



**321 (CITY OF NEWCASTLE) SQUADRON  
AUSTRALIAN AIR FORCE CADETS**

**SQUADRON STANDING INSTRUCTIONS**

**Certificate of Authority**

These Standing Instructions are issued with the authority of CO 321SQN

A handwritten signature in black ink, appearing to be 'G. Mayler', is located below the text of the certificate of authority.

**G. Mayler**  
FLTLT(AAFC)  
CO 321SQN AAFC

01 Apr 19

AM0 Apr 19



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## LIST OF ABBREVIATIONS

<b>321SQN</b>	No. 321 Squadron Australian Air Force Cadets
<b>3WG</b>	No. 3 Wing Australian Air Force Cadets
<b>8CSSB</b>	8 <sup>th</sup> Combat Service Support Battalion
<b>AAFC</b>	Australian Air Force Cadets
<b>ABCP</b>	Air Base Command Post
<b>ADF</b>	Australian Defence Force
<b>ADFC</b>	Australian Defence Force Cadets
<b>ADMINO</b>	Administration Officer
<b>ASST</b>	Assistant
<b>AIRTC</b>	Air Training Corps
<b>BERP</b>	Base Emergency Response Procedures
<b>BLI</b>	Base Level Instruction
<b>C-LOG</b>	Cadet Log
<b>CDT</b>	Cadet
<b>CDTR</b>	Cadet Recruit
<b>CEA</b>	Cadet Enterprise Application
<b>CI</b>	Chief Instructor
<b>CIV</b>	Civilian Instructor
<b>CLK</b>	Clerk
<b>CDTNCO</b>	Cadet Non-Commissioned Officer
<b>CO</b>	Commanding Officer
<b>COORD</b>	Coordinator
<b>CRG</b>	Cadet Reference Group
<b>CRG REP</b>	Cadet Reference Group Representative
<b>CRSCDR</b>	Course Commander
<b>DEAS</b>	Duke of Edinburgh's Award Scheme
<b>DC</b>	Duty Cadet
<b>DM</b>	Duty Member
<b>DSECT</b>	Duty Section
<b>EOI</b>	Expression of Interest
<b>ELM</b>	Element
<b>FIELDSEX</b>	Fieldcraft Exercise (Bivouac)
<b>FINACCTO</b>	Finance and Accounting Officer
<b>FLT</b>	Flight
<b>FLTCDR</b>	Flight Commander
<b>FLTSNCO</b>	Flight Senior Non-Commissioned Officer
<b>FQM</b>	Firearm Quality Manager
<b>HQ</b>	Headquarters
<b>IACE</b>	International Air Cadet Exchange
<b>IAW</b>	In accordance with
<b>JI</b>	Joining Instruction
<b>JNCO</b>	Junior Non-Commissioned Officer
<b>MOGT</b>	Manual of Ground Training
<b>NCO</b>	Non-Commissioned Officer
<b>NLT</b>	No later than
<b>OIC</b>	Officer In Charge
<b>OPELM</b>	Opposing Element
<b>OPSPLAN</b>	Squadron operations plan
<b>POLMAN</b>	AAFC Policy Manual
<b>POR</b>	Personnel Occurrence Report

<b>RAAF</b>	Royal Australian Air Force
<b>RAAFRIC</b>	RAAF Base Richmond
<b>RAAFWLM</b>	RAAF Base Williamtown
<b>RACT</b>	Royal Australian Corps of Transport
<b>RAE</b>	Royal Australian Engineers
<b>RI</b>	Routine Instruction
<b>RNSWR</b>	Royal New South Wales Regiment
<b>SECT</b>	Section
<b>SI</b>	Standing Instruction
<b>SNCO</b>	Senior Non-Commissioned Officer
<b>SSO</b>	Squadron Supply Officer
<b>SQN</b>	Squadron
<b>SQNWOFF</b>	Squadron Warrant Officer
<b>SQNXI</b>	Squadron Executive Instructor
<b>TRGO</b>	Training Officer
<b>TRGO-OPS</b>	Training Officer – Operations
<b>UNSWR</b>	University of New South Wales Regiment
<b>USC</b>	Unit Safety Coordinator
<b>WEF</b>	With effect from
<b>WG</b>	Wing
<b>WH&amp;S</b>	Workplace Health & Safety
<b>WRT</b>	With regard to
<b>XO</b>	Executive Officer

## **PART 1 - INTRODUCTION**

### **1.1.0 General**

1.1.1 These Squadron Standing Instructions (SQNSI) apply to all members of 321SQN whilst on duty at the 321SQN premises (Bullecourt Barracks) and at all other activities organised by 321SQN (unless other instructions are produced therein). All officers, instructors, senior cadets and cadet NCOs are responsible for the implementation and enforcement of these instructions.

1.1.2 SQNSIs will be supplemented by a series of Personnel Occurrence Reports (PORs) and Routine Instructions (RIs), which are published on a monthly basis.

1.1.3 Where there are any inconsistencies between these SQNSIs and similar documents published by 3WG and HQ AAFC, the documents produced by those units will take precedence. Nothing in these SQNSIs authorizes non-compliance with the AAFC Manual of Ground Training, the AAFC Policy Manual, or higher headquarters publications. Matters not covered in this instruction are covered in higher authority documents or publications.

### **1.2.0 Review and Amendment**

1.2.1 These SQNSIs shall be reviewed for currency annually. Temporary amendments are to be made by RI.

1.2.2 Suggestions for changes and/or amendments should be discussed in the first instance with the CO. No changes are to be made to SQNSIs without the specific approval of the CO.

### **1.3.0 Squadron Philosophy**

1.3.1. The staff at 321SQN are committed to the following principles in the conduct of 321SQN training and activities, which support the AAFC Youth Development Philosophy:

- a. involving ranking cadets in the planning and delivery of local services to their SQN, commensurate with their maturity capability and interest;
- b. equipping cadets with the relevant skills so they can increasingly contribute to the decision-making in the squadron;
- c. creating opportunities for cadets to become more involved in the SQN;
- d. empowering cadets to participate through the provision of information, training and support, including clearly defining roles and responsibilities;
- e. providing cadets with feedback on decision-making outcomes; and,
- f. always striving to do it better by ensuring systems and processes for reviewing and improving cadets' active involvement in the AAFC.

### **1.4.0 Safety**

1.4.1 All staff and cadets of 321SQN should be committed to the safety and wellbeing of all members of the SQN. Any member of 321SQN can immediately raise a safety concern at

any time.

1.4.2 CO 321SQN will produce a Workplace Health and Safety Policy Statement annually, which is to be displayed on, or adjacent to, the SQN WH&S notice board. Additionally CO 321SQN will also produce a WH&S Consultation Statement.

1.4.3 The Workplace Health and Safety Policy Statements produced by OC 3WG and by HQAAFC are also to be displayed on, or adjacent to, the SQN WH&S notice board. Should any relevant Bullecourt Barracks statements be promulgated, they are also to be displayed.

1.4.4 The USC and the SQN Safety Team are to be selected from staff and cadets at all levels of training. The team is to meet on a monthly basis, and is to keep minutes of the meetings. Additionally, safety is to be a discussion item at all 321SQN briefings.

1.4.5 A practice building evacuation is to be conducted twice a year, and the activity is to be recorded in the 321SQN Duty Log, and in the 321SQN safety committee minutes.

1.4.6 **Safety Equipment.** During periods of darkness, when marching as a FLT to and from the main gate of Bullecourt Barracks, or anywhere on the base other than the parade ground, the left and right marker in the front file, the left and right markers in the rear file, and the FLTNCO are all to wear high-visibility vests. The FLTNCO is to carry a flashing safety wand.

1.4.7 Safety equipment will be issued to each FLTCDR, who is responsible for the safe-keeping, maintenance and use of the equipment.

1.4.8 **Fire Orders.** All members of 321SQN are to be familiar with the Bullecourt Barracks fire orders and BERP procedures. These orders and procedures will be promulgated on the 321SQN WH&S notice board, and are also displayed at several locations throughout the 321SQN training building.

1.4.9. All members are also to be familiar with orders and procedures for the following buildings within Bullecourt Barracks:

- a. HQ 321SQN AAFC (building 26);
- b. the 321SQN equipment store (container);
- c. all training rooms; and,
- d. the canteen complex.

1.4.10 All members are also to be familiar with the requirements of the Bullecourt Barracks Emergency Control Organization (ECO) Information.

### 1.5.0 AAFC/ADFC Policies

1.5.1 The operation of AAFC SQNs is conducted under several ADFC and AAFC policies. These policies include, but are not limited to:

- a. ADFC Code of Conduct;

- b. AAFC Behaviour Policy;
- c. AAFC Social Media Policy.

1.5.2 All staff and cadets are to abide by the requirements of relevant policies at all times. Failure to do so is considered a serious breach, and may lead to disciplinary procedures.

## **PART 2 - ADMINISTRATION**

### **2.1.0 Squadron Establishment**

2.1.1. The current establishment of 321SQN is determined by HQ 3WG. Cadet rank numbers are determined by the SQN establishment. Changes to SQN establishment will be promulgated in RIs.

### **2.2.0 Squadron Structure/Chain of Command**

2.2.1 321SQN operates a combined staff and cadet structure. The template for this structure, which also details the chain of command, can be viewed at Annex A to SQNSI Part 2.

2.2.2 Staff are primarily appointed into positions to undertake duties IAW the Duty Statements and manage the subordinate positions within the relevant functional elements: Executive, Administration, Training, Supply and Discipline. Staff not appointed into these ELM will be appointed as an instructor. The positions posted to each ELM are:

- a. Command ELM – CO, XO, CDTXO, SQNXI, CSQNWOFF;
- b. Administration ELM – ADMINO, ASSTADMINO, FINO, ASSTFINO CANMGR;
- c. Training ELM – TRGO, ASSTRGO, CI, TRG-OPS, SDEAC; and,
- d. Supply ELM – SSO, ASSTSSO, FQM.

2.2.3 Cadets within or who have completed Qualified Stage may be appointed into subordinate positions within the functional ELMs. This process allows an ongoing development of personnel into SQN management.

2.2.4 Cadet NCOs and staff can also be appointed into secondary duties that fulfill smaller functions within the SQN as a whole.

2.2.5 Cadet NCOs and suitable LCDTs will also be appointed into positions within the FLT structure commensurate with their rank and capabilities.

2.2.6 The above appointments are to be rotated after a suitable period of time at the discretion of the CO, typically for cadet appointments every 12-18 months and for staff appointments every 24-36 months.

