

2013

Relationship Guide

NL 65 E

A guide to the responsibilities between a Branch President and a Royal Canadian Sea Cadet Commanding Officer.



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Forward

This document describes only the working relationship between the Branch President and the Royal Canadian Sea Cadet Corps (RCSCC) Commanding Officer. Both individuals have many responsibilities within their own sphere of experience and area of concern that are articulated in the Navy League of Canada Regulations and Bylaws for Branch President's or appropriate DND/CF policies and procedures for Commanding Officers of Royal Canadian Sea Cadet Corps.

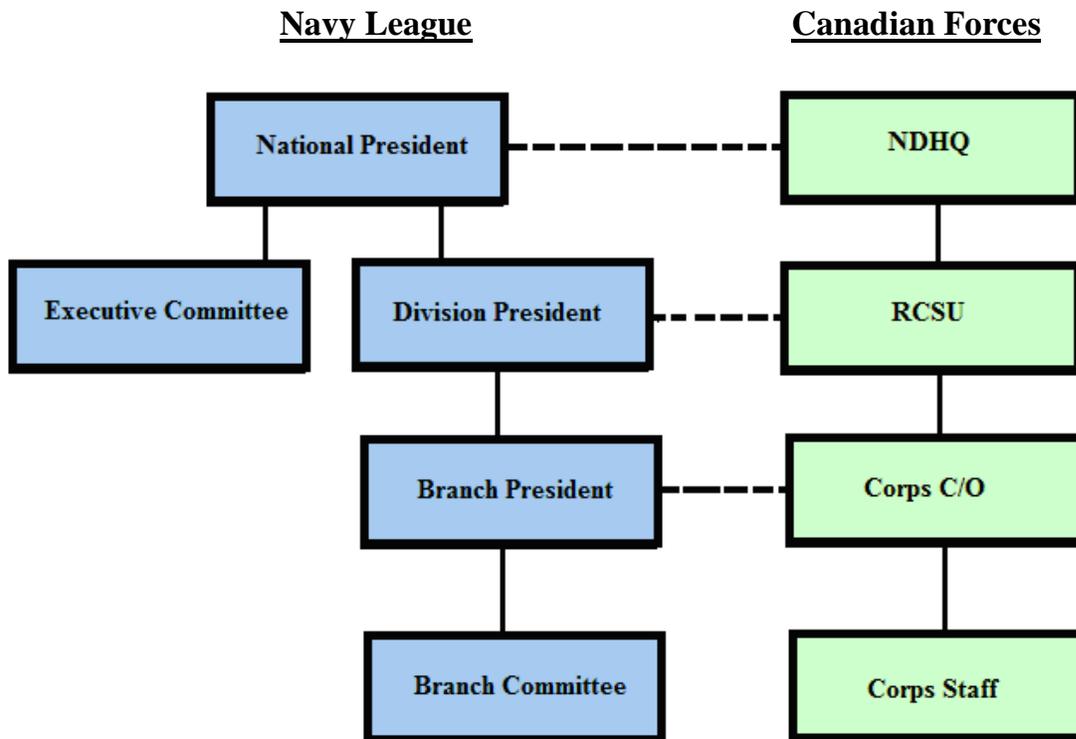
These interactions are somewhat different from the interaction between Branch President and a Navy League Cadet Corps (NLCC), in that the RCSCC is jointly partnered by the Department of National Defence and the Navy League of Canada. DND documents have been consulted in the creation of this guide to ensure that there are no conflicting policies.

Both Branch Presidents and RCSCC Commanding Officers are encouraged to seek more detailed and up to date information on the National website – www.navyleague.ca - where publications with information on bylaws, administration and policies of the Navy League of Canada may be found.

Chapter 1: The Team

The make up of the Leadership Team

1. The Branch President and the RCSCC Commanding Officer make up the Local Management Team in what is a bilateral relationship. They need to work in a collaborative and positive manner in order to achieve the aims and objectives of the Navy League of Canada and DND/CF.
2. The Branch President is responsible to the Division President for all League matters within their Branch. The Corps Commanding Officer is responsible to his/her respective RCSU Commanding Officer through their applicable Regional Chain of Command for all CF and Cadet matters within their corps. Success of the Management Team is dependant upon the players recognizing their respective lines of responsibility and responsiveness and understanding that it is team effort.
3. The Branch Executive is responsible to their President, and the Corps officers are responsible to their Commanding Officer. The President and Commanding Officer are responsive to each other and need to communicate their respective concerns in an open and collaborative manner.



