

2137 Calgary Highlanders Army Cadet Corps

1087-20

25 March 2018

Distribution List

COMMANDING OFFICER'S DIRECTIVE: 2018-2019 TRAINING YEAR

Refs:

A. CATO 40-01

B. PAI 500.01

1. BACKGROUND

This document outlines my expectations, in addition to the training and activities planned for the 2137 Calgary Highlanders Army Cadet Corps for the 2018-2019 training year.

2. STRATEGIC OBJECTIVES

a. CO's Intent

2137 will continue to focus its efforts on being a strong "Army" Cadet Corps and implementing a program that fully engages all cadets both in the field and in the classroom. We will work to encourage the Senior NCOs to take more ownership by playing an active role in developing the training activities for the corps. 2137 has strong support from the Parent's Advisory Committee, as well as the Calgary Highlanders Regiment. In order to enhance our program, to develop the leadership skills of our Junior NCOs, to prepare our Senior NCOs for senior leadership duties, and to provide variety to the cadets, we will leverage the resources from the PAC and the Regiment.

b. Primary Goals of 2018/2019 training year

a. Context: We re-introduced the roles of Platoon Commanders and Star Level Officers in the 2017-2018 training year and feel that this structure is appropriate and works. However, these roles are currently filled by Civilian Volunteers/Civilian Instructors and while they are a great asset to the corps, they are less able to commit their time on a consistent basis. Due to the fluctuating attendance, the purpose of these roles has not been as positively impactful as I hoped. Initially, there was a lack of clear direction on what is expected of them and so we spent time going over the TORs for both of these roles. My staff are now more confident in what they need to do, but the role of the level officer will need to be better managed by the Training Team.

By the end of the 2017-2018 training year, we have a large number of WOs who qualify to be MWOs, but a limited number of positions for MWOs. To increase the number of MWOs and to give the Senior cadets more ownership in managing the welfare of their cadets, the role of the Platoon Commanders will now be filled by them.

We have had a very dynamic and creative training year and a different perspective on how training can be implemented due to a number of new officers who have joined our corps. The training caliber has been outstanding, but there are a few things that we can improve upon:

Communication (who is doing what; information reaches all parties – both staff and cadets; information is provided far in advance), follow-up on tasks assigned (what by when), and greater presence of the staff on the parade square and in classrooms. The last 2 items, the staff just have to be mindful of doing it.

A few ideas on how to improve the communication (which we have already started to implement):

- a. Set up a whiteboard at the Duty Desk – whiteboard will have the following information: Thursday night training schedule with instructors; current Routine Orders; additional announcements from other departments and the Sponsor Committee.
 - b. Email out the next month's training schedule to all staff and cadet instructors 2 weeks prior to the end of the current month; schedule should also be posted to the web at the same time
 - c. Utilize an automated mailing system (such as MailChimp) to send out a "Weekly Event Sheet" type information to all the cadets and parents. The PAC can also utilize MailChimp to send out their parent targeted emails.
 - d. Continue to use Slack as the preferred group chat application for Gold Stars and above. We will get email addresses for all the Gold Stars and above and ensure they are all added to the appropriate channel.
- b. Retention of senior cadets by:
- a. Providing them with opportunities to assist and develop activities, weekend and one-day field training exercises that align with the cadet training program – as part of the Master Cadet program, these cadets submit proposals to be evaluated by the Level Officer and then passed up the chain of command for further vetting to determine feasibility and then possibly implementation
 - b. Placing them in roles (both in Garrison and on Exercise) with significant responsibility and provide them with the guidance/training required to carry out the duties successfully – roles to include Training NCO, Clothing Supply NCO, Field Stores NCO, Admin NCO, Social Media NCO, Platoon Commanders, etc
 - c. Take a number of cadets (final number to be determined) on a Battlefield Tour during Spring Break of 2020
 - d. Senior NCO only FTX
- c. Instill sense of pride in all cadets through:
- a. Clearly identifying the criteria required to achieve Platoon of the Month, cumulating in the year end Hill 70 award
 - b. Clearly identifying the criteria required to achieve the monthly 'Stickman' award
 - c. Issuing uniforms to new recruits NLT than 3 weeks after they join
 - d. Ensure there is Highland kit readily available for issue (Glens, kilts, spats, half hose, lovat hose, CalHigh cap badges) for when cadets pass their Glen and Kilt test.
 - e. Use of platoon activities (like Spit n' Shine, movie nights), competitions, sport days
 - f. Joint FTXs with other Cadet Corps
 - g. Standardize Highland dress across all 4 Highland cadet corps
 - h. Participate in parades with the Regiment (Walcheren, St Julien)
- d. Instill sense of pride in all staff through:
- a. Encouraging as many uniformed staff to be in Highland kit
 - b. Encourage staff to attend Walcheren and St Julien Mess Dinners and the Grand Highland Ball (look to have these partially subsidized by the PAC)
- e. Our officer complement at the moment is 7 officers, 1 CI and 2 Contingency CIs. One CI has put in the paperwork to become an OCdt and hopefully should be enrolled by the end of 2018. We had a new officer transfer to our corps and another one recently enrolled as an Officer Cadet. The