2.2.7 The duty statements for positions within SQN are detailed in Annex B to SQNSI Part 2. Please note that at 321SQN, the following roles are concurrent:

- a. ADMINO and FINO; and.
- b. SSO and FQM.

2.2.8 The Chain of Command reflects the military nature of the organization and allocations of responsibility. The Chain of Command does not circumvent seniority of rank. In the event a position is vacant the responsibilities assigned to that position will be the responsibility of the immediate supervisor in the Chain of Command.

2.2.9 321SQN is structured to provide the cadets with the maximum opportunity for command and control, and for input into the operation of the unit. The SQN is organized into a HQ FLT, three operational FLTs, and a recruit FLT.

2.2.10 HQ SECT consists of all adult staff, who supervise and mentor the overall operation of the SQN, and liaise at regional and WG level. In addition to the adult staff, the positions of CSQNWOFF, the ASSTTRGO, and the ASSTADMINO, all of which are filled by senior cadets, are attached to the HQ SECT.

2.2.11 In addition to the HQ SECT, 321SQN will operate three operational FLTs. These FLTs are named after the 321SQN colours. The FLTs are:

- a. Blue FLT (SECT 1 – 3);
- b. Red FLT (SECT 4 – 6); and,
- c. White FLT (SECT 7 – 9).

2.2.12 Each FLT is commanded by a CUO or a CDTSNCO, with a CSGT as second-in-command. The FLTs are further divided into three SECTs, each commanded by a CCPL. Each SECT consists of six cadets, making the strength of each FLT approximately 20 cadets.

2.2.13 Once a cadet is posted to an operational FLT, they remain there until they achieve cadet NCO rank. This procedure enables the cadets to bond as a unit, and encourages healthy inter-FLT competition and rivalry.

2.2.14 Additionally, 321SQN will maintain a recruit FLT, named Green FLT. This FLT is only established during periods of recruit training. It is usually commanded by a CSNCO, with other cadet NCOs assisting during recruit training. Once the recruit training has been completed, the graduating recruits are to be posted to one of the operational FLTs, and Green FLT is stood-down, pending the next recruit intake.

### **2.3.0 Formal Compliments**

2.3.1. Formal compliments are to be made to the CO, by staff members and cadets appointed into a functional ELM at the first opportunity on each evening and again at the last opportunity of the parade night.

2.3.2 Compliments are to be paid to all members of staff and NCOs by cadets. They will be addressed by their appropriate ranks or titles at all times. In the case of Officers and CUOs a salute will be given and they will be addressed as either “Sir” or “Ma’am”. CWOFFs are not saluted, but are addressed as either “Sir” or “Ma’am”. WOFFs can be referred to as “Mr” or “Miss” by their superiors. Civilian staff are to be addressed as “Mr”, “Mrs” or “Miss” followed by their surname as appropriate. All members of 321SQN are to observe the paying of compliments to all ADF and ADFC personnel encountered whilst on the base.

2.3.3 When reporting to staff in the orderly room and/or offices; staff and cadets are to adopt the following procedure:

- a. wait outside the orderly room, and knock on the door;
- b. if the staff member is an officer or CUO, salute;

- c. when you are invited into the office, stand to attention 2 paces from the desk;
- d. only stand at ease, or sit down, when invited to do so: and,
- e. at the end of the conversation/meeting, stand to attention 2 paces from the desk, salute if the staff member is an officer or CUO, and then leave the office.

#### **2.4.0 Non-Saluting Areas**

2.4.1 The following areas are promulgated as non-saluting areas:

- a. the canteen during canteen break;
- b. the immediate vicinity of the ablutions;
- c. the undercover walkways around HQ 321SQN; and,
- d. any indoor corridors, unless reporting specifically to a staff member.

2.4.2 In non-saluting areas, members are excused from saluting only. All other normal compliments, including the wearing of headdress where appropriate and the correct modes of address between ranks, are still required.

2.4.3 For members working within the administrative or stores areas, these working areas are declared non-saluting areas unless otherwise specified.

#### **2.5.0 Routine Instructions**

2.5.1 321SQN regularly publishes RIs to communicate important information about the operation of the SQN. It is the responsibility of every member of 321SQN to be familiar with RIs, which are to be displayed on the SQN notice board, published on the SQN website, and are available upon request from the ADMIN ELM.

#### **2.6.0 Awards**

2.6.1 A number of awards are established at 321SQN for recognizing individual achievement and meritorious service by members over the calendar year. The awards will be presented as part of the annual graduation parade. The awards include:

- a. Dux of Recruit Stage (several may be awarded – one for each intake);
- b. Dux of Basic Stage;
- c. Dux of Proficiency Stage;
- d. Dux of Advanced Stage;
- e. Marksmanship Award;
- f. Cadet Service Award;
- g. Cadet NCO of the Year; and

h. Outstanding Cadet of the Year (*The Douglas Bell Memorial Shield*).

2.6.2 Details regarding the eligibility criteria for these awards will be promulgated by RI.

### **2.7.0 Cadet Drivers**

2.7.1 The AAFC owes its cadets a duty of care, including during travel to and from AAFC activities. The SQN recognizes that older cadets will gain a driving licence during their time in the AAFC, and are entitled to drive themselves to and from AAFC activities. The following restrictions apply to cadet drivers:

a. appropriately-licensed cadets may drive themselves to and from SQN parades and extra-curricular activities after making themselves conversant with relevant AAFC policies and guidelines, and after having been approved in writing by the CO;

b. driving during the course of an activity is not permitted unless authorized by the CO or activity OIC;

c. cadets may not travel to and from AAFC activities as passengers in vehicles driven by other cadets, regardless of the age of passenger or driver, unless the parents/caregivers of both the driver and passenger have given written consent, and this consent has been approved by the CO;

d. cadets driving on Learner Permits are not to drive other cadets to/from AAFC parades and activities, unless the passenger cadet is a direct family member;

e. cadets driving on red provisional plates are not to drive other cadets to/from AAFC parades and activities, unless the passenger cadet is a direct family member; and,

f. cadets are not permitted to drive service vehicles under any circumstances.

2.7.2 Cadet driving application forms are included as Annex C to SQNSI Part 2, and can also be downloaded from the 321SQN website.

### **2.8.0 Arrival and Departure Procedures**

2.8.1 In order to ensure the rapid and safe arrival and departure procedures for 321SQN cadets attending weekly parades, the following process is to be followed:

a. drivers are authorised to park in the car parks outside the main entrance to Bullecourt Barracks;

b. drivers of cadets who are being set-down or collected from 321SQN parades and activities are requested to park in the marked parking areas before cadets leave or enter the vehicles;

c. wherever possible, cadets walking from the car park areas to the main gate of Bullecourt Barracks are to walk on the grassed areas;

d. 321SQN duty staff will attend the main gate of Bullecourt Barracks from 1800h to 1815h, to identify SQN members who are attending the weekly training parade; and,

e. staff and cadets are to show their AAFC identity cards to gain base access.

2.8.2 Parents/caregivers of cadets are not to access Bullecourt Barracks without first contacting 321SQN staff, and preferably making an appointment.

2.8.3 Staff may park their vehicles within the Bullecourt Barracks compound, adjacent to the 321SQN storage container. All vehicle movements within the compound are to conform to base SIs.

### **2.9.0 Travel To/From Wing and National Activities**

2.9.1 On occasions, staff and cadets may be required to travel to 3WG and/or AAFC national activities. Some of this travel may be on public transport.

2.9.2 If the travel is by booked air, rail or bus transport, staff and cadets are to sit in allocated seats indicated by their booking.

2.9.3 If the travel is by unbooked rail transport (eg to and from Sydney), staff and cadets are to travel together in one carriage. Members are not to separate themselves into separate carriages, but are to remain as a group.

2.9.4 Whilst travelling, staff and cadets are to ensure that their appearance and behaviour are IAW established AAFC, 3WG AAFC and 321SQN instructions and requirement.

2.9.5 Should any staff member or cadet feel threatened by a member of the travelling public, they are to:

- a. in the first instance contact the train guard or similar person on other forms of transport; and,
- b. if the situation cannot be resolved, contact the police.

### **2.10.0 Displaying Orders and Instructions**

2.10.1 A notice board shall be provided in the 321SQN building. The board will display the following orders:

- a. AAFC National Routine Instructions and PORs;
- b. 3WG Routine Instructions;
- c. 321SQN Routine Instructions;
- d. WH&S and safety information;
- e. details of upcoming activities; and,
- f. other notices placed at the discretion of the ADMINO.

2.10.2 All staff and cadets are to read these instructions weekly. These orders and notices will also be able to be viewed on the 321SQN website.

### **2.11.0 CEA and Emails**

2.11.1 All staff and cadets are to regularly check their email accounts, and are to log onto the *CEA* system weekly. The AAFC uses these systems to manage cadet training and administration, and to disseminate important and routine information.

2.11.2 If any staff member or cadet is experiencing difficulties in accessing any AAFC system, or in receiving emails and attachments, they are to contact the ADMINO immediately.

### **2.12.0 Correspondence**

2.12.1 All correspondence issued by 321SQN, or used within 321SQN, is to conform to the requirements of the ADF Writing Manual.