Chapter 2: Sharing of Responsibilities

Reference:

Navy League:

Memorandum of Understanding
NL Cadet Regulations (NL8)
Bylaws of the Navy League of Canada (NL 18)
Navy League Administrative orders (NL 21 E)
Partnership Guide for Branches and Divisions (NL 25 E)

DND/CF policies:

National Defence Act
QR&O's
DAOD's
QR Cadets
CATO's
Local orders and policies

Branch

1. We use the term "Branch" to designate the civilian group working on a committee that supports the cadet corps. The Branch Executive designates a group of individuals whose purpose is to provide for a corps. The Branch may be formed with a variety of cadet parents, business leaders, former cadets, etc.
2. The Branch's goal is to represent the Navy League of Canada and the cadet movement within the local community, ensuring the local support that is essential to the needs of the cadet corps. The Branch provides support and makes the necessary arrangements for the local activities of the cadet corps.
3. All members must be jointly committed to the purposes, objectives, and their responsibilities.
4. The President and CO will guide the sharing of tasks and responsibilities between Branch and Corps staff and will mutually ensure no direct intervention that crosses the organizational boundaries. In brief, only the President and Branch Executive can direct Navy League personnel in the execution of Navy League business and only the CO can give orders and direction to Corps officers and staff.

Corps Staff

5. Corps staff members are under the authority of the RCSU Commanding Officer, with direct supervision of corps staff by the appointed Corps CO. Staff composition may be formed of the following members:
 - a. Cadet Instructor Cadre Officers;
 - b. Civilian Instructors;
 - c. Navy League screened Civilian Volunteers; and
 - d. Serving members of the Canadian Forces who are working directly with the Corps as a volunteer (must be properly screened through the Navy League of Canada).

Responsibilities of the Commanding Officer

6. The Commanding Officer is obligated by CF/DND regulation to:
 - a. Comply with the regulations and orders as issued by the Minister of National Defence and the Canadian Forces;
 - b. Ensure that all staff and cadets are fully informed and acquainted with the regulations and instructions issued by higher authority;
 - c. Be responsible to encourage professional development of staff;
 - d. Direct and supervise all duties of personnel under his or her control;
 - e. In consultation with the Branch, recommend enrolment, appointment, promotion, posting, transfer and release of staff;
 - f. Appoint cadets to cadet roles and duties; and
 - g. Undertake other duties assigned by the CO RCSU, Det Comd, or other lawful CF authority.

Cooperation between Branch and CO/RCSCC Staff

7. Cooperation between the two parties is essential to the smooth running of the Branch and Corps. The Commanding Officer and Branch President are mandated to direct and guide the sharing of tasks and responsibilities between the Branch and Corps Staff.
8. Specific operating procedures of the Branch are described in the Navy League Bylaws, policies and procedures. The President and Commanding Officer are encouraged to exchange information within their specific references on an ongoing basis not just when the need arises.

9. Members of the Branch must comply with the Bylaws, policies and procedures issued by the Navy League of Canada while the CO and corps staff is required to comply with DND/CF regulations, policies and procedures but both must respect both their relative roles and not engage in debating each others rules/procedures. If there is a concern in their area the Branch President should raise the issue to the Division President and on the CF side up the CF chain of command. All should keep themselves informed, through constant and mutual dialogue, of the different situations that may affect the support of the RCSCC.

