



3071 The North Saskatchewan Regiment Army Cadets

An Establishment of the Canadian Cadet Organizations, Under Command of Commissioned Officers of the Canadian Forces, Pursuant to S. 46 (2) of the National Defence Act of Canada

In accordance with orders made on authority of Her Majesty the Queen of Canada by the Minister of National Defence, the following orders are enacted under authority of the Commanding Officer:

USO 02 – 000 – Terms of Reference: Command

1. Derivation –
 - a. These terms are an amplification of CATO 11-36, Annex S, Terms of Reference for a Cadet Corps Commanding Officer.
 - b. These terms are partially derived from the original standing orders, although they have been completely revised to ensure that the unit runs fully on the Regimental model.
2. Aim – The aim of these terms is as follows:
 - a. To provide notice on and regularity in, the duties of all Corps personnel; and
 - b. To ensure that the corps fully functions on the Regimental model in all activity.
3. Deviations from Normal Rank Employment – Deviations from normal rank employment shall be avoided but are in practice at times unavoidable. The DCO shall regularly observe deviations from normal rank employment, including the amount of variance, the number of variances within the Corps, and probable reasons for variance. Reference should be made to USO 02 – 006 and USO 02-007 to determine needs for members by position.

COMMANDING OFFICER

Note: The Terms of Reference for a cadet corps Commanding Officer are found in CATO 11-36, Annex S. The following is adapted from that document to have specific effect for Army Cadet Corps. Tasks delegated primarily to the CO's subordinates are indicated by that individual's title behind the term, and the CO is construed to have a supervisory responsibility over that position in carrying out that duty.

1. Normal Rank Employment: Capt
2. Responsible to: CO RCSU
3. Responsive to: J3 OIC Saskatoon, J3 Zone Trg O (Saskatoon)
4. Directly Supervises: DCO, Coy Comds, Adj, Trg O, RSM
5. The CO of a cadet corps is responsible to the CO RCSU through the J3 OIC Saskatoon for all cadet matters pertaining to that corps and for the training and administration of officers of the Cadet Instructors Cadre (CIC), COATS members, civilian instructors, and cadets serving with his or her cadet corps. The CO of a cadet corps is the CO of the cadets and the immediate supervising officer of the cadet corps staff. The CO RCSU is the designated CO of all personnel assigned to cadet duties. The CO of a cadet corps is not a designated CO in accordance with the provisions of QR&O 1.02 and cannot exercise the disciplinary powers of a CO over subordinate members of the CF in accordance with QR&O chapter 101.
6. The CO of the cadet corps shall be responsible for the following:
 - a. Ensuring that safety is incorporated in all aspects of the corps and that he or she supports the region general safety program (DCO);
 - b. Ensuring that environmental stewardship is incorporated in all aspects of the corps and that he or she supports the region environmental policy (DCO);
 - c. Ensuring that a harassment free corps is maintained and that he or she supports the department harassment policy (UCCMA);
 - d. Ensuring that ethical behaviour is incorporated in all aspects of the corps and that he or she supports the department ethics policy;
 - e. Ensuring that all activities for which he or she is responsible are conducted efficiently, effectively, economically and ethically;
 - f. Leading assigned officers, Cadet NCOs, NCM's, civilian instructors, volunteers and cadets and managing allocated resources in the most efficient, effective, economical and ethical manner that will optimize the direct or indirect benefit that cadets receive from the cadet program;
 - g. Ensuring the physical and emotional safety of cadets during all cadet activities;
 - h. Ensuring that cadet training is delivered in accordance with current directives and that it is delivered in a challenging, interesting manner that cadets should find enjoyable (Trg O);
 - i. Complying with regulations and orders as issued by the Minister of National Defence and the Canadian Forces;
 - j. Ensuring that supply, administration, financial and training orders and procedures are carried out in accordance with current regulations, policies and directives;
 - k. Keeping CF officers, COATS members, Cadet NCOs, civilian instructors and cadets fully acquainted with regulations and instructions issued by higher authority;