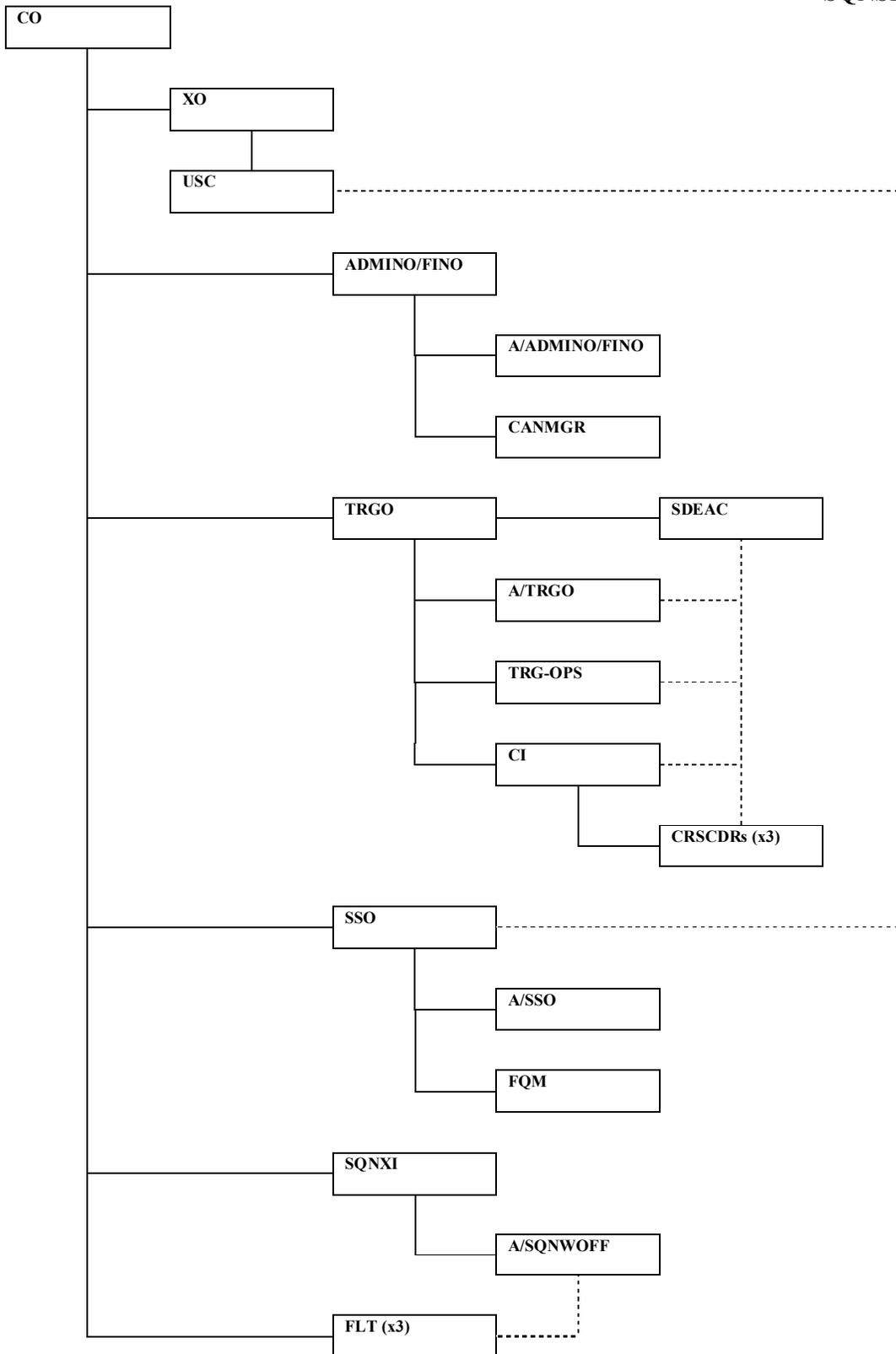
2.12.2 All outgoing correspondence to external agencies, which has been written by a cadet member of 321SQN, is to be checked and approved by a staff member before the correspondence is sent. This includes letters, minutes and emails.

2.12.3 All emails to external agencies are to include CO 321SQN as a copied recipient.

### **Annexes**

- A. 321SQN Structure/Chain of Command.
- B. Duty Statements.
- C. Cadet Members Driving Request Form.

**Annex A  
To 321SQN  
SQNSI Part 2**



**Annex B  
To 321SQN  
SQNSI Part 2**

**321SQN AAFC Duty Statements**

1. Commanding Officer.
2. Executive Officer.
3. Unit Safety Coordinator.
4. Administration Officer.
5. Assistant Administration Officer.
6. Canteen Manager.
7. Training Officer.
8. Assistant Training Officer.
9. Chief Instructor.
10. Training Officer – Operations.
11. Squadron DEA Coordinator
12. Course Commanders.
13. Squadron Supply Officer.
14. Assistant Squadron Supply Officer.
15. Squadron Executive Instructor.
16. Cadet Squadron Warrant Officer.
17. Flight Commander.
18. Flight Senior NCO.
19. Section Commander.

**Duty Statement**

<b>Title</b>	Commanding Officer
<b>Abbreviation</b>	CO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	OC	<b>Primary</b>	XO, ADMINO, TRGO, SSO, SQNXI, FLTCDRs
<b>Functional</b>	XO(N)	<b>Secondary</b>	All other SQN staff and cadets.

<b>Role</b>	Command and lead 321SQN, and maintain SQN operations at the highest standards of efficiency.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Responsible for the administration, efficiency, training and discipline of 321SQN.</li> <li>• Responsible to OC 3WGAAFC to organize and supervise the conduct of the entire squadron within the framework of the AAFC POLMAN, Manual of Management, MoGT, National SIs and RIs, and 3WGAAFC SIs and RIs.</li> <li>• Maintain the highest levels of morale, welfare, health, efficiency and discipline of all personnel under his/her command.</li> <li>• Maintain a responsible attitude to all matters concerning the efficient operation of 321SQN.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Provide guidance, advice, and assistance to officers and instructors on all aspects of training and administration.</li> <li>• Liaise closely with AAFC Liaison Officers, and RAAF/ADF units and civilian organizations which can offer support to 321SQN.</li> <li>• Together with the key 321SQN appointments and stakeholders, supervise the preparation and implementation of the 321SQN OPSPLAN.</li> <li>• Action all matters of an important or urgent nature promptly.</li> <li>• Provide a point of contact for parents/caregivers who wish to discuss the operation of any aspect of their children's involvement in 321SQN, or the AAFC.</li> <li>• Ensure a regular flow of information regarding 321SQN operations is distributed to staff, cadets, and parents/caregivers.</li> <li>• Represent 321SQN at the annual 3WG conference.</li> <li>• Submit 321SQN applications for CIAs or similar grants.</li> <li>• Maintain 321SQN financial and administrative records in accordance with the AAFC POLMAN, National SIs and RIs, and 3WGAAFC SIs and RIs.</li> <li>• Ensure staff regularly submit their attendance records and authorise their individual CFA claims.</li> <li>• Ensure the SQN website is maintained in a current state, and that it contains no inappropriate content.</li> <li>• As detailed by the OC and/or XO(N), any other duties consistent with the role and its responsibilities.</li> </ul>
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**Duty Statement**

<b>Title</b>	Executive Officer
<b>Abbreviation</b>	XO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	CO	<b>Primary</b>	USC
<b>Functional</b>	CO	<b>Secondary</b>	ADMINO, TRGO, SSO, SQNXI, FLTCDRs All other SQN staff and cadets.

<b>Role</b>	Support the CO by ensuring the efficient day-to-day operation of 321SQN, and in the absence of the CO, command 321SQN.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Ensure he/she is conversant with all the duties of the CO, and in the absence of the CO, command 321SQN.</li> <li>• Provide administrative, technical and/or professional advice to CO 321SQN, with particular regard to staffing planning, and implications for strategy and service delivery.</li> <li>• Implement and apply relevant AAFC, ADFC and ADF policies and procedures, including AAFC POLMAN, National SIs and RIs, and 3WGAAFC SIs and RIs.</li> <li>• Coordinate the activities of the SQN CRG representatives.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Command and lead by personal example.</li> <li>• Ensure the efficient day-to-day functioning of the 321SQN OPSPLAN.</li> <li>• Provide managerial, technical and leadership support to 321SQN staff and cadets.</li> <li>• Conduct inquiries into more complex AAFC personnel issues, determine the impact of those issues, and recommend solutions.</li> <li>• Lead and/or undertake complex research and project work, of a specialized and/or detailed nature.</li> <li>• Coordinate 321SQN applications for CIAs or similar grants.</li> <li>• Act as the POC for SQN CRG representatives.</li> <li>• Perform the duties of 321SQN Equity Officer.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Unit Safety Coordinator
<b>Abbreviation</b>	USC

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	XO	<b>Primary</b>	All staff and cadets
<b>Functional</b>	3WG WSO	<b>Secondary</b>	All staff and cadets

<b>Role</b>	Support the CO by effectively and efficiently managing all aspects of the 321SQN safety program.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Manage all 321SQN safety matters, and chair the SQN safety committee.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Maintain the 321SQN Hazardous Materials Register.</li> <li>• Maintain the 321SQN MSDS Register.</li> <li>• Maintain the 321SQN WH&amp;S Register.</li> <li>• Perform the duties of 321SQN Safety Officer, and chair the meetings of the 321SQN Safety Committee.</li> <li>• Conduct regular inspections of the 321SQN training areas, and report any safety breaches to the XO.</li> <li>• Conduct investigations into breaches of safety at SQN level.</li> <li>• Liaise with the Staff Officer Wing Safety regarding all aspects of safety management and training.</li> <li>• Liaise with Bullecourt Barracks Emergency Control Organization regarding the Barracks BERP</li> <li>• Perform the role of 321SQN Emergency Warden.</li> <li>• Maintain the 321SQN WH&amp;S notice board.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Administration Officer/Finance Officer
<b>Abbreviation</b>	ADMINO/FINO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	CO	<b>Primary</b>	A/ADMINO. CANMGR
<b>Functional</b>	SOMS	<b>Secondary</b>	SQL Webmaster

<b>Role</b>	Support the CO by effectively and efficiently managing all aspects of 321SQN personnel and financial administration IAW AAFC policies and procedures.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Manage administration element personnel to ensure personnel and financial administration is delivered effectively in accordance with AAFC POLMAN, and National SIs and RIs, and 3WGAAFC SIs and RIs.</li> <li>• Ensure the currency of all 321SQN records and publications, including AAFC POLMAN, National SIs and RIs, and 3WGAAFC SIs and RIs.</li> <li>• Provide feedback to SOMS (or his/her delegate) regarding any specific administration issues which have been identified.</li> <li>• Ensure that staff and cadet administration records are maintained.</li> <li>• Ensure the planning for future administration needs.</li> <li>• Ensure promptness of correspondence with HQ 3WGAAFC, and with civilian and defence entities as required.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Action all administration regarding cadet enrolments, discharges and promotions.</li> <li>• Maintain an accurate and current filing system, including personnel files.</li> <li>• Maintain a list of prospective recruits, and arrange for the distribution of AAFC and 321SQN information to prospective recruits.</li> <li>• Using the AAFC accounting system, receive and receipt incoming contributions and payments, and promptly bank (into the 321SQN account) the collected monies IAW the AAFC POLMAN, National SIs and RIs, and 3WGAAFC SIs and RIs.</li> <li>• Ensure the accuracy of all information regarding 321SQN cadets which is displayed on the <i>CEA</i> system.</li> <li>• Ensure staff attendance/pay forms are completed each month.</li> <li>• Collect and receipt all payments from 321SQN members.</li> <li>• Supervise the role and function of the A/ADMINO and Canteen/Mess Manager.</li> <li>• Manage the procurement of supplies for the 321SQN Canteen.</li> <li>• Maintain 321SQN financial and administrative records in accordance with the AAFC POLMAN, National SIs and RIs, and 3WGAAFC SIs and RIs, including archiving action.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Assistant Administration Officer
<b>Abbreviation</b>	ASSTADMINO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	ADMINO	<b>Primary</b>	
<b>Functional</b>	ADMINO	<b>Secondary</b>	