Conflict Resolution

10. Conflict resolution at the lowest possible level remains the preferred approach and should start at the Branch and Corps level. This process emphasizes the responsibility of participants to reach resolutions and make decisions pertaining to their own situations and within their area of responsibility. If issues cannot be resolved they should be elevated through the respective organizations but also attempting to make sure that there is ongoing open and transparent dialogue. (It is not good to blindside your partners.)
11. When individuals are in a conflict that impacts the functioning of the Branch or cadet program itself, the Commanding Officer and the Branch President are encouraged to come together in an amicable way with the involved parties to settle their differences. An informal process of dispute resolution is one that aims at shifting discussion from the generally rules based position or demands of the respective parties to their underlying interests, needs, hopes, and concerns while still respecting each other and the policy framework within the individuals operate. Both parties are expected to make every effort to act in a spirit of cooperation in order to resolve issues and reach a solution. Parties engaged in this interest-based process have more control over the discussion and the outcome. This first step of an informal dispute resolution has many benefits
 - The need to identify the underlying causes of conflicts
 - The resolution must be flexible and effective
 - Allows for those involved to create their own durable solutions
 - Will foster the continuation of good working relations in the Branch

Situations that require interpretation of interpersonal communications or matters requiring some clarification between people may be quickly and effectively resolved if the parties are able to raise issues in a non-threatening matter, listening to each other's point of view, and recognize their contribution to the situation. Working with this model, most conflicts or

differences of opinion at the local level can be resolved through the outlined informal process.

12. The informal process for resolving disputes is a proven, effective approach that minimizes the negative impact of conflict. A positively managed conflict will result in more collegial relationships that promote productivity and the well being of the Branch/RCSCC Staff. This is often a key factor in determining whether members and volunteers will retain their membership or leave. If the informal process of dispute resolution at the local level does not resolve the conflict, either the Branch President or the Commanding Officer may refer the issue for mediation by either contacting a representative of the Division, or through the applicable Chain of Command. This process should only be engaged when numerous attempts of the informal process have been attempted without resolution. For the mediation process, the Branch President and the Commanding Officer will be given the opportunity to meet with the assigned League representative and the CF representative at a mutually convenient time and place. At the mediation meeting, both parties will have an opportunity to describe the situation or problem as they see it. At this level of conflict resolution, most conflicts can still be resolved simply by involved parties working with a mediator by:

- Listening to all sides of the conflict and ensuring confidentiality and fairness
- Organizing the facts and analyzing them
- Listing several solutions, and trying to identify what changes would help resolve the problem

When a resolution has been reached by the parties with assistance of the mediator, a solution process should be implemented, establishing controls to indicate progress and evaluating the outcome.

When resolution of a conflict reaches the stage of formally requiring a third party, then one should record the outcome of the mediation. This document sets out all the commitments that the parties are prepared to make, outlines the final settlement of the issues resolved through mediation, and includes provisions for monitoring and/or follow-up of the implementation of the agreement by the parties. A copy should be held by all parties involved in the mediation process, and at the next higher level within the League or DND/CF.

13. The Bylaws of The Navy League of Canada include the necessary information for the appeal of a decision respecting an individual taken by the organizational hierarchy. This guideline to the resolution of conflict does not change or amend the formal appeal process.

Chapter 3: Division of Responsibilities

Please note that these responsibilities fall under the leadership of the noted President and Commanding Officer, but can be delegated to an appropriate person or persons within their chain of command.

A. Facilities (local)

PRESIDENT	COMMANDING OFFICER
1. Make the necessary arrangements within the community to find premises to meet the necessities of the corps. (Office space, secure storage, classes, parade area, etc.).	1. Determine and justify local needs in relation to the program by providing a rational requirement for sufficient and reasonable spaces for the corps considering local availability.
2. Make necessary legal arrangements. Take responsibility for signing documents with the owners and pay the costs associated with the use of the premises.	2. May assist the Branch, as needed, in negotiations for premises, but must not enter into any contracts.
3. Oversee the orderly use of the premises by the corps through the Corps CO.	3. Ensure the orderly use of the premises and ensure that there is no damage or inconvenience to the owners and other users. Notify the Branch of any problems caused by the use of the premises.

NOTES:

1. The Commanding Officer may suggest to the Branch a particular site if he/she believes it can meet the needs required.
2. The Branch will contact the owner or Property Manager for any questions regarding the use of local space.
3. The President may request the assistance of the Commanding Officer to make necessary arrangements.

