committee

Shall be responsible to the Branch for the following:

- (i) Operation of Navy League Cadet Corps;
- (ii) Compliance with By-Laws of The Navy League of Canada (NL18), Navy League Cadet Regulations (NL8), and such other regulations as may be promulgated by The Navy League;
- (iii) Submission of an annual budget for Corps operation;
- (iv) Ensuring that an adequate supply of uniforms and training materials is available to Corps;
- (v) Assisting Corps Commanding Officer in recruitment of Cadets;
- (vi) Selection of candidates for appointment, promotion and replacement as Officers in Corps;
- (vii) Frequent visitation to Corps especially when Navy League officials are in attendance;
- (viii) Ensuring that training, discipline, morale and attendance are maintained at a high level within Corps;
- (ix) Ensuring that Navy League material and property are properly accounted for and well maintained. This must be done, in co-operation with Corps Commanding Officer, by frequent physical musters;
- (x) Regulating of correspondence to and from Corps;
- (xi) Authorization of all Corps activities as approved by the Branch;
- (xii) Provision of training quarters for Corps and secure storage space for stores.

Contacts between Corps and Branch must be made through the Chairperson of the Navy League Cadet Committee who is responsible for keeping the President, Branch and Corps fully informed. In addition, all contacts with the Corps must be made through the Corps Commanding Officer.

Navy League Auxiliary Committees

A Division or Branch may form an Auxiliary Committee (such as an Alumni Association). In all cases, the operations of these Auxiliaries must be governed by League By-laws and policies. The Chairperson of the Auxiliary Committee must be a member of the Branch or Division which the Auxiliary supports.

Privileges and Obligations of Branch Members

(A) Annual and Regular Meetings

All Branch members have an obligation to attend their Branch meetings and have the right to vote on all matters brought before the meeting.

Other League members, including Corps officers, may attend as observers in a non-voting capacity.

Non-members may attend by invitation only.

Only Branch members may propose or second motions or nominate persons for office.

(B) Committee Meetings

Committees are normally quite small and therefore members have an obligation to attend to ensure the proper conduct of business. Other Branch members or non-members may attend committee meetings by invitation, but only in an advisory or non-voting capacity.

Only committee members may propose or second motions or vote on issues before the committee.

Representation by proxy shall not be permitted at any meeting except as provided in any By-Law or Constitution of the League or any Division.

General

The most effective Branch operation is one where each member of the Branch has a specific job to do for the Branch & Corps.

In addition to the normal Chairperson of Sea Cadet and Navy League Cadet Committees, many Branches designate Chairpersons for any or all of the following categories:

Awards	Band	Boats
Camps	Community Service	Entertainment
Fund Raising	Maritime Affairs	Membership
Property	Public Relations	Sports
Transport	Tours & Speakers	Volunteer Screening
Water Safety		Other as desired

Corps Officers should not be expected to organize or perform any of these roles since they are our experts on youth training and should be permitted to spend all of their valuable time on the direct handling of the Corps.

CHAPTER 5 - TERMS OF REFERENCE, CORPS OFFICERS

Commanding Officer - Royal Canadian Sea Cadet Corps

Shall be responsible to the:

- (i) Minister of National Defence and the Canadian Forces in complying with all regulations and orders issued pertaining to Sea Cadet Corps;
- (ii) Navy League of Canada for custody and control of League property and for compliance with orders and instructions issued in respect of Navy League responsibilities;
- (iii) Local Sponsor/Branch for the progress of the Corps.

Commanding Officer - Navy League Cadet Corps

Shall be responsible to the:

- (i) Navy League of Canada for compliance with all regulations and orders issued pertaining to the operation and administration of Navy League Cadet Corps;
- (ii) Local Sponsor/Branch for the progress of the Corps and the training, proficiency and development of officers and instructors under command.

Commanding Officer - General

Shall be responsible for:

- (i) Appointment of qualified Officers to the following particular duties, ensuring deputies are provided during prolonged absence:
 - a) Administration Officer (Admin.O);
 - b) Supply Officer (Sup.O);
 - c) Training Officer (Train O);
- (ii) Recommendation for promotion of Officers under his/her command;
- (iii) Supervision and control of all duties of personnel under his/her command;
- (iv) Keeping Officers, Instructors and Cadets fully acquainted with regulations and instructions issued by higher authority;
- (v) Ensuring that:
 - a) Equipment is not demanded in excess of needs;
 - b) Equipment is properly safeguarded;
 - c) Records of equipment are maintained;
 - d) Members of Corps return all property on loan.