<b>Role</b>	Provide administration and financial support to the ADMINO.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Assist the ADMINO to ensure personnel and financial administration is delivered effectively in accordance with AAFC POLMAN, National SIs and RIs, and 3WGAAFC SIs and RIs.</li> <li>• Ensure that staff and cadet administration records are updated and maintained.</li> <li>• Act as first point-of-contact for staff and cadets visiting the ADMIN section.</li> <li>• Answer incoming telephone calls, and direct enquiries to the appropriate person/section.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Under the supervision of the ADMINO, maintain an accurate and current filing system, including personnel files, and ensure all manual filing is actioned promptly and correctly.</li> <li>• Under the supervision of the ADMINO, count and organize all monies received by 321SQN, including preparing the cash and cheques for bank deposit.</li> <li>• Complete the daily banking summary.</li> <li>• Ensure the 321SQN Duty Log is correctly maintained, including ensuring that all staff and visitors have signed the log.</li> <li>• Maintain the 321SQN key cabinet and register.</li> <li>• Maintain the 321SQN stationery store, and advise the ADMINO and/or CO when new stores are required.</li> <li>• Maintain the 321SQN notice board.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Canteen Manager
<b>Abbreviation</b>	CANMGR

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	ADMINO	<b>Primary</b>	
<b>Functional</b>	ADMINO	<b>Secondary</b>	

<b>Role</b>	Manage the 321SQN Canteen.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Managing the cadets who staff the canteen during mess break.</li> <li>• Financial administration of the canteen.</li> <li>• Managing stock for the canteen, including drinks, foodstuffs and 321SQN clothing and promotional items.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Supervise the counting of stock before and after the canteen break, and recording the stock on the appropriate form.</li> <li>• Count the opening and closing cash float amounts.</li> <li>• Report the profits to the ADMINO, and ensure the correct cash amount is included on the 321SQN banking summary.</li> <li>• Report stock requirements to the ADMINO, including any specific requests from staff and cadets.</li> <li>• Maintain the canteen in a clean and tidy state.</li> <li>• Ensure all stock is appropriately stored, so that the stock cannot be accessed or damaged by insects and/or vermin.</li> <li>• Ensure the recycling of appropriate packaging and cans, including the location of the can recycling bin.</li> <li>• Advise the ADMINO when sufficient recycling material has been collected.</li> <li>• Ensure that all non-recyclable rubbish is disposed of appropriately.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Training Officer
<b>Abbreviation</b>	TRGO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	CO	<b>Primary</b>	CI, TRG-OPS, A/TRGO, SDEAC
<b>Functional</b>	SOT	<b>Secondary</b>	Instructors

<b>Role</b>	Support the CO by effectively and efficiently planning, coordinating and executing all of the SQN training activities IAW the AAFC youth development and training philosophies to ensure that cadets and staff obtain maximum training value.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Manage training element personnel to ensure training is planned and delivered effectively in accordance with AAFC Manual of Ground Training (MoGT).</li> <li>• Ensure that a training program is developed IAW guidelines in the AAFC MoGT.</li> <li>• Ensure that instructors have all resources required to deliver effective training.</li> <li>• Ensure that all staff and cadet NCOs are provided with opportunities for training and development.</li> <li>• Ensure that regular assessment of instructors is carried out for purposes of development and quality assurance.</li> <li>• Ensure that assessments and examinations are developed and conducted in accordance with the AAFC MoGT.</li> <li>• Provide feedback to SOT (or delegate) regarding specific training issues identified during the training year.</li> <li>• Ensure that cadet training records are updated and maintained.</li> <li>• Ensure that staff are completing mandatory training modules and encouraging them to continue with additional training modules.</li> <li>• Be proactive with strategy development that will ensure that the 321SQN training continues to be effective into the future.</li> <li>• Ensure the planning for future training needs.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Supervise the role and function of the CI, TRG-OPS and A/TRGO.</li> <li>• Attend TRGO Conference each year.</li> <li>• Coordinate 321SQN applications for the IACE program.</li> <li>• Make recommendations to the CO regarding the selection of cadets for attendance at promotion courses, and other wing continuous training activities.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Assistant Training Officer
<b>Abbreviation</b>	ASSTTRGO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	TRGO, TRG-QA	<b>Primary</b>	CRSCDRS
<b>Functional</b>	3WG DEACCOORD	<b>Secondary</b>	

<b>Role</b>	Provide training support to the training section.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Ensure that 321SQN training is planned and delivered effectively in accordance with AAFC MoGT.</li> <li>• Provide support to the TRGO, CI and TRG-OPS in the development and operation of the 321SQN training program.</li> <li>• Assist training element with assessments, and in maintaining training records in the <i>CEA</i> system.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Assist training element members to input all training results and grades into the <i>CEA</i> system.</li> <li>• Liaise with the ADMINO and A/ADMINO to ensure all completed examinations are correctly placed on the cadets' P-files.</li> <li>• Assist the CI in the day-to-day operation of the 321SQN training program.</li> <li>• Assist the TRG-OPS in the planning of extra-curricular activities.</li> <li>• Coordinate with the CRSCDRs to ensure that all cadets within a specific training stage have successfully completed training and examinations for all subjects.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Chief Instructor
<b>Abbreviation</b>	CI

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	TRGO	<b>Primary</b>	Instructors
<b>Functional</b>	TRGO	<b>Secondary</b>	Instructors

<b>Role</b>	Support the TRGO by efficiently and effectively planning, coordinating and executing all of the 321SQN weekly training activities to ensure that cadets and staff obtain maximum training value,
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Manage subordinates to ensure that 321SQN training is planned and delivered effectively in accordance with the AAFC Manual of Ground Training (MoGT).</li> <li>• Ensure that the 321SQN training program is balanced, and coordinates both theoretical and practical training.</li> <li>• Ensure that instructors have all resources required to deliver effective training.</li> <li>• Ensure that regular assessment of instructors is carried out for purposes of development and quality assurance.</li> <li>• Ensure that assessments and examinations are developed and conducted in accordance with the AAFC MoGT.</li> <li>• Ensure that all cadets attending promotion courses are appropriately prepared, and have had sufficient practice.</li> <li>• Ensure that cadet training records are maintained.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• In consultation with the TRGO, plan and distribute the 321SQN training program two weeks before the commencement of the training year.</li> <li>• Ensure any amendments to the 321SQN training program are promulgated to all staff and cadets.</li> <li>• Coordinate the 321SQN training parade including allocation of classrooms, instructors and timings.</li> <li>• Follow up on instructor attendance at beginning of each parade night and together with CRSCDRs conduct regular assessment of individual instructors.</li> <li>• Check all assessment tasks for validity, reliability and useability.</li> <li>• Liaise with TRG-OPS and SDEAC as necessary to ensure that consistency is achieved between 321SQN training and extra-curricular and/or DEA training.</li> <li>• Provide oversight on all examination results and allocate gradings.</li> <li>• Ensure all supplementary examinations are carried out in accordance with the AAFC MoGT.</li> <li>• In coordination with the TRGO, conduct regular assessment of all instructors during regular squadron training parades.</li> <li>• Ensure that training systems (eg lesson plans) are consistent for all 321SQN training, and are IAW the requirements of the AAFC MoGT.</li> <li>• Coordinate pre-course training for 321SQN cadets attending promotion courses, and for adult staff attending staff initial courses.</li> <li>• Report to the CO and TRGO any issues regarding the quality of SQN training.</li> </ul>
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	<ul style="list-style-type: none"><li>• Liaise with external entities and individuals who could provide training and experience opportunities for 321SQN cadets.</li><li>• Maintain a register detailing the current state of all training lessons completed.</li><li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li></ul>
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**Duty Statement**

<b>Title</b>	Clerk – Training (Operations)
<b>Abbreviation</b>	TRG-OPS

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	TRGO	<b>Primary</b>	Instructors
<b>Functional</b>	TRGO	<b>Secondary</b>	Instructors

<b>Role</b>	Plan, coordinate and execute all of the 321SQN extra-curricular training activities in an efficient and effective manner to ensure that cadets and staff obtain maximum training value.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Manage subordinates to ensure that 321SQN extra-curricular training is planned and delivered effectively in accordance with the AAFC MoGT.</li> <li>• Ensure that the extra-curricular training program is balanced, and coordinates both theoretical and practical training with the weekly 321SQN training program.</li> <li>• Ensure that extra-curricular activities are input for approval into the <i>CEA</i> system.</li> <li>• Review each activity to ensure that the maximum value and benefit was obtained.</li> <li>• Provide feedback to TRGO about any extra-curricular training issues.</li> <li>• Coordinating cadet applications for wing camps and courses.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• In consultation with the TRGO, plan and develop the extra-curricular training program by the December of the year preceding the activities.</li> <li>• Coordinate all extra-curricular activities (eg FIELDEXs, air activities, range practices, recruit courses, pre-course training, formal dinners, etc.)</li> <li>• Liaise with CI as necessary to ensure that consistency is achieved between 321SQN training and extra-curricular training.</li> <li>• Coordinate with the CI and A/TRGO for the preparation of OA86 applications for extra-curricular activities.</li> <li>• Complete all necessary OA86, USR, JI, RAMP and FAMP for necessary 321SQN training and extra-curricular activities, including the input of details into the appropriate <i>CEA</i> systems.</li> <li>• Notify selected cadets of their respective camp/course details, and complete the appropriate travel and pre-course information, for distribution to those cadets.</li> <li>• Report to the TRGO any issues regarding extra-curricular training.</li> <li>• Complete extra-curricular activity Post-Activity Reports on the <i>CEA</i> system, and ensure the OIC briefing is scanned and attached to the activity PAR.</li> <li>• Maintain a register detailing the attendance of staff and cadets at all extra-curricular.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Squadron DEA Coordinator
<b>Abbreviation</b>	SDEAC

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	TRGO, CI	<b>Primary</b>	Instructors
<b>Functional</b>	DEACCOORD	<b>Secondary</b>	Cadets