addition of the 2 officers will greatly help spread out the workload and the supervision of our activities.

- f. Email and the Slack application will be the primary sources of communication amongst the staff; bi-monthly staff meetings will also be held for more in depth discussion and getting updates from all teams, including the PAC
 - g. Continue 10-minute “Group Hug” at the beginning of most training nights to pass on information and to go over what is happening/any changes for the training night
 - h. Continue to use Slack as an alternate method to keep staff updated/pass on information quickly
 - i. Continue to meet with all staff on individual basis twice in the training year to review individual and corps performance
 - j. Mid-year and year-end review of areas of improvements and areas of continuation
 - a. Solicit feedback from staff via email and share results at a staff meeting
 - k. Find alternate methods of cash flow by working with the PAC and selecting two to three larger fundraisers to generate corps monies to cover the cost of big ticket activities like the Christmas Dinner, Year End Dinner, and the ACR. These funds will go towards the operational expenses of the corps. We will continue to use Casino Funds for capital expenditures.
 - l. We will re-evaluate volunteering at Stampeder’s Game Concessions, as it has been difficult getting parent and cadet volunteers and an officer out to supervise. We spend a large amount of time doing call outs for volunteers and we struggle each time to fill the spots. Therefore, I want to encourage the PAC to identify fundraising activities that allow them to raise money more efficiently (work smarter not harder). In addition to efficiency, I would like to see fundraisers that target an audience outside of the corps family to generate funds, so we’re not always asking parents to shell out their own cash to support the corps.
- c. Mission Statement for Training
- i. Provide quality instruction that fully engages all cadets through the use of Alternative Methods of Instruction for all star levels. To assist with properly training our Senior cadets, we will hold a weekend workshop/FTX that will go over leadership training/corps specific expectations, terms of references, teaching techniques, goals of the Senior cadet group, and general team-building. This weekend workshop/FTX should be completed in early September.
 - i. Better use of the Level Officers to monitor classroom training; ensure they are always in the classroom evaluating/supervising their cadet instructors
 - ii. Utilize the Trg NCO to assist the Training Department in collecting lesson plans ahead of time; organize getting training aids; finding replacement instructors; assist in monitoring of lectures; filing assessments into cadet instructors’ training files
 - iii. Utilize the Trg NCO to assist the Training department to go through the assessments and highlight observations, trends
 - iv. The Training Department will meet with Level Officers once every 2 months to go through the results of the analysis of the assessments
 - ii. Provide more opportunities to shoot by having 2 range days a year (one in October, one in April)
 - iii. Provide more opportunities for cadets to be active by having one sports night each month, except in December or when we have an FTX. In months where we have a weekend FTX, kit check will replace Sports. Two (2) of these sport nights must encompass the Fitness Test (one on 15 November and one on 18 April). Sports nights will generally be the third Thursday of each month.
 - iv. Incorporate different sports activities for sports nights: Intro to Hip-Hop, JiuJitsu, Ultimate Frisbee, biking/running/walking, geocaching/orienteering, etc.
 - v. Provide opportunities for cadets to wear 3 orders of dress each month:
 - i. First Thursday – Walking Out (C2A/H2-A/H3)
 - ii. Second Thursday – Field (C5)
 - iii. Third Thursday – Sports

iv. Last Thursday – CO's (C1/H1/H3)

If there are more than 4 weeks of training in a month, Field dress can be duplicated. There will be no CO's Parade for December, as it is a short month.