- (vi) Ensuring that:
 - a) Records are maintained showing attendance for instruction and training progress of each Cadet;
 - b) Records are maintained showing the strength of the Corps;
 - c) Returns are properly and regularly made;
 - d) Any necessary medical examinations are carried out;
- (vii) Ensuring that:
 - a) Cadet training is programmed for the training year covering mandatory and applicable optional subjects;
 - b) The training program is completed;
 - c) The quality of instruction and training aids utilized are the highest available;
 - d) Attractive and educational citizenship training is programmed;
- (viii) Nominating deserving cadets, officers and volunteers for appropriate awards and other forms of recognition;
- (ix) Maintaining good public relations and that all Corps members present a high standard of deportment and appearance in public; and;
- (x) Undertaking other Cadet duties assigned by the Canadian Forces and the League.

Administration Officer

Shall be responsible to:

- (i) Commanding Officer for carrying out all assigned duties.

Shall be responsible for:

- (i) The charge of all publications and documents in the ship's office ensuring that they are kept in accordance with instructions and are not accessible to unauthorized persons;
- (ii) Supervision of all details in connection with routine and administrative duties such as general supervision of Corps correspondence, correct and systematic registration and filing of correspondence and preparing prompt replies for the Commanding Officer's signature;
- (iii) Supervision of the Corps duty roster maintaining personally the Cadet Officers duty roster;
- (iv) The accuracy of all returns before they are submitted to the Commanding Officer for information or signature;
- (v) Insuring that all publications are amended to date;
- (vi) Maintaining an accurate record of attendance on Cadet duty of all Cadet Officers and Civilian Instructors;
- (vii) The arrangement of medical examinations as required; and,
- (viii) Undertaking other Cadet duties assigned by the Corps Commanding Officer.

Supply Officer

Shall be responsible to the:

- (i) Commanding Officer for carrying out all assigned duties.

Shall be responsible for:

- (i) Demanding, receiving and returning all Corps equipment in accordance with instructions;
- (ii) Maintaining distribution account and all other records, including Cadet loan cards, affecting accounting of equipment;
- (iii) Maintaining an adequate quantity and assortment of equipment and clothing, within scale of issue, for efficient Corps operation;
- (iv) Ensuring the safeguarding, proper storage methods, and cleanliness of all equipment and clothing;
- (v) Carrying out inventory checks at designated intervals;
- (vi) Submission of a written report to the Commanding Officer on any apparent loss; and
- (vii) Undertaking other Cadet duties assigned by the Corps Commanding Officer.

Training Officer

Shall be responsible to the:

- (i) Commanding Officer for carrying out all assigned duties.

Shall be responsible for:

- (i) Planning a training program at the commencement of the training year which extends over the complete training year;
- (ii) Inclusion in the training program of all mandatory subjects and all feasible optional subjects in accordance with the training syllabus;
- (iii) Assigning of subjects and instructional duties to qualified instructors;
- (iv) Assignment of classrooms, training areas and training equipment for the most profitable utilization of each;
- (v) Assignment of Cadets to the training program and specific classes;
- (vi) Advising the Commanding Officer with as much advance notice as possible of equipment, publication, etc. requirements to carry out training program;
- (vii) Periodically monitor instructional periods to ensure required standard of instruction;
- (viii) Exercising general supervision over the manner in which all Cadet Officers and non-commissioned officers perform their duties;
- (ix) Preparation of the necessary examination and promotion documents for Cadets;
- (x) Organizing Corps drills, ceremonial parades and inspections;
- (xi) Planning an education and citizenship training program;
- (xii) Undertaking other Cadet duties assigned by the Corps Commanding Officer.

CHAPTER 6 - PROTOCOL

Introduction

In any public organization, the image that is projected by its members is of extreme importance. In dealing with "Protocol" we are basically concerned with the courtesies and traditions required of our organization, particularly in relation to the Department of National Defence, other agencies with whom we come in contact, and the general public as a whole.

I. Relationships with Department of National Defence

These exist most frequently at the Corps level and particularly with the Area Cadet Officers (Sea).

The following should be noted:

A. Routine Associations

- a) When the Area Cadet Officer (Sea) visits a Corps the Branch President and/or the Branch Chairperson of Sea Cadets or Branch delegate(s) should be in attendance;
- b) Mutual problems should be discussed at that time and the concept in partnership should always be remembered. Our associates from the Department of National Defence are not working for us nor are we working for them. We are working with each other.
- c) Correspondence directed to the Navy League from any source in the Department of National Defence should be answered promptly if an answer is required and the answer should be made over the appropriate signature and on Navy League stationery. One of the greatest difficulties encountered by our partners is that of getting information when required;
- d) The Area Cadet Officer (Sea), or other service representative, when visiting a Corps is primarily concerned with the training program - a Service responsibility. However, our partners are also concerned about such things as quarters, equipment security, personnel, and other matters which are of joint concern or a Navy League responsibility. The basic point to be remembered is that members of the Navy League should demonstrate, if only by their presence, their interest in youth training. Associated courtesies, especially to visitors some distance from home, are always appreciated.