<b>Role</b>	Coordinate all of the 321SQN extra-curricular DEA training activities.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Ensure that 321SQN extra-curricular DEA training is planned and delivered effectively in accordance with AAFC MoGT and DEAS SIs.</li> <li>• Coordinate all DEAS activities within 321SQN.</li> <li>• Coordinate with 3WG DEACCOORD for SQN staff and cadets to attend and participate in 3WG DEAS activities.</li> <li>• Coordinate with 3WG DEACCOORD regarding payments made by cadets who participate in the DEA.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• In consultation with the TRGO, CI and TRG-OPS, plan and develop the extra-curricular DEA training program by December of the year preceding the planned activities.</li> <li>• Coordinate DEA activities with the 3WG DEACCOORD, including arranging for cadets who have completed a level to receive the appropriate award.</li> <li>• Coordinate with the 321SQN ADMINO and the 3WG DEACCOORD to ensure that all payments made regarding DEA registration are correctly receipted, and remitted to HQ 3WG.</li> <li>• Report to the TRGO any issues regarding extra-curricular DEA training.</li> <li>• Make recommendations regarding DEA section assessments.</li> <li>• Liaise with the ADMINO to ensure that all DEA participants have paid their registration fees, and that those fees have been forwarded to DAE NSW office.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Course Commanders
<b>Abbreviation</b>	CRSCDR

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	TRGO	<b>Primary</b>	Cadets within the training stage
<b>Functional</b>	CI	<b>Secondary</b>	

<b>Role</b>	To coordinate all training within a designated AAFC training stage, including training administration, and remedial training of cadets who have not met the required training standard.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Manage the training of all cadets within an allocated AAFC training stage.</li> <li>• Reporting to the CI of any cadet who has not successfully completed a training course, and/or the examination associated with a specific subject.</li> <li>• Conduct remedial training for cadets who have not reached an appropriate training standard, and/or passed the examination associated with a specific subject.</li> <li>• Together with the CI and TRG-QA, ensure that training is maintained at a high standard.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Ensure that all cadets within a training stage are regularly attending lessons IAW the 321SQN training program.</li> <li>• Ensure that all cadets within a training stage are attending mandatory practical training (eg FIELDEXs).</li> <li>• Liaise with the A/TRGO to ensure that all cadets within the training stage have completed all assessments, and that the assessments have been entered into the <i>CEA</i> system.</li> <li>• Provide remedial training for cadets who have deferred assessments recorded, and ensure that the marks for those assessments have been entered into the <i>CEA</i> system.</li> <li>• Supervise supplementary examinations for appropriate cadets.</li> <li>• Assist in the marking of all examinations conducted for cadets within the designated training stage.</li> <li>• Assist the CI and A/TRGO in the operation of the training program for the designated training stage.</li> <li>• In the event that an instructor for a lesson within the allocated training stage is absent, conduct the training for that subject during the absence.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Squadron Supply Officer
<b>Abbreviation</b>	SSO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	CO	<b>Primary</b>	A/SSO
<b>Functional</b>	LOGO 3WG	<b>Secondary</b>	

<b>Role</b>	Support the CO by effectively and efficiently managing all aspects of 321SQN logistics requirements, including all clothing, fieldcraft equipment, and training equipment.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Manage supply section personnel to ensure logistics services are delivered effectively in accordance with AAFC POLMAN, and National SIs and RIs, and 3WGAAFC SIs and RIs.</li> <li>• Administer all RAAF and AAFC clothing and equipment on issue to 321SQN, including coordinating with 3LOGFLT for the supply of clothing and equipment for staff and cadets.</li> <li>• Administer all RAAF and AAFC fieldcraft, training and administration equipment on issue to 321SQN, including the 321SQN asset register.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Coordinate the issue, exchange and return of clothing for cadets at the SQN.</li> <li>• Assist the ADMINO to order and distribute ancillary AAFC merchandise.</li> <li>• Coordinate the issue and return of fieldcraft equipment to cadets, including communications equipment.</li> <li>• Maintain an asset register and adequate documentation for all equipment held by 321SQN.</li> <li>• Ensure the accuracy of all information regarding 321SQN cadets which is displayed on the <i>C-Log</i> system.</li> <li>• Coordinate the issue, transport and return of 321SQN firearms, ammunition, and ancillary range equipment.</li> <li>• Assist the 321SQN USC, and attend the meetings of the SQN Safety Committee.</li> <li>• Supervise the A/SSO.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Assistant Squadron Supply Officer
<b>Abbreviation</b>	ASSTSSO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	SSO	<b>Primary</b>	
<b>Functional</b>	SSO	<b>Secondary</b>	

<b>Role</b>	Support the SSO by controlling the issue of clothing and equipment to staff and cadets, and maintaining the 321SQN information technology systems.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Responsible for the maintenance of the clothing store and camp store in a clean and tidy state.</li> <li>• Responsible for the maintenance of registers for the issue of all clothing and equipment.</li> <li>• Assist the USC to maintain the 321SQN Hazardous Materials Register, and WH&amp;S Register.</li> <li>• Manage all hardware and software requirements of the SQN, in accordance with AAFC IT Policies.</li> <li>• Manage all interactions with ISP.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Assist the SSO to conduct clothing issues, exchanges and returns IAW AAFC scales of issue.</li> <li>• Assist the SSO to conduct issues and returns of fieldcraft and training equipment.</li> <li>• Maintain and update cadet clothing records.</li> <li>• Maintain and update the 321SQN temporary issue register.</li> <li>• Assist the SSO to maintain the 321SQN assets register.</li> <li>• Ensure that communications and similar equipment are fully charged before their issue for FIELDEXs and similar activities.</li> <li>• Assist the FQM to ensure that all 321SQN firearms are maintained at the highest possible state, (including cleaning and oiling) and reporting any unserviceabilities to the CO.</li> <li>• Assist the FQM to conduct the monthly audit of firearms assets, and updating the CadetNet system accordingly</li> <li>• Make recommendations to the SSO regarding the disposal of worn clothing and equipment.</li> <li>• Make recommendations to the CO regarding the acquisition of upgraded technology (hardware and software), and the disposal of outdated hardware and equipment.</li> <li>• Maintain the SQN wireless network and shared hard drive.</li> <li>• Advise the SSO when IT related consumables require replacement (eg toner cartridges).</li> <li>• Maintain a register of all passwords and codes.</li> <li>• Liaise with the ISP and the 3WG ITO to correct any IT issues that may arise.</li> <li>• As required, conduct formal and informal training for all staff and cadets WRT 321SQN and AAFC IT systems.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Firearm Quality Manager
<b>Abbreviation</b>	FQM

Reporting Chain - Superiors		Reporting Chain - Subordinates	
<b>Operational</b>	SSO	<b>Primary</b>	
<b>Functional</b>	CO	<b>Secondary</b>	

<b>Role</b>	Maintain the security and serviceability of all 321SQN firearms assets.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Responsible for the security of all 321SQN firearms.</li> <li>• Responsible for the maintenance of all 321SQN firearms.</li> <li>• Responsible for maintaining the 321SQN firearms asset register on the CadetNet system.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Ensure that all 321SQN firearms are maintained at the highest possible state, (including cleaning and oiling).</li> <li>• Report any unserviceabilities to the CO.</li> <li>• Make recommendations to the CO regarding the acquisition of further firearms and similar assets.</li> <li>• Make recommendations regarding the disposal of worn firearms and similar assets.</li> <li>• Maintain the firearms register on the CadetNet system, including additions, deletions, and transfers.</li> <li>• Conduct the monthly AAFC firearms audit, and update CadetNet accordingly.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Squadron Executive Instructor
<b>Abbreviation</b>	SQNXI

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	CO	<b>Primary</b>	CSQNWOFF
<b>Functional</b>	WGWOFF	<b>Secondary</b>	CDT Drill Instructional Staff

<b>Role</b>	The SQNXI is responsible to the CO for ensuring the highest standards of behaviour, discipline, dress and bearing of all staff and cadets, and for the investigation of breaches of discipline or behaviour.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• By personal example, set the highest of standards regarding appearance, discipline and behaviour, thereby setting these standards within 321SQN.</li> <li>• Ensure the highest standards of discipline, dress and bearing of all staff and cadets.</li> <li>• The investigation of breaches of discipline, and providing written reports to the CO (as required) regarding those breaches.</li> <li>• The administration, coordination and supervision of the Duty Member and Duty Cadet, and the supervision of all duties performed by the cadet duty section.</li> <li>• Monitoring the morale and wellbeing of 321SQN members, including implementing strategies to raise morale.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Manage the daily attendance register of staff and cadets, including entering data into the <i>CEA</i> system, and manage contacting the parents/caregivers of absent cadets to confirm the reason for absence.</li> <li>• Manage the attendance register for all extra-curricular activities.</li> <li>• Action all applications for leave IAW 321SQN and AAFC leave policies.</li> <li>• In coordination with the ADMINO, maintain the 321SQN copies of the AFDCMAN, the Manual of Dress, and the AAFC Manual of Dress.</li> <li>• Maintain a discipline register of all defaulters.</li> <li>• Supervise the production of staff and cadet duty rosters etc.</li> <li>• Manage drill and ceremonial instruction, and liaise with the CI regarding drill and ceremonial instruction assessment, and provide guidance and feedback to all drill instructors.</li> <li>• Liaise with the 3WG WGWOFF regarding changes to RAAF/AAFC Drill and Ceremonial, and regarding equipment requirements for ceremonial parades.</li> <li>• Manage the 321SQN ceremonial accoutrements, and make recommendations to the CO for the acquisition of new/replacement accoutrements.</li> <li>• Supervise the CSQNWOFF.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Cadet Squadron Warrant Officer
<b>Abbreviation</b>	CSQNWOFF

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	SQNXI	<b>Primary</b>	FLTNCOs
<b>Functional</b>	SQNXI	<b>Secondary</b>	FLTNCOs

<b>Role</b>	The CSQNWOFF is responsible to the SQNXI for providing general service training support for all cadets (and in particular for new recruits), and is the custodian of SQN ceremonial equipment and accoutrements.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• By personal example, set the highest of standards regarding appearance, discipline and behaviour, thereby setting these standards for all cadets within 321SQN.</li> <li>• Assist and advise in drill and ceremonial instruction, and liaise with the CI regarding drill and ceremonial instruction assessment, and provide guidance and feedback to all drill instructors.</li> <li>• Supervise recruit training for newly enrolled cadets, following the recruit training syllabus.</li> <li>• Maintain the SQN ceremonial accoutrements, and make recommendations to the CO for the acquisition of new/replacement accoutrements.</li> <li>• Supervise the maintenance and updating of SQN historical records, and the photographic library.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Supervise the marking of the nominal roll at the beginning and end of each training parade evening, and maintain a list of known cadet absences and leave.</li> <li>• Maintain the daily attendance register of staff and cadets, including entering data into the <i>CEA</i> computer administration system, and coordinate contacting the parents/caregivers of absent cadets to confirm the reason for absence.</li> <li>• Maintain the attendance register for all extra-curricular activities.</li> <li>• Liaise with the CI, TRG-OPS and FLTCDR Green FLT to facilitate recruit training.</li> <li>• Maintain a register of all SQN unit awards, trophies and gifts.</li> <li>• Maintain in good condition all SQN unit awards, trophies and gifts, and make recommendations for replacements (as required).</li> <li>• Supervise common drill training lessons conducted at 321SQN.</li> <li>• Assist in the conduct of parades and ceremonial reviews.</li> <li>• Instruct all cadets in the fundamentals of RAAF/AAFC service, military bearing, uniform maintenance and appearance, RAAF/AAFC history and tradition, and customs of the service.</li> <li>• Assist the SQNXI in the performance of his/her duties.</li> <li>• As detailed by the CO, any other duties consistent with role and responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Flight Commander
<b>Abbreviation</b>	FLTCDR

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	CO	<b>Primary</b>	FLTNCOs
<b>Functional</b>	XO	<b>Secondary</b>	All other FLT cadets.