** The Commanding Officer must not engage in the reservation and rental of premises. **

B. Finances

PRESIDENT	COMMANDING OFFICER
1. Organize and conduct fundraisers. Consider the ideas and suggestions of the Commanding Officer for these activities.	1. Provide assistance to the Branch by encouraging staff and cadets to assist in any fund raising campaign and participate in the activity.
2. Make the necessary presentations to sponsors and benefactors.	2. Be ready to welcome donors and answer their questions.
3. Submit a receipt for the donation for tax purposes as required.	3. Submit all fund raising monies to the Branch for accounting and safekeeping.
4. Thank and invite donors to Cadet events.	4. Assist in hosting donors at Cadet events

NOTES:

Whenever possible, do not always use the cadets for the solicitation of funds. It is **recommended** that cadets participate in no more than three major fund-raising campaigns annually. The Commanding Officer and their staff must not be in a situation where they are the custodians of the funds raised. All funds are to be held by the Branch for use in support of the corps activities.

C. Budget

Develop a collaborated budget for expenses not covered by mandatory training funding (DND) or activities deemed optional and that addresses a combined vision for the local Sea Cadet program

PRESIDENT	COMMANDING OFFICER
1. Review the Annual Budget submitted by the Commanding Officer and subsequent approval and voting by the full executive, and support the selected projects.	1. Prepare an Annual Budget that acts as a cost estimate for the activities and operations planned for the training year in a timely matter. Planning must be submitted to the Branch no later than June 30.
2. Consult with the Commanding Officer on all matters requiring review of the submitted budget.	2. Work with the Branch when any point of the submitted budget requires a revision.
3. Determine a strategy to cover the anticipated cost.	3. Help the Branch plan and execute a strategy to cover the anticipated cost.

D. Financial Management

PRESIDENT	COMMANDING OFFICER
1. Take responsibility for the financial commitment to the cadet corps, and the Branch in a timely manner.	1. Notify the Branch of necessary expenses made against the approved budget.
2. Account for the funds. Ensure the relevance of expenditures. (See note).	2. Provide the Branch with any claims or other receipts for the cadet corps.
3. If authorized by the Branch, provide a petty cash float to the Commanding Officer to cover day to day minor expenses.	3. If petty cash fund is authorized by the Branch, the expenses must be pre-authorized and receipts must be forwarded to the Branch in a timely manner.
4. Ensure that funds are deposited and a Branch member is appointed to the physical handling of funds raised through fund raising.	4. Ensure that all funds raised are submitted to the Branch for accounting and banking. Ensure all eligible receipts that can be submitted to DND for the Commanding Officer's Local Support Allocation account for local reimbursement to the Branch are submitted in a timely manner.
5. Take the necessary steps required for negotiation and payment when buying goods and services.	5. Prepare an evaluation for the Branch of the expected cost for the purchase of specific goods for the Corps.
6. Regularly inform the Commanding Officer of the financial statements pertaining to funds allocated to the Corp by the Branch. To ensure maximum transparency, these financial statements must be updated and submitted each month to the Commanding Officer.	6. Regularly inform the Branch President on the status of the approved budget and expenditures to ensure maximum transparency. The budget statements from the corps must be submitted each month.
7. Inventory and ensure the equipment belonging to the Branch is accounted for by getting records from Commanding Officer, or those qualified.	7. Ensure all inventory held by the corps on behalf of the Branch is accounted for, and inventories presented to the Branch President every September.

8. Be available to address requirements as they arise.	8. Be available to address requirements as they arise.
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NOTES:

1. The funding is intended to cover various expenses related to the education and motivation of cadets, their activities and their presentation to the public. The President and the Commanding Officer must work together to develop the vision and ensure that available funds are spent in the best interest of the cadets and the Navy League of Canada.
2. Both the Branch President and the Commanding Officer must carry out the activities planned and authorized early in the training year so as to not disappoint the cadets. The cancellation or postponement of expenditures already approved for activities should be done only for compelling reasons and cadets must be informed of these cancellations or postponements as soon as possible.