B. Formal or Public Associations

More formal associations occur naturally, at the time of Corps Annual Inspections.

On such occasions:

- a) Members of the Navy League, as hosts, should be out in full force;
- b) People of the community should be invited - not only to see the results of our youth training program - but also to be encouraged to give support;
- c) Municipal officials, service club representatives, and representatives of as many other groups as possible, should be invited by the Branch at such a time. The Branch must always invite the Division President, or his representative. On such occasions the highest ranking member of the Navy League must always be accorded courtesies equal to those given to the ranking service officer;

- d) When speeches are to be made the visiting officer speaks first, the Division representative second, and the ranking Branch official third;
- e) The highest ranking official of both Division and Branch should be invited by the Corps Commanding Officer to accompany the Inspecting Officer except when he is inspecting the Honour Guard. On such inspections a conscious effort should be made to speak to several cadets but naturally proceedings must not be delayed;
- f) It is also the responsibility of the Branch President to introduce the Department of National Defence officers, special guests, and Division officials, to the general public. At the end of the official inspection it is customary for the ranking Navy League officials and the Inspecting Officer to retire to the Captain's Cabin at which time necessary documents are completed. Following this formality it is customary for the Branch to provide refreshments (non-alcoholic) for guests and visitors.
- g) Above all, invitations to official events such as Annual Inspections, should be sent out, in printed or typewritten form, at least two weeks prior to the event. Appropriate seating arrangements are naturally the responsibility of the Branch;
- h) The Navy League of Canada.....Branch, Commanding Officer and Officers of.....Corps requests the pleasure of your company at the Annual Inspection of the Corps on..... at

II. Relationships with Civic or Public Officials

Because community leaders are invariably interested in youth activities it is wise to involve them as inspecting officers or honoured guests whenever possible. Such plans should be developed jointly by the Navy League Branch Executive and Corps officers.

Public exposure to Royal Canadian Sea Cadet and Navy League Cadet activities pays invaluable dividends and on such occasions Navy League officials must always be in evidence, not only to extend courtesies, but also to encourage the interest of the general public.

It should be noted that in planning public events involving outside dignitaries contact with local officials, such as Mayors, Reeves, Aldermen, etc., should be made by the Branch. Provincial officials, such as Premiers, Lieutenant-Governors, etc. should be made by Division on behalf of the Branch. In other words the Branch is concerned with local affairs, the Division with broader aspects.

It is most important that the proper titles, etc. be established and used from the outset in all correspondence, introductions, etc.

III. Relationships between Branch/Division/National

The basis of your youth training program is formulated on an understanding of steps to be followed by the chain of command. It is not unusual, therefore, that we should adhere to the chain of command concept when dealing with colleagues in our own organization.

With the foregoing in mind, the following should be noted:

- a) Contacts between Branches and the National Office or National Officials must always be made through the Division;
- b) Contacts between Divisions and the Department of National Defence, Ottawa, the Government of Canada, and the National level of any other organization, must always be made through the National Office;
- c) Contacts between Branches may be direct but must always be made with the knowledge and consent of the Division, e.g. Inter-Corps projects involving insurance, expenditures, transportation, etc., are of Divisional concern. Naturally, in many cases, a carbon copy of letters will suffice. To many, the foregoing may appear restrictive. In actual fact this is not the case. Delays occur only when people neglect to answer correspondence promptly. If the various steps are by-passed confusion results at all levels.

IV. Contacts between the Navy League and Corps Officers

The basis of successful Navy League/Corps operation is founded in mutual respect and if such does not exist, a breakdown in communications is the inevitable result.

To recognize the significance of the foregoing we must fully understand the terms of reference between Corps and Navy League:

- a) The Navy League, as sponsor of Corps, has certain responsibilities - the raising of funds, provision of quarters, selection of personnel, etc., as outlined, particularly in Chapter 4;
- b) The Navy League, as sponsor of Corps, has certain privileges. These too are outlined in Chapter 4.

When Navy League officials fail to live up to their responsibilities and privileges, communications break down and discord results.

To save mutual embarrassment Navy League officials must become aware of certain service customs and traditions. If you are unsure about specific protocol, either the corps Commanding Officer or your Division can assist you.

Corps officers are specifically concerned with the training program. This can be a very demanding task, and Branches should be careful about placing additional administrative or fundraising burdens on corps staff. The Branch President, their Cadet Chairperson(s) and Corps CO(s) should meet well in advance of the training year to establish budgets, schedules and administrative requirements such as awards applications.

The Branch should be proactive in this regard, and always accessible to the Commanding Officer(s).