<b>Role</b>	Command and lead the FLT, and maintain FLT administration, morale, appearance and bearing at the highest standards.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Responsible for the administration, efficiency, training and discipline of the FLT.</li> <li>• Understand the 321SQN OPSPLAN, and its aims and intentions, and be prepared to implement the plan in the absence of given orders.</li> <li>• Responsible for the performance of all tasks allocated to his/her FLT.</li> <li>• Responsible for the control and accountability of reflective vests and safety equipment.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Ensure he/she has a thorough knowledge of, and can implement, FLT training techniques and administration.</li> <li>• Ensure the FLT is well trained, ensuring that all ranks are trained to perform the role of their next superior.</li> <li>• Ensure that all tasks allocated to the FLT are carried out.</li> <li>• Manage attendance of cadets posted to his/her FLT.</li> <li>• Ensure a high standard of discipline and morale is maintained, and advise 321SQN staff of any issues which may develop regarding poor discipline or low morale.</li> <li>• Maintain a sound and efficient two-way communication system within his/her FLT.</li> <li>• Ensure he/she knows the cadets well, particularly their individual strengths and weaknesses.</li> <li>• Ensure he/she inspects the cadets regularly to see that they are properly clothed and equipped, and that their clothing and equipment is kept clean and in good repair.</li> <li>• Contribute to 321SQN discussions regarding identifying cadets who may be suitable to attend promotion courses.</li> <li>• Advise 321SQN staff if any apparent conflicts or similar issues are developing amongst the cadets within the FLT.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Flight Senior Non-Commissioned Officer
<b>Abbreviation</b>	FLTSNCO

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	FLTCDR	<b>Primary</b>	FLT JNCOs
<b>Functional</b>	CSQNWOFF	<b>Secondary</b>	LCDTs and CDTs

<b>Role</b>	Support the FLTCDR by ensuring the efficient day-to-day operation of the FLT, and in the absence of the FLTCDR, command the FLT.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Ensure he/she is conversant with all the duties of the FLTCDR, and in the absence of the FLTCDR, command the FLT.</li> <li>• Provide administrative, technical and/or professional advice to the FLTCDR, with particular regard to drill and ceremonial, morale and discipline.</li> <li>• Ensure the highest standards of drill and ceremonial, morale and appearance of all members of the FLT.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Supervise all duties performed by either the FLT, or (together with the JNCOs), performed by individual sections within the FLT.</li> <li>• Assist the FLTCDR in maintaining a high standard of discipline and morale within the flight.</li> <li>• Conduct drill and ceremonial training during common drill periods, under the supervision of the CSQNWOFF</li> <li>• Supervise drill and ceremonial training done by JNCOs.</li> <li>• Supervise the collections and distribution within the FLT of stores and supplies, both at the SQN and in the field.</li> <li>• Liaise with the SSO for issues and exchanges of clothing for cadets within the FLT.</li> <li>• Maintain a sound and efficient two-way communication system within his/her FLT.</li> <li>• As detailed by the FLTCDR and/or CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Section Commander
<b>Abbreviation</b>	SECTCDR

<b>Reporting Chain - Superiors</b>		<b>Reporting Chain - Subordinates</b>	
<b>Operational</b>	FLTSNCO	<b>Primary</b>	LCDTs and CDTs
<b>Functional</b>	CSQNWOFF	<b>Secondary</b>	Nil

<b>Role</b>	Command and lead the SECT, and maintain SECT administration, morale, appearance and bearing at the highest standards.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Provide administrative, technical and/or professional advice to the FLTCDR, with particular regard to drill and ceremonial, morale and discipline.</li> <li>• Ensure the highest standards of drill and ceremonial, morale and appearance of all members of the FLT.</li> <li>• Support the FLTCDR and FLTSNCO by ensuring the efficient day-to-day operation of the section.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Ensure he/she has a thorough knowledge of, and can implement, SECT training techniques and administration.</li> <li>• Ensure the SECT is well trained, ensuring that all ranks are trained to perform the role of their next superior.</li> <li>• Ensure that all tasks allocated to the SECT are carried out.</li> <li>• Ensure a high standard of discipline and morale is maintained, and advise his/her FLTSNCO staff of any issues which may develop regarding poor discipline or low morale.</li> <li>• Maintain a sound and efficient two-way communication system within his/her SECT.</li> <li>• Ensure he/she knows the cadets well, particularly their individual strengths and weaknesses.</li> <li>• Ensure he/she inspects the cadets regularly to see that they are properly clothed and equipped, and that their clothing and equipment is kept clean and in good repair.</li> <li>• Contribute to 321SQN discussions regarding identifying cadets who may be suitable to attend promotion courses.</li> <li>• Advise his/her FLTCDR/FLTSNCO if any apparent conflicts or similar issues are developing amongst the cadets within the SECT.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Annex C**  
**To 321SQN**  
**SQNSI Part 2**

## CADET MEMBERS DRIVING REQUEST FORM

SECTION 1 - Activity Information						
Activity Name:					CadetOne Number:	
Date Start:	Date End:	Activity Location:				
SECTION 2 - Driver Information						
Number:	Rank:	Initial:	Surname:	SQN:		
Mobile Number:	Licence level: (Tick Correct Licence Code)			Age:		
	L <input type="checkbox"/>	P1 <input type="checkbox"/>	P2 <input type="checkbox"/>	Full <input type="checkbox"/>		
SECTION 3 - Consent (*delete where applicable)						
1. As the <u>parent / guardian</u> * of the cadet detailed in Section 2, I hereby give consent for my <u>son / daughter / ward</u> * to drive themselves to the cadet activity detailed in Section 1.						
2. I do / do not* give consent for my <u>son / daughter / ward</u> * to drive passengers.						
3. By signing this consent I understand that the final approval decision lies with the activity OIC and if this request is denied my consent is withdrawn.						
Parent/Guardian/Adult Cadet Name:		Signature:			Date:	
SECTION 4 – Passenger Information & Consent						
Number:	Rank:	Initial:	Surname:	SQN:		
1. As the <u>parent / guardian</u> of the cadet detailed above, I hereby give consent for my <u>son / daughter / ward</u> * to be a passenger of the cadet driver detailed in Section 2 to attend the activity detailed in Section 1.						
Parent/Guardian/Adult Cadet Name:		Signature:			Date:	
Number:	Rank:	Initial:	Surname:	SQN:		
1. As the <u>parent / guardian</u> of the cadet detailed above, I hereby give consent for my <u>son / daughter / ward</u> * to be a passenger of the cadet driver detailed in Section 2 to attend the activity detailed in Section 1.						
Parent/Guardian/Adult Cadet Name:		Signature:			Date:	
Number:	Rank:	Initial:	Surname:	SQN:		
1. As the <u>parent / guardian</u> of the cadet detailed above, I hereby give consent for my <u>son / daughter / ward</u> * to be a passenger of the cadet driver detailed in Section 2 to attend the activity detailed in Section 1.						
Parent/Guardian/Adult Cadet Name:		Signature:			Date:	
Number:	Rank:	Initial:	Surname:	SQN:		
1. As the <u>parent / guardian</u> of the cadet detailed above, I hereby give consent for my <u>son / daughter / ward</u> * to be a passenger of the cadet driver detailed in Section 2 to attend the activity detailed in Section 1.						
Parent/Guardian/Adult Cadet Name:		Signature:			Date:	
SECTION 5 – Approval						
Request Approved:	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Cadet Notified		SQN Notified	
Signed			Printed Name		Rank	Date

## **PART 3- OPERATIONS**

### **3.1.0 Home training parades**

3.1.1 Home training parades are held on Wednesday evenings during school terms between 1800h and 2130h. The lesson timetable is promulgated by RI. Staff and cadets are expected to arrive in sufficient time to commence training at 1815h.

3.1.2 The DM and the DC are to arrive at Bullecourt Barracks by 1745h, in order to ensure that AAFC personnel are available for base access and vehicle control.

### **3.2.0 Attendance**

3.2.1 An AAFC cadet member must attend a minimum of 75% of home-training weekly parades in any training year, and it is expected that cadets will, as a minimum attend three out of every four consecutive home-training weekly parades. Members with attendance rates below this are to be interviewed by the SQNXI to ascertain their continued enrolment within the AAFC.

3.2.2 The SQN cadet and staff attendance is to be determined at the SQN briefing via a nominal roll. The DC is to mark the SQN nominal roll as part of his/her duties. The nominal roll is then to be handed to either the SQNXI or the CSQNWOFF, who is to enter the attendance details into the *CEA* system. The computer entry is to be completed NLT 1930h.

3.2.3 FLTCDRs may additionally keep a FLT nominal roll if it assists in the management of the FLT. This roll is to be marked at the beginning of each parade, and before the cadets attend the SQN briefing.

3.2.4 All staff attending SQN parades are to mark their attendance by signing into and out of the SQN Duty Log. The Duty Log is to remain on the SQNXI desk.

3.2.5 If a cadet arrives after the commencement of the SQN briefing he/she is to wait at the side of the briefing room and ensure the DC records his/her attendance.