- l. Being responsible for the professional development of all corps officers of the CIC including himself/herself and ensuring they receive the training required by their appointments and terms of reference;
- m. Directing and supervising all personnel under his or her control;
- n. Bringing to the notice of the J3 OIC Saskatoon any officers of the CIC or civilian instructors who:
 - i. are distinguished for proficiency in their duties,
 - ii. from incapacity or apathy, are deficient in the knowledge or execution of their duties,
 - iii. do not afford him/her the support which he or she has a right to expect, or;
 - iv. conduct themselves in a manner detrimental to the corps efficiency or in a manner that would bring discredit to the cadet corps and/or the Canadian Forces;
- o. Ensuring another officer on the corps staff is familiar with all corps procedures and is prepared to assume command either upon succession of or during prolonged absence of the CO;
- p. Ensuring a thorough turn-over to a successor;
- q. In concert with the branch/sponsoring committee, fostering and maintaining good public relations for the corps and the CCO by:
 - i. encouraging involvement of the corps in appropriate local community activities to enhance its image in the eyes of the public,
 - ii. having good relations with parents or guardians with respect to training, progress of cadets, and activities of the corps and CCO, and
 - iii. ensuring that the dress, deportment and behaviour of both officers and cadets are always a credit to the CCO (Adj/RSM);
- r. Working cooperatively with the branch/sponsoring committee to achieve the maximum advantage to the cadets by encouraging the efforts of the branch/sponsoring committee (DCO);
- s. Recommending the enrolment, appointment, promotion, posting, transfer and release of officers of the cadet corps;
- t. Recommending and documenting the appointment and termination of civilian instructors in accordance with current policies;
- u. Maintaining the following documents in accordance with current directives:
 - i. personnel records showing the strength of the cadet corps (Adm O),
 - ii. personnel records for officers, COATS members, and civilian instructors on strength with the corps (Adm O),
 - iii. personnel records showing the name, age, date of enrolment and departure of each cadet (Adm O),
 - iv. records of attendance (Adm O) and training progress (Trg O) of current cadets, and
 - v. such other personnel information as is required to enable periodic returns to be completed (Adm O);
- v. Ensuring that cadets are medically and physically fit to undertake the activities and training which they are expected to perform during local HQ or summer training (Trg O);
- w. Immediately reporting the death of an officer, civilian instructor or cadet of his/her corps to the CO RCSU, and advising the branch/sponsoring committee and/or affiliated unit;
- x. Immediately documenting and reporting to the CO RCSU and the branch/sponsoring committee and/or affiliated unit any injury incurred during corps training that required medical treatment that resulted in absence from duty for 48 hours or more, that

- may result in permanent disability and any other injury except a minor injury such as a superficial cut or bruise;
- y. Reporting any significant incident/occurrence that may cause public interest or inquiries to the CO RCSU if applicable;
 - z. Ensuring that material provided by DND, the affiliated unit or other assisting agency and any monies provided by the branch/sponsoring committee or affiliated unit or raised by the corps is properly used for the benefit of the cadets and the corps, accounted for, cared for and returned, as applicable, in accordance with terms established by the providing organization;
 - aa. Ensuring that reports and returns are made regularly and promptly;
 - bb. Being appointed the corps Distribution Account holder;
 - cc. Ensuring that:
 - i. clothing and equipment are not demanded in excess of needs or applicable entitlement scales (Log O),
 - ii. clothing, equipment, and documents are properly safeguarded (Log O);
 - iii. officers, civilian instructors and cadets return all loaned clothing and equipment once their active participation in a cadet organization has ceased at the corps (Log O);
 - iv. records of equipment issued and returned are kept in accordance with instructions (Log O); and
 - v. supply returns are promptly made (Log O);
 - dd. immediately on discovery, reporting the loss or damages of DND equipment to the respective support base/garrison/wing/station and the RCSU (Log O); Appointing qualified officers to the following duties, ensuring deputies are provided during prolonged absence, in the following precedence of urgency:
 - i. Critical:
 - 1. Unit Cadet Conflict Management Advisor (UCCMA);
 - 2. Administrative Officer (Admin O),
 - 3. Training Officer (Trg O);
 - 4. Logistics Officer (Log O);
 - ii. Priority 2:
 - 1. Deputy Commanding Officer (DCO);
 - 2. Headquarters Company Commander (HQ Coy Comd);
 - 3. Operations Officer (Ops O);
 - iii. Priority 3:
 - 1. Platoon Commander (Pl Comd);
 - 2. Standards Officer (Stds O);
 - iv. Priority 4:
 - 1. Adjutant (Adjt)
 - 2. Assistant Training Officer (Asst Trg O);
 - 3. Assistant Administration Officer (Asst Adm O); and
 - 4. Assistant Logistics Officer (Asst Log O).
 - ee. Appointing cadets to cadet duties and responsibilities within the corps in the following precedence of urgency:
 - i. Critical:
 - 1. Company Sergeant Major (CSM); and