Communications should adhere to the following pattern:

- a) Contacts between Corps officers and the Navy League must be made through the Commanding Officer and the Branch President or his delegate;

- b) Members of the Navy League must always show interest in the Corps if only by their frequent presence at parade;
- c) As members of the policy-making body, members of the Navy League should never assume executive functions in the Corps, e.g., a member of the Navy League shall never issue direct orders to officers or cadets on parade;
- d) At all times officers must recognize that although training is the prerogative of the Department of National Defence, half of the partnership, it is the responsibility of The Navy League to ensure that the training program is satisfactorily carried out. In some areas, such as supply, the Navy League may have financial responsibility even though materiel emanates from the Department of National Defence and is controlled by Cadet Instructor Cadre officers;
- e) In the final analysis Cadet Instructor Cadre officers must recognize that they have a dual responsibility to both the Department of National Defence and The Navy League of Canada and that both are equally important. In the case of Navy League Cadet officers, they are totally responsible to The Navy League of Canada as the governing organization.

All the preceding tends to reiterate the importance of mutual respect and understanding. This can be reinforced by mutual adherence to the rules of courtesy and protocol.

V. Relationships with Media

It has been said on several occasions throughout the Handbook that The Navy League of Canada is dependent upon public support. This is particularly true when we require funds for the promotion of our youth training activities. Public relations will become even more significant when our organization, nationally and locally, promotes a further awareness of Affairs Maritime and becomes a strong voice in all matters pertaining to the sea.

To become effective we must have an audience. To reach this audience we are dependent upon the various news media. In many areas the public relations efforts of the Navy League have been woefully weak. This again is largely our own fault. If press, radio and television are apathetic on our behalf, it is equally apparent that in many areas we have been delinquent in keeping them informed.

In our relationships with the news media we should:

- a) extend invitations to Navy League functions
- b) promote an awareness of Navy League officials - National, Divisional and Local;
- c) relay the successes that have been accomplished by our organization at all levels;
- d) provide the information required by the news media so that they do not always have to search out the information required;
- e) extend courtesies to members of radio, press and television. They are not our servants and we should show our appreciation of their efforts on our behalf;
- f) ensure that members of the Navy League, as partners, get equal billing with members of the Department of National Defence;
- g) from time to time express formal appreciation for publicity received.

If we cannot exist without public support it is obvious that such support can best be obtained with the co-operation of the news media.

CHAPTER 7 – ADMINISTRATION

The following is a list of forms and other documents that you will need. The most recent version can be obtained from your Division, or downloaded from the National Website.

Publications

Number	Title
NL(8)E	Navy League Cadet Regulations
NL(10)E&F	Document List / Liste Des Documents
NL(18)E	By-laws
NL(21)E	Administrative Orders
NL(23)E	Internet Policy
NL(24)E	Purposes and Objects
NL(26)E	Scholarship Program instructions
NL(34)E	Public Relations Manual
NL(61)E	Guide to Financial Statements
NL (76) E&F	Watercraft Safety Orders
NL(100)E	Volunteer Screening Coordinator's Handbook
NL(220)E	NLC Cadet Training Standards
NL(221)E	NLC Workbook
NL(225)E	NLC Drill Manual
NL(226)E	NLC Dress Regulations
NL(230)E	NLC Officer Training Standards
NL(231)E	NLC Officer Pre-Enrolment Package
NL(232)E	NLC Officer Midshipman I Development Package
NL(233)E	NLC Officer Midshipman II Development Package
NL(240)E	Administration Home Study Package
NL(241)E	Supply Home Study Package

Forms

Number	Title
	Navy League Cadet and Officer Uniform Order Form
	Request for Certificate of Insurance
NL(1)E	Application to Form a Corps
NL(4)E	NLC Officer Release Certificate
NL(11)E	NLCC Request Form
NL(12)E&F	NLC Kit List
NL(14)E&F	NLCC Ship's Log Page
NL(15)E&F	NLCC Stores on Issue
NL(36)E	Application to Form a Branch
NL(41)E	Boat Accident or Damage Report
NL(42)E	Accident Report Form
NL(60)E	Expense Voucher
NL(62)E	Branch Financial Report
NL(63)E	Branch Property Report
NL(101)E	Volunteer Screening Application
NL(102)E	Driver's Log Page
NL(103)E	Volunteer Screening Coordinator's Log Sheet
NL(104)E	Awards Application Form
NL(107)E	Volunteer Screening Renewal Form
NL(201)E	Navy League Cadet Personnel Transaction
NL(202)E	NLC Membership Application
NL(203)E	NLCC Nominal Roll
NL(204)EF	NLCC Attendance Record
NL(206)E	Annual Inspection Report