3.2.6 If a cadet arrives after the conclusion of the SQN briefing he/she is to report to the SQNXI or the CSQNWOFF at the ADMIN offices to ensure their attendance is marked on the roll. If a staff member arrives after the commencement of the parade night they are to ensure the SQNXI and the DM are aware of their presence to ensure their attendance is recorded on *CEA*.

### **3.3.0 Leave**

3.3.1 Cadets who are not able to attend a weekly parade or a compulsory squadron activity are to apply for leave with as much advance notice as possible. Leave is to be requested by using the online 321SQN leave application form.

3.3.2 In the event that a staff member or cadet is unable at short notice (ie less than 24 hours beforehand) to attend a scheduled weekly parade, he/she is to advise the unit before 1800h via the SQN duty phone on (0400) 372 839. Similarly in the event that a cadet is unable at short notice to attend an extra-curricular event for which he/she nominated, he/she is to telephone the activity OIC before the commencement of the activity. Texting, IM or

messaging on social networks is not an approved method of advising the SQN of a person's absence.

3.3.3 After an absence is notified by telephone, the absent cadet is to ensure that a completed leave request application is submitted before the following weekly parade. Cadets who do not submit a completed leave application by the following weekly parade will be marked as absent. Retrospective leave applications are not to be approved, and the granting of leave is not automatic.

3.3.4 If a staff member (Officer, Instructor, ADF or Civilian) is temporarily unable to carry out his/her regular SQN duties he/she is to request leave by submitting a correctly formatted minute, if the requested leave period is three weeks or less. Leave requests for periods of greater than one month are to be made by correctly formatted minute, and are to be directed to CO 321SQN, for information regional XO. In the event that a staff member is unable to attend a scheduled parade or an event they nominated for with short notice they are to advise the Commanding Officer or the OIC Activity by telephone.

3.3.5 Approval for leave may be granted as follows:

- a. SQN staff – absence of up to one month – CO approval;
- b. CO – absence of up to one month – OC or delegate approval; and,
- c. all staff – absence of over one month – OC or delegate approval.

3.3.6 Staff members granted continuous leave for a period of more than three months are to be placed on the Unallotted List (UAL). HQAAFC is to maintain the UAL in *CEA* and in accordance with policies determined by CDR-AAFC.

#### **3.4.0 Absent without Leave (AWOL)**

3.4.1 If for a scheduled weekly parade a member has not been in contact with the unit by 1800h, the absent cadet's FLTCDR or FLTSNCO are to make contact with the cadet or his/her parents/caregivers, to determine why the cadet is absent. If a member is absent at the commencement of an extra-curricular activity, the activity ADMINO is to contact the absent cadet to ascertain the reason for the absence.

3.4.2. In the event a member is AWOL disciplinary procedures are to commence IAW the following and AAFC POLMAN. Note that the absences need not be concurrent.

- a. **AWOL for 1 week per school term:** IAW para 3.4.1;
- b. **AWOL for 2 weeks per school term:** SQNXI is to make contact and advise of procedures regarding absences and discharge from the AAFC;
- c. **AWOL for more than 3 weeks per school term:** ADMINO to generate and mail 'Advice of Termination' letter including WEF date if no contact is made to challenge termination. This letter is to include direction WRT return of supplies (14 days from WEF date) including a print out of the member's clothing card generated from C-Log. CO to contact OC/delegate in regard to the termination of the cadet.

### 3.5.0 Uniform, Dress and Bearing

3.5.1 Dress and bearing of all cadets, instructors and officers of 321SQN is to be in accordance with the AAFC Manual of Dress and DI(AF) AAP 5135.003 *Manual of Dress*. Only those badges and accoutrements recorded on a member's *CEA* record are authorised for wear.

3.5.2 Individual cadets are responsible for their own appearance, and for the fit of their uniforms. Cadets are to frequently monitor the fit of uniforms. When a uniform no longer fits, an exchange request is to be made through the C-Log system.

3.5.3 When uniform is worn, 321SQN accoutrements should be worn in preference to generic AAFC items. This includes, but is not restricted to:

- a. 321SQN DPU undershirt;
- b. 321SQN baseball cap; and,
- c. 321SQN unit patch.

3.5.4 **Home training parades.** Unless otherwise notified, dress for weekly 321SQN training parades is:

- a. for the first and last parade of the month: SD-AFB according to season; and,
- b. for all other parades: DPU (or working dress of the day for ADF Aux staff).

3.5.5 The uniform for a SQN weekly training parade is indicated on the SQN website. Staff and cadets should check for any small changes to uniform requirements, for example, changes to headdress.

3.5.6 Staff and cadets who are unable to comply with this directive are to present a minute to the SQNXI or CSQNWOFF prior to the beginning of SQN Briefing outlining the reasons for failing to comply with the SQNRIs.

3.5.7 IAW this SQNRI the only personnel authorised to approve a change of uniform type are:

- a. CO; and,
- b. SQNXI.

3.5.8 In the event that the uniform assignment is amended the CO is to be advised prior to the amendment being disseminated to the members.

3.5.9 **Extra-curricular training.** Dress for extra-curricular activities will be indicated in the JI for each activity.

3.5.10 **Staff and cadets unable to wear uniform.** When a staff member or cadet is unable to parade in uniform for reasons beyond their control, he/she may apply in minute form to the SQNXI for approval to wear neat civilian clothing with collar and enclosed shoes.

3.5.11 **Civilian clothing.** Where civilian clothing is worn as part of an AAFC activity, it is to be neat, tidy and conservative in appearance, similar to the clothing requirements of an RAAF mess. Cadets travelling to and from 321SQN or 3WG activities, and using public transport, are to wear long trousers (jeans are acceptable), and a collared shirt (preferably the 321SQN ‘polo’ shirt). Enclosed footwear is to be worn. All civilian clothing is to be maintained in a clean and repaired standard.

3.5.12 **Civilian Instructors.** Civilian Instructors are to maintain dress and appearance commensurate with uniformed AAFC staff. CIV are to wear as a minimum, dark-coloured long trousers (preferably navy blue) and a collared shirt (preferably the 321SQN ‘polo’ shirt). Personal grooming should also conform to AAFC standards. All civilian clothing is to be maintained in a clean and repaired standard.

3.5.13 During fieldcraft activities, and other similar activities approved by the CO, civilian instructors may wear DPU uniforms without any distinguishing badges, IAW AAFC uniform regulations.

### **3.6.0 Duty Member, Duty Cadet and Duty Section**

3.6.1 The roster for the Duty Member (DM) and Duty Cadet (DC) will be promulgated by each trimester by SQNRI. This roster is to be completed by the SQNXI and the CSQNWOLF. The DM and DC are to maintain the 321SQN Duty Log. A copy of the log is included as Annex A to SQNSI Part 3.

3.6.2 The DM will be drawn from all 321SQN uniformed staff, and will include all staff except for the CO 321SQN.

3.6.3 The DC will be drawn from cadets of the rank of CCPL and above. To provide relief, senior cadets who are not allocated to a flight will be included in the roster.

3.6.4 Should a member rostered as either the DM or DC not be able to attend that particular parade, he/she should contact the SQNXI or CO at the earliest opportunity to advise of their unavailability. In the case of staff, the CO will fill the absent position, and in the case of DC, the CDTXO will fill the absent position.

3.6.5 The duty statements for the DM, DC and DSECT are included in Annex B to SQNSI Part 3.

### **3.7.0 Extra-Curricular Activities**

3.7.1 Selection for activities with number restrictions, unless otherwise stated, will be on the basis on commitment, service and contribution to 321SQN, and attendance at parades and other events.

3.7.2 All staff and cadets who want to attend an extra-curricular activity must nominate for that activity by using the *CEA* computerised administration system. Staff and cadets who report for an activity without having nominated on *CEA*, may not be permitted to attend and/or participate.

3.7.3 AAFC Consent Forms must be completed for all extra-curricular activities, even when those activities may be conducted at 321SQN on a training weekend. The only activity

for which a Consent Form is not required is when a cadet attends a schedule 321SQN weekly training parade on a Tuesday evening at Bullecourt Barracks.

3.7.4 Staff and cadets who have been accepted on extra-curricular activities, should make every effort to attend that activity. If staff or cadets have been accepted on an activity (SQN and/or WG), and are unable to attend for unforeseen circumstances, they are to immediately notify CO 321SQN by telephone.

**Annexes:**

- A. 321SQN Duty Log
- B. Duty Staff Duty Statements





**Annex B  
To 321SQN  
SQNSI Part 3**

**Duty Statements**

1. Duty Member.
2. Duty Cadet.
3. Duty Section.

**Duty Statement**

<b>Title</b>	Duty Member
<b>Abbreviation</b>	DM

<b>Reporting Chain- Superiors</b>		<b>Reporting Chain- Subordinates</b>	
<b>Operational</b>	CO	<b>Primary</b>	DC
<b>Functional</b>	XO	<b>Secondary</b>	DSECT

<b>Role</b>	The Duty Member is responsible to the CO to ensure the seamless operation of the squadron parade night, and has immediate responsibility for arriving cadets and departing cadets at the beginning and end of the squadron parade night.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Supervision of cadets at the commencement and conclusion of the 321SQN training parade.</li> <li>• Responsible for the control and accountability of all 321SQN and Bullecourt Barracks keys.</li> <li>• Responsible for the welcome and control of all visitors to 321SQN.</li> <li>• Together with the CI, ensure the 321SQN training program operates on time.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• Be present at the main gate of Bullecourt Barracks NLT 1800h in order to supervise arriving cadets.</li> <li>• Ensure that the necessary keys are collected from, and returned to the 321SQN key safe at the beginning and end of the squadron training parade.</li> <li>• Ensure access for civilian staff, guests and recruits onto Bullecourt Barracks.</li> <li>• Welcome visitors to the SQN, conduct visitor induction briefings, and ensure visitors sign the Duty Log on arrival and departure from the SQN.</li> <li>• Supervise the Duty Cadet.</li> <li>• Ensure all staff and cadets are present in Training Room at 1845h for the 321SQN administrative briefing.</li> <li>• Ensure all lessons commence and conclude on time.</li> <li>• Complete the SQN Duty Log, recording any noteworthy or exceptional occurrences.</li> <li>• Supervise departing cadets at the end of the parade night.</li> <li>• Ensure that all buildings and facilities are secure at the conclusion of the squadron parade night.</li> <li>• Ensure all keys are returned and secured at the end of the training parade.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Duty Cadet
<b>Abbreviation</b>	DC