- vi. Provide volunteer opportunities to develop citizenship and building a sense of community: serve a meal with Feed the Hungry/the Drop-In Centre, Operation Christmas Child, Toy Mountain
- vii. Continued utilization of Regiment personnel to provide instruction for senior NCO development, lesson instruction (both in the classroom, in the field, and in drill), specifically focusing on Drill, Dress, and Deportment
- viii. Provide Master Cadets with advanced leadership training (ie. Myers-Briggs, Strengths Assessment, coaching skills, etc) in addition to the Master Cadet program topics
- ix. Provide a program that is fun, dynamic, and engaging through:
 - a. One-day FTXs that focus on teamwork, physical activity, and leadership skills (such as rock-climbing, sports day at Leisure Centre, leadership development days, etc.)
 - b. Leveraging the resources of the Regiment in stimulating an interest in the Canadian Forces (supervised training/demonstration with weapons and other military equipment, SAT training)
- x. Provide opportunities for certification (not limited to the following):
 - a. PAL
 - b. Standard/Emergency/Wilderness First Aid
 - c. Discover Scuba/PADI Open Water Diver
- xi. Incorporate Platoon and section movements, building on bushcraft, fieldcraft, recce, and survival skills into every FTX – cumulating into a year-end FTX where the cadets practice those skills for an entire weekend
- xii. Continue to recruit new cadets to maintain an average of 70 parading cadets by:
 - a. Advertising in local communities, through word of mouth, and at select children-oriented events, such as the Calgary Highland Games, Comic Expo, markets
 - b. Advertise 2 Open Houses (one in September and one in January), so that the public can ask questions and view a typical training night
- xiii. Continue to have Walcheren platoon as the recruit platoon where cadets first join, go through a recruiting program before graduating out of the platoon and moving into their appropriate star levels. This year saw a good success with this, but would like to formalize 5-week "Army Cadets 101" program.
- xiv. Provide the CO one period per star level twice a year (in November and March) to allow the cadets and the CO to discuss goals and to provide feedback on the training program.
- xv. Continue to run a one night "St Julien Merit Night" for all cadets who currently do not have their glen. We had fantastic feedback on the structure and the different stations set up to go over this important Regimental Battle Honour and it allowed us to qualify a large number of cadets at once. We might consider expanding this and having a "Walcheren Merit Night" to qualify a larger number of cadets for their kilts.

d. Directed, Supported, and Optional Training

Continue to provide optional activities for cadets including Massed Calgary Pipes & Drums and Biathlon. Pipes and Drums will continue to rehearse on Mondays. Biathlon will practice on Sundays. We had Drill as an Optional Training activity, but this past training year was a struggle to get sufficient cadets out to make it worthwhile. Having to run Drill Team also put a strain on the staff as we did not have a dedicated person who could attend the drill practices and truly be the OPI. Therefore, I have decided that we should focus on the activities that we can provide supervision for: P&D and Biathlon. Our Pipes and Drums program has improved since the beginning of the year. We will continue to partner with 1955 and 1292 to participate in a joint P&D program. 3016 RCACC will continue to rehearse with the playing band once a month. I have also reached out to 3125 RCACC to see if they would like to partner with us for P&D

instruction. We have 2 – 3 consistent playing pipers and hope to build on this foundation to increase the size of the P&D and eventually play more public performances. Marksmanship will be the other optional training we will offer if we can find a dedicated space to shoot. We will continue to develop synergies with other units and not limit our optional training to just our corps. We will look to leverage officers and staff from other units in Calgary to assist in running each of these programs and welcome cadets from those units to join as well.