E. Public Relations (promoting the program)

PRESIDENT	COMMANDING OFFICER
1. Represent the Branch and Corps in public and organize the distribution of information to the public.	1. Assist the Branch by participating in organized public activities.
2. Communicate to the media the various events of importance regarding the corps and its members. (Awards, summer camps, competitions, special events). Works best if done jointly with the Commanding Officer.	2. Provide the Branch with the necessary information on training at the corps and the conduct of activities or other significant events for release to the media. Also liaise with the Regional Public Affairs Officer as appropriate.
3. Organize public events for the corps to participate in.	3. Support the Branch's efforts in organizing the cadets for public appearances and accompanying the Branch members at formal meetings if they so desire.
4. Solicit parents to volunteer for cadet activities or for the various events and activities that the Branch is responsible for.	4. Direct parents toward opportunities to volunteer with the Branch related to his/her competency.
5. Utilize parents and volunteers whose expertise will assist in the advertising of corps events and activities.	

F. Recruiting

PRESIDENT	COMMANDING OFFICER
1. Coordinate information campaign to recruit new cadets, new staff, volunteers and officers. Works best if done jointly with the Commanding Officer.	1. Assist the President in developing and executing the recruiting campaign.
2. Advertise recruiting in the media showing the benefits of the cadet movement.	2. Support the recruiting campaign by organizing visits to schools and ensuring a presence in kiosks and other information booths.
3. Seek and use the necessary publicity material for the recruiting campaign.	3. Provide any recruiting material that would assist the Branch in a publicity campaign.
4. Welcome the parents and cadets with the help of a director of the League (if applicable) during the cadet parade night and make a brief statement of the purpose of the cadet movement and its organization. Provide an information evening with the Commanding Officer.	4. Welcome the parents and cadets and give them a brief summary of the training program and activities offered by providing an information evening for them with the president. Work with the Branch to register and create individual files of parents and cadets.
5. Involve parents in volunteer activities for cadets during the various work that the Branch has responsibility for.	

G. Official Hosting Opportunities

PRESIDENT	COMMANDING OFFICER
1. Establish and foster relationships with key dignitaries and local community leaders (MPs, mayors, city councilors, school commissioners, agency heads, business leaders, etc...)	1. Support the Branch efforts to foster good relations with local dignitaries and others attending meetings and facilitating access to the cadet corps by invitation.
2. Invite dignitaries and local leaders during special ceremonies or activities of the Navy League of Canada, welcome them and present them to the corps staff and show them the premises. Highlight their presence and their contribution to the corps as appropriate.	2. Ensure the invited dignitaries are welcomed and receive all due respect appropriate to their status within the community.
3. Promote opportunities where the benefactors of the cadet corps will be thanked for their efforts (Thank-you letters, certificates, entry into the programs, discounts or awards presentations, etc.).	3. Work closely with the Branch in order to promote these opportunities and assist in the drafting of letters of appreciation.
4. Represent the corps by attending various meetings or other activities in the community.	4. Be available at the meetings held by the Branch. Attend in uniform when required.

H. Administration

PRESIDENT	COMMANDING OFFICER
1. Oversee and direct the normal administration of the Branch.	1. Oversees general administration of the cadet corps, IAW policies.
2. Inform the Commanding Officer of any correspondence received, affecting cadets or administration of the cadet corps.	2. Reply to and communicate to the Branch, any relevant information as soon as it is received.
3. Make available and encourage the use of all publications and guidelines.	3. Make available and encourage the use of all publications and guidelines.
4. Maintain nominal rolls and update the national membership database on a regular basis.	4. Send nominal rolls of cadets and officers to the President no later than September 30 including name, parent's names (for cadets), address, telephone number, date of entry Updates will be sent upon arrival of new cadets and officers (for insurance and membership database).
5. Conduct Screening and maintain a nominal roll of all screened volunteers, re-screening volunteers as the need arises.	5. Ensure all corps staff are screened and updated as required. Work with Branch President to achieve this.