2. Platoon Seconds-in-Command (PI WO);
 - ii. Priority 2:
 1. Regimental Sergeant Major (RSM);
 2. Section Commanders (Sect Comd);
 3. Regimental or Company Quartermaster Sergeant (RQMS or CQMS); and
 4. Administration Warrant Officer (Admin WO);
 - iii. Priority 3:
 1. Headquarters Sergeant Major (CSM HQ);
 2. Section Seconds-in-Command (Sect 2IC);
 3. Company Clerks (Clk); and
 4. Stores NCOs (Storesman);
 - iv. Priority 4:
 1. Regimental or Company Quartermaster Sergeant Instructor (QMSI);
 2. Drill Sergeant Major (DSM);
 3. Standards NCO (Stds NCO);
 4. RSM's Assistant (RSM's Asst);
 5. Chief Clerk (C Clk);
 6. Senior Stores NCO (Snr Storesman); and
 7. Public Affairs NCO (PAff NCO).
 - ff. Undertaking other duties as assigned by the CO RCSU or J3 OIC Saskatoon if applicable.
7. Reversion: N/A.

DEPUTY COMMANDING OFFICER

1. Normal Rank Employment: Capt
2. Responsible to: CO
3. Responsive to: N/A
4. Directly Supervises: N/A
5. The DCO is responsible to the CO as the CO's chief-of-staff, and for specific matters pertaining to corps training, administration, and logistics. The DCO is vested, when the CO is absent or unavailable, with the CO's signing authority in all non-financial matters. The DCO is additionally responsible to take on the role of the CO if the CO is absent. Specifically, the DCO is responsible for:
 - a. Acting as chief of staff to the Commanding Officer and assisting the Commanding Officer in the general supervision of duties and the provision of direction and assistance to all Cadet Instructors and Cadet NCOs in the execution of their duties;
 - b. Acting as the primary open-door advisor to officers within the corps;
 - c. Ensuring high standards of dress, deportment and behaviour for both officers and cadets in coordination with the RSM;
 - d. Ensuring the draft of monthly routine orders for the CO's amendment and signature (in coordination with the Adm O when appointed);
 - e. Periodically reviewing and, when necessary, redrafting sections of the corps' Standing Orders for change;
 - f. Ensuring that safety is incorporated in all aspects of the corps;
 - g. Ensuring that environmental stewardship is incorporated in all aspects of the corps;
 - h. Acting as the Affiliated Unit Liaison Officer;
 - i. Acting as the Sponsor Liaison Officer;
 - j. Acting, when no other officer is assigned, as the corps UCCMA and overseeing sensitization for all personnel;
 - k. Acting, when no other officer is assigned, as the corps' Unit Information Officer, and annually coordinating membership drives; and
 - l. Any other duties as assigned by the CO.
6. Reversion: CO.

ADJUTANT

1. Normal Rank Employment: Capt
2. Responsible to: CO
3. Responsive to: DCO
4. Directly Supervises: N/A
5. The Adjutant is the CO's personal staff officer. The Adjutant is additionally responsible for all the dress, drill, and deportment of adult staff within the corps. Specifically, the Adjutant is responsible for:
 - a. Organizing and assisting with the CO's routine affairs;
 - b. Command cell administration, including the drafting of correspondence for the CO;
 - c. Drafting monthly routine orders for the CO's amendment and signature in coordination with the DCO (when appointed);
 - d. Passing on communications to personnel within the corps on the CO's behalf;
 - e. Organizing, preparing, and where directed, chairing meetings attended by the CO;
 - f. Any drill or ceremonial involving the CO or other officers;
 - g. Coordinating visits to the corps by dignitaries, RCSU (NW) staff, and members of the Army Cadet League of Saskatchewan;
 - h. Supervising duty staff; and
 - i. The dress, drill, deportment, and discipline of junior officers and CIs.
6. Reversion: DCO