- i. Goals for the Massed Pipes & Drums:
 - a. 3 public performances in the training year (Fall, Highland Ball, Spring)
 - b. Select music pieces that will encompass Music Level Testing, repertoire from the Regimental Pipes and Drums, and music pieces that meet the criteria for Grade 5 Pipes and Drums band
 - c. Compete in 1 Highland Games as a Grade 5 Band eventually
 - d. Become a feeder band for the Calgary Highlanders Regimental Pipes and Drums
- ii. Goals for Biathlon/Marksmanship:
 - a. Develop 2 teams: one for competition and one for recreation/fitness
 - b. Field a competing team/individuals for provincial competition
 - c. Field a competing team/individuals for national competition

NOTE: Cadets will only be permitted to participate in Optional Training if they are fully participating in the Mandatory training program.

iii. Affiliated Unit Training

We will continue to work with the Regiment to provide us with more instructional capability, specifically in mentoring our cadets and preparing them for their future roles as RSM, CSM, DSM, Platoon WOs, Section Commanders and 2ICs. Stimulating an interest in the Canadian Forces is one of the aims of the cadet movement. To achieve this goal, we will continue to collaborate with the Regiment in providing opportunities for our senior cadets to be included in Regimental Exercises and ceremonial events of the Regiment. This will depend on Regimental resources and taskings. The Pipes and Drums of the corps will also continue to play with the Regimental Pipes and Drums on Regimental occasions.

iv. Key Activities

The following is a list of the planned activities for the upcoming training year. It is broken down into 3 key sections – weekend training activity; one-day training; and regionally directed activities. The dates for these activities are not set in stone and may be shifted around depending on facility availability.

- a. Field Training Exercises
 - i. Sr NCO/Instructor Development weekend (RMNASTC): 7 – 9 Sept
 - ii. Biv FTX (Owl Campground): 14 – 16 Sept
 - iii. Survivor FTX: 30 Nov – 2 Dec
 - iv. Winter Indoc (Kananaskis Campground): 18 – 20 Jan
 - v. Nav Trek (Stony Creek): 12 – 14 Apr
 - vi. Highland Challenge (Location TBD): 7 – 9 Jun
- b. One day activities
 - i. SAT: see if we can get a SAT operator to come in 1 Monday a month
 - ii. Range Day Prep #1 (this is to cover off ALL X06 POs): 20 Oct
 - iii. Range Day #1 (this is the practical application of X06): 21 Oct
 - iv. Walcheren Parade: 24 October
 - v. Poppy Day #1: 27/28 Oct (TBC)
 - vi. Poppy Day #2: 3/4 Nov (TBC)

- vii. Remembrance Day: 11 Nov
- viii. Fitness Testing #1 (a current fitness level is required for all cadets wishing to apply for summer training): 15 Nov
- ix. Operation Christmas Child Volunteering: 8/15 Dec (TBC)
- x. People's Christmas Dinner: 13 Dec
- xi. First Aid: 23 – 24 Feb
- xii. PAL: 9 – 11 Mar??
- xiii. Fitness Testing #2 (this is to ensure any late joiners have a fitness result in order to pass the X05 PO): 18 Apr
- xiv. St Julien: 20 Apr
- xv. Range Day Prep #2 (this is to ensure any late joiners have the opportunity to complete X06 in order to pass their star level): 16 Mar
- xvi. Range Day #2 (this is the practical application of X06): 17 Mar
- xvii. Community Service: 27 Apr
- xviii. Corps Photo: 18 Apr
- xix. Qualifications/Promotions Parade: 9 May
- xx. Awards Dinner: 23 May
- xxi. ACR Practice: 30 May
- xxii. Combined ACR: 1 – 2 Jun??
- xxiii. Gathering of the Clans: 15 Jun 2018

c. Regionally directed activities

- i. Yukon Gold Rush (National Expedition): 20 Aug – 1 Sept 2018
- ii. Yukon Paddle (Regional Expedition): 19 Aug – 29 Aug 2018
- iii. Rocky Mountain Climb (Regional Expedition): 16 – 24 Sept 2017
- iv. Gold Star Expedition: 21 – 23 Sept or 28 – 30 Sept or 12 – 14 Oct or 19 – 21 Oct 18
- v. Mantario Trek (Regional Expedition): 28 Sept – 7 Oct 2018
- vi. Stage II Biathlon: 27 – 28 Oct 18
- vii. Stage II Marksmanship: Nov 18; targets due 15 Feb 19
- viii. Year 5 Workshop: 16 – 18 Nov or 23 – 25 Nov 18
- ix. Music Concentration: 30 Nov – 2 Dec 18
- x. Stage III Biathlon: 25 – 27 Jan 19
- xi. Para Selection: 8 – 9 Feb 19
- xii. Stage IV Biathlon Championship: 3 – 9 Mar 19
- xiii. Alpine Tour (Regional Expedition): 14 – 25 Mar 19
- xiv. Vimy Parade: 9 Apr 19
- xv. Stage III Marksmanship: 12 – 14 Apr 19
- xvi. Silver Star Expedition: 3 – 5 May or 10 – 12 May or 24 – 26 May or 31 – 2 Jun 19
- xvii. Kozar Cup: 4 May 19
- xviii. Music Level Testing: 10 - 12 May 19
- xix. Regional Expedition – Spring: 16 May – 26 May 10