I. Supply

PRESIDENT	COMMANDING OFFICER
1. Negotiate for and purchase the goods and services required for execution of the corps training plan.	1. Ensure control and proper use of equipment IAW DND/CF/Navy League policy and agreements.
2. Take the necessary steps and put in place agreements to obtain any loan / borrowing of equipment or services from merchants or local agencies in support of Branch and corps activities.	2. Maintain an updated inventory of all Branch owned materiel and equipment in use by the corps. Provide this list to the Branch.
3. Maintain an inventory and identify equipment acquired by the Branch.	3. Conduct cadet uniform issue and the uniform retrieval when required.

NOTES:

The Commanding Officer is responsible for the use of the equipment entrusted to him/her, and material or equipment made available to corps staff and cadets.

J. Instruction

PRESIDENT	COMMANDING OFFICER
1. Ensure that the program offered meets the goals of the Navy League of Canada and is beneficial to the cadets. Talk with the Commanding Officer when in doubt.	1. Develop and present the program to the Branch in accordance with the establish standards and explain the goals and their vision , referring to the budget if necessary.
2. In agreement with the Commanding Officer, organize other activities not included in the mandatory program and be expected to have a presence wherever possible.	2. Consult with the cadets, corps staff and with the Branch, for preferences for activities to be held in the future.

K. Cadet Awards and Promotions

PRESIDENT	COMMANDING OFFICER
1. Ensure that the Commanding Officer is aware of all selection criteria and deadlines for Navy League Awards.	1. Make certain that the cadets and staff under their AOR are being recognized under both the Navy League and DND Programs
2. Attend the award selection board with the CO and attend awards ceremonies.	2. Invite a Branch member to attend the selection of awards candidates and Promotion Boards (Coxswain).
	3. Evaluate each candidate and assign promotion necessary in consultation with staff.
	4. Communicate to the Branch the names of cadets promoted.

NOTES:

1. Ensure that all members of the Branch address any comments regarding corps personnel or cadets to the President, so that it can be communicated to the Commanding Officer. At no time will Branch members discuss these points with the corps staff and cadets or among themselves to staff or cadets. This function rests with the Commanding Officer.

2. Ensure feedback from corps staff is collected and communicated to the President. At no time will a cadet or staff member discuss these points with the Branch members or before the Branch members unless directed to do so by the Commanding Officer or Branch President.

L. Coordination

PRESIDENT	COMMANDING OFFICER
1. Invite the Commanding Officer or a representative to attend the regular meetings of the Branch so that the Commanding Officer can inform the Branch of corps activities, corps administrative/financial requirements and to provide the CO with Branch needs to support corps activities.	1. Attend regular Branch meetings to keep the Branch informed of corps activities and provide input when requested.
2. Attend Corps Parade nights as invited to inspect, liaise and show support for the corps activities.	2. Invite the Branch President or representative to review Ceremonial Divisions, view a regular parade night and attend special cadet activities.
3. Submit in advance, to the Commanding Officer, the points on which he/she might have to comment at Branch meetings to enable preparation of a response.	3. Submit in advance, to the Branch President, points to be added to the meeting Agenda.
4. Give the Commanding Officer a copy of the minutes of previous meetings and financial statements.	4. Review and confirm the accuracy of the Commanding Officer's portion of the minutes and financial statements.

NOTES:

1. Communication and information exchanges are encouraged between regular meetings in order not to overload anyone individual, create any unnecessary delays and maintain maximum efficiency between the parties.
2. Staff members of the corps, as defined in Chapter 2 Para 5 of this document, can not hold a position on the Branch nor do they have a vote on Branch matters.
3. The Branch may, with the consent of the Commanding Officer or on his/her request, invite any other officer or cadet to attend its meetings when the need arises. Any corps staff or cadets attending these meetings are there as guests.
4. The assignments of roles and functions of members in planning, organizing and conducting the annual review must be done well in advance of the activity taking place (60 days prior to event should allow all involved adequate time to ensure a successful event).

M. Interacting with Division

PRESIDENT	COMMANDING OFFICER
1. Responsible directly to the Division President for all Branch and local RCSCC Operations.	1. Responsible directly to the Branch President for all local RCSCC operations.
2. Liaises directly with Division executive in matters relating to their portfolios – Finances, Sea Cadets, etc.	2. Works through the Branch President to liaise any requirements with the Division Executive.