REGIMENTAL SERGEANT MAJOR

1. Normal Rank Employment: CWO
2. Responsible to: CO
3. Responsive to: DCO
4. Directly Supervises: RQMSI, RSM's Assistant
5. The RSM is the senior non-commissioned officer within a cadet corps and is responsible to the CO for management of the corps' cadet NCO team, including but not limited to training, administration, supervision, and control, as well as top level management of all corps cadets, including but not limited to discipline, dress, deportment, drill, and morale. Specifically, the RSM is responsible for:
 - a. Passing orders and directives from the CO and DCO on to the NCOs and cadets;
 - b. Managing and supervising all corps NCOs in the conduct of their duties;
 - c. Supervising and controlling corps NCOs on all mandatory exercises;
 - d. Managing all corps parades and ceremonial events;
 - e. Advising the CO on all promotions and appointments concerning cadets within the corps;
 - f. Advising the CO, DCO, and Trg O on all policies and directives, both proposed and current, within the corps as they affect cadets within the corps;
 - g. Acting as the senior disciplinarian for all corps cadet personnel;
 - h. Acting to ensure high levels of morale and esprit de corps within the corps;
 - i. Establishing a relationship with all corps officers and being prepared to advise all officers on their decisions and relationship with corps NCOs and cadets;
 - j. Ensuring high standards of drill within the corps IAW A-CR-CCP 201 Canadian Forces Manual of Drill and Ceremonial;
 - k. Setting and enforcing dress policy IAW CFP 265 Canadian Forces Dress Instructions and CATO 46-01 Army Cadet Dress Regulations;
 - l. Having a thorough knowledge of CATO 15-22 – Conduct and Discipline Cadets, and other CATOs related to discipline and conduct, and working with the Commanding Officer, officers, and NCOs to ensure compliance, enforcement, and consequencing where necessary;
 - m. Any other duties as assigned by the CO or DCO.
6. Reversion: CSM.

REGIMENTAL QUARTERMASTER SERGEANT INSTRUCTOR

1. Normal Rank Employment: MWO
2. Responsible to: RSM
3. Responsive to: CO, DCO, Trg O, Adjt
4. The QMSI is responsible to the RSM as the second-most senior NCO within the corps. Specifically, the QMSI is responsible for assisting with the duties of the RSM and taking on those duties on in the RSM's absence. Specifically, the QMSI is responsible for:
 - a. Passing orders and directives from the RSM on to the NCOs;
 - b. Evaluating periods of instruction as directed by the Trg O;
 - c. Supervising and providing assistance to all corps NCOs on parade nights and mandatory exercises;
 - d. Advising the CO, DCO, Trg O, and RSM on all policies and directives, both proposed and current, within the corps as they affect cadets within the corps;
 - e. Acting as a senior disciplinarian within the corps;
 - f. Ensuring, in coordination with the RSM, high standards of drill within the corps IAW A- CR- CCP 201 The Canadian Forces Manual of Drill and Ceremonial;
 - g. Enforcing dress policy IAW CFP 265 Canadian Forces Dress Instructions and CATO 46-01 Army Cadet Dress Regulations;
 - h. Having a thorough knowledge of CATO 15-22 – Conduct and Discipline Cadets, and other CATOs related to discipline and conduct, and working under the direction of the RSM to ensure compliance, enforcement, and consequencing where necessary;
 - i. Acting on corps exercises as the Bivouac Marshal, and specifically:
 - i. ensuring control of kit;
 - ii. supervising for proper condition and cleanliness of tents; and
 - iii. control of garbage; and
 - j. Any other duties as assigned by the CO, DCO, or RSM.
5. Reversion: RSM

COMPANY SERGEANT MAJOR

1. Normal Rank Employment: MWO
2. Responsible to: DCO
3. Responsive to: RSM
4. Directly Supervises: RQMS, Clerks
5. The CSM is responsible to the DCO for the day-to-day administration of NCOs of the Corps, including but not limited to discipline, dress, deportment, and drill. Specifically, the CSM is responsible for:
 - a. Ensuring effective Corps communications, including but not limited to the coordination of a weekly phone out;
 - b. Passing orders and directives from the DCO on to the Corps senior NCOs;
 - c. Supervising and controlling the Corps on all mandatory exercises;
 - d. Supervising and directing Corps NCOs in conjunction with the RSM;
 - e. Acting as a senior disciplinarian within the corps;
 - f. Controlling Corps administration and logistics as affecting personnel;
 - g. Liaison with the RQMS to ensure coordination between departments;
 - h. Ensuring high standards of drill, dress, and deportment for all senior NCOs; and
 - i. Any other duties as assigned by the DCO or RSM.
6. Reversion: RSM