d. Other key dates

- i. Para prep: Nov 18
- ii. Summer Training Presentation (to parents only): 3 Dec 18
- iii. Summer Camp applications due: 13 Dec 18
- iv. Public School Spring Break: 22 Mar – 1 Apr 19
- v. Catholic School Spring Break: 23 Mar – 1 Apr 19

3. UNIT ROUTINE AND COMMUNICATIONS

a. Parade Night

Regular training nights are scheduled on Thursday evenings from 1800 to 2115hrs at Mewata Armouries in Calgary. The parade night schedule is listed below and is also posted on the Training Board at the top of the stairs and in MROs.

Time	Activity
1815	Arrival of cadets
1815 – 1835hrs	Sr NCO Briefing (PI WO and SMs)
1835 – 1845hrs	Standing Staff Meeting
1815 – 1840hrs	Cadets to sign attendance sheets upon arrival
1830hrs	CSM forms-up Parade
1840hrs	All cadets entering Mewata after this time are to sign the late platoon attendance sheet and form up next to the Canadian flag
1830hrs	Opening Section Parade: Platoon WO's are given their platoons attendance sheet <ul style="list-style-type: none"> • They are ONLY required to match the number of names on the sheet to the number of bodies in their platoon • They are NOT to re-take attendance Duty O is responsible for counting late platoon Platoon 2ICs to inspect and perform uniform evaluations
1845hrs	Attendance numbers should be confirmed by this time
1845 – 1855hrs	Opening Parade; Flag break; Inspection (if sufficient time); March Past; Advance in Review Order <ul style="list-style-type: none"> • Suggest that each Platoon WO/PI Comd inspects their own platoon and the RSM pick one platoon each night to inspect
1855 – 1900hrs	Move to Period 1
1900 – 1930hrs	Period 1
1930 – 1935hrs	Move to Period 2
1935 – 2005hrs	Period 2
2005 – 2020hrs	BREAK
2020 – 2050hrs	Period 3
2050 – 2105hrs	Closing Parade
2105 – 2115hrs	Unit O-Group
2125hrs	Duty NCOs and duty section dismissed

Opening Section Period will be used by Section Commanders to deal with uniform issues, take attendance, and to inspect uniforms of section members. The Duty Officer will be present for the duration of Opening Section Period and Opening Parade. S/he will collect the attendance sheets and drop them off with the AdminO. Opening Parade and Inspection will start promptly at 1845hrs. There will be various individuals tasked with presiding over Opening Parade and performing the inspection. These individuals are listed in MROs.

Unit O-Group will be used for Platoon Commanders/Platoon Warrants to pass additional information and for any targeted announcements for optional training groups/other activities.

b. Commanding Officer's Parade

CO's Parade will be held on the last Thursday parade night of every month (unless otherwise directed). Officers will be on parade. The CO will take command of the parade, fall the officers in, and the CO will inspect add others to Reviewing Party as required.

c. Unit Staff Meeting

The unit staff meeting will typically be held on the second Tuesday of every month (unless otherwise directed). All unit staff are expected to attend. The staff meeting will take place at Mewata Armouries, Training Office, from 1830 – 2030hrs.

4. EXPECTATIONS

As the Commanding Officer, I will be placing five general expectations on all staff and cadets:

- Teamwork – work together; help each other out; there is no “I” in team
- Accept responsibility; be accountable for your actions; do your job
- Learn from your mistakes
- News early – don't care if it's good, bad or neutral; keep the relevant people informed so that we can act accordingly
- Be respectful – keep in mind the Code of Conduct; always treat others fairly and equally
- Have fun



J Sun
Major
Commanding Officer
2137 RCACC