<b>Reporting Chain- Superiors</b>		<b>Reporting Chain- Subordinates</b>	
<b>Operational</b>	CO	<b>Primary</b>	DSECT
<b>Functional</b>	DM	<b>Secondary</b>	Nil

<b>Role</b>	The Duty Cadet is responsible to the CO to assist the DM in ensuring the seamless operation of the 321SQN parade night.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Supervision of cadets at the commencement and conclusion of the SQN training parade.</li> <li>• Responsible for opening and securing all 321SQN training rooms.</li> <li>• Ensure the 321SQN training program operates on time.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• At the start of the parade evening, ensure that all training rooms are unlocked, and lights and air conditioning are turned on.</li> <li>• Ensure the parade ground lights are illuminated before cadets begin arriving.</li> <li>• Ensure safety barriers and signs are in place to limit road movements.</li> <li>• Hoist the RAAF Ensign before the commencement of the daily parade.</li> <li>• Ensure that the 321SQN daily parade commences at 1815h.</li> <li>• Inform the parade reviewing officer that the parade is ready for inspection (if required).</li> <li>• Ensure all staff and cadets are present for SQN administrative briefing.</li> <li>• Mark the 321SQN NOMROLL during the administrative briefing.</li> <li>• Ensure the NOMROLL is returned to the Orderly Room and handed to the SQNXI by 1915h.</li> <li>• Control the operation of the 321SQN canteen during mess break.</li> <li>• Supervise the duty section in their rostered duties at the conclusion of the parade night.</li> <li>• Ensure that all buildings and facilities are secure at the conclusion of the squadron parade night.</li> <li>• Return reflective vests, safety equipment, safety barriers and signs etc to the Orderly Room at the end of the parade night.</li> <li>• Lower the RAAF Ensign at the end of the parade night, and return it to the Orderly Room.</li> <li>• Ensure the Duty Cadet Checklist is completed, signed and returned to the Orderly Room by 2130h.</li> <li>• As detailed by the CO, any other duties consistent with the role and its responsibilities, including instructional duties in accordance with the 321SQN OPSPLAN.</li> </ul>
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**Duty Statement**

<b>Title</b>	Duty Section
<b>Abbreviation</b>	DSECT

<b>Reporting Chain- Superiors</b>		<b>Reporting Chain- Subordinates</b>	
<b>Operational</b>	SQNXI	<b>Primary</b>	DC
<b>Functional</b>	DC	<b>Secondary</b>	Nil

<b>Role</b>	The Duty Section is responsible to the DM and DC to complete specified duties during the squadron training parade.
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Assist the DM and DC to conduct their duties during the training parade.</li> <li>• Assist the DC with placement of safety barriers and signs.</li> <li>• Assist the DC with the operation of the canteen during mess break.</li> </ul>
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<b>Specific Duties</b>	<ul style="list-style-type: none"> <li>• At the start of the parade evening, assist the DC to ensure that all training rooms are unlocked, and lights and air conditioning are turned on.</li> <li>• Assist the DC to ensure the parade ground lights are illuminated before cadets begin arriving.</li> <li>• Assist the DC to ensure safety barriers and signs are in place to limit road movements.</li> <li>• Assist the DC to hoist the RAAF Ensign before the commencement of the daily parade.</li> <li>• Assist the DC with the control of the 321SQN canteen during mess break.</li> <li>• Assist the DC to ensure that all buildings and facilities are secure at the conclusion of the squadron parade night.</li> <li>• Ensure that all reflective vests, safety equipment, safety barriers and signs etc are returned to the Orderly Room at the end of the parade night.</li> <li>• Assist the DC to lower the RAAF Ensign at the end of the parade night, and return it to the Orderly Room.</li> <li>• As detailed by the DM or DC, any other duties consistent with the role and its responsibilities.</li> </ul>
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## **PART 4 - TRAINING**

### **4.1.0 General**

4.1.1 All training at 321SQN will be delivered in accordance with the standards detailed in the AAFC Manual of Ground Training (MoGT).

4.1.2 The current syllabus in use at the SQN utilizes the current syllabus in the MoGT, augmented by newly introduced syllabi produced by CETEC. A copy of the syllabus is to be provided electronically to all staff and cadets of the rank of CSGT and above.

### **4.2.0 Training Participation**

4.2.1 In accordance with the 321SQN Unit Philosophy and the conditions of enrolment for cadets, it is expected that cadets will participate willingly and enthusiastically in all aspects of their AAFC training. A minimum requirement of attendance is at the discretion of the subject instructor, upon consultation with the TRGO. A 75% attendance is the minimum expected by the AAFC. Attendance rates below this require approval from the CO or TRGO to proceed and undertake assessment. Specific courses/subjects require participation rates of 100%. Participation in extra-curricular training is a syllabus requirement of some SQN training subjects, and is taken under consideration in determining cadets' suitability for promotion, selective courses and activities such as IACE.

4.2.2 CRSCDRs are to ensure that they supervise cadet instructors as often as possible, and provide feedback to the CI and TRGO regarding the progress of training, and the capabilities of the instructors. Additionally, should a subject instructor be absent from a training parade, the CRSCDR is to ensure that he/she is available to instruct the class for the absent instructor.

### **4.3.0 Home Training Syllabus**

4.3.1 **Training Program.** TRG ELM, in consultation with relevant personnel shall prepare and maintain the training program for the calendar year. This training program will then be published on the 321SQN website. The training program for a year is to be completed NLT 30 November of the previous year, and is to be uploaded in draft form onto the 321SQN website NLT 31 December.

4.3.2 In accordance with the 321SQN Unit Philosophy, it is expected that appropriately qualified and experienced cadets will be responsible for instruction and the assessment in home training subjects, assisted where required by staff. However, it is expected that all cadet NCOs will complete Advanced Stage before being allocated to instructional duties.

4.3.3 It is expected that all cadets will complete the entire AAFC training syllabus, for as long as they remain members of the AAFC. This includes the completion of Qualified Stage.

### **4.4.0 Extra-Curricular Training**

4.4.1 321SQN conducts regular extra-curricular training activities, typically on weekends. These activities are designed to complement and enhance the home training syllabus, and to prepare cadets for promotion courses and other 3WG activities.

4.4.2 Extra-curricular activities at 321SQN are classified as either compulsory or non-compulsory. Compulsory activities have a direct bearing on cadet training outcomes, or are for ceremonial occasions. The type of activity is notified on the JI.

4.4.3 Cadets who cannot attend a compulsory extra-curricular activity must submit a leave application for the activity IAW SQNSI para. 3.3.0. However, the granting of leave cannot be guaranteed.

4.4.4 For those extra-curricular training activities not deemed compulsory, a minimum attendance will be required for the activity to proceed.

4.4.5 To ensure activity management at 321SQN complies with policies and directives the members of training ELM are to follow the guidelines set forth in the MoGT to maximize training opportunities across squadron training, extra-curricular training, and Regional, Wing and National opportunities.

4.4.6 Cadets and staff attending extra-curricular activities are to advise of their intention to attend through nomination on *CEA*. Activities on *CEA* will include a date range in which nominations are to be made. Except in exceptional circumstances, manual nominations outside the nomination date range will not be actioned.

4.4.7 In order to provide opportunities for practical application of skills acquired in theory classes, 321SQN will hold at minimum number of extra-curricular activities per year in addition to activities organized by DEA, 3WG and other ADFC units. The preferred number of activities is:

- a. fieldcraft/survival activities - 3 per year;
- b. aviation activities - 2 per year;
- c. social activities – 2 per year;
- d. visits to aviation/defence areas of interest – 2 per year;
- e. ceremonial activities – 2 per year; and
- f. graduation parade – 1 per year.

4.4.8 Other extra-curricular activities may be included on an opportunity basis.

#### **4.5.0 Assessments**

4.5.1 To challenge and develop the youth in the organisation it is required that assessments be undertaken IAW MoGT. Assessments are to be cleared by the CI for validity and reliability a minimum of 4 weeks before the assigned assessment date. All theoretical assessments are to be presented in similar format and will include the examination cover sheet attached at Annex A to SQNRI Part 4. A blank version is available from the 321SQN Website.

4.5.2 Determination of Pass/Fail marks and Grading will be conducted IAW MoGT.

4.5.3 Assessment dates are promulgated 12 months in advance. Cadets must be present to undertake an assessment. Cadets on leave for an assigned assessment are to undertake it at the next available time (as soon as practicable). Cadets who are absent for an assigned assessment will be automatically awarded a Fail grade. Should a Fail grade be awarded, the absent cadet may at the discretion of the TRGO and CI be able to undertake a supplementary assessment, but cannot achieve more than a ‘Supplementary Pass’ grade.

4.5.4 Members may apply for RPL for a subject for which they have an equivalent qualification/training. RPL guidelines are directed to the CO via the TRGO and to follow the guidelines outlined in the MoGT.

## **PART 5 - PERSONNEL**

### **5.1.0 Squadron Appointments**

5.1.1 Appointments to the SQN structure are made by CO 321SQN and promulgated by RI.

5.1.2 **Staff appointments.** Staff appointments and assignments within the squadron are made by CO 321SQN, or by 3WG acting on advice from the CO, in accordance with applicable AAFC policy.

5.1.3 **Cadet appointments.** The Cadet Executive Officer (CXO) and Cadet Squadron Warrant Officer (CSQNWOF) can make recommendations to the CO on cadet appointments to positions of responsibility within the FLT Structure. They both recommend suitable candidates to fill vacant positions, and monitor the performance of existing cadet appointees.

5.1.4 Any personnel appointed to a position are to ensure they conduct their section/appointment duties IAW the guidelines/policies as outlined by relevant manuals or policies.

5.1.5 **Flights and Sections.** Cadets are appointed into FLTs and SECTs at the conclusion of Recruit Stage. Cadets parade as FLTs during all scheduled SQN parades and activities, but not during SQN training. Whilst cadets may change SECTs within the FLTs, it is expected that a cadet will not be rotated from his/her FLT before promotion to cadet NCO rank. This ensures the building of team spirit with each FLT.

5.1.6 Changes to FLT structure and/or members is not to be made with the approval of CO 321SQN. FLTCCDRs may make changes to the structure of their sections as required.

5.1.6 During the training year, FLTs participate in an inter-flight challenge. The winning flight is awarded a perpetual trophy at the 321SQN graduation parade in December. That FLT will then occupy the senior position on parades for the following year. The inter-flight challenge is administered by the SQNXI and the CSQNWOF.

### **5.2.0 Acceptable Behaviour Policy**

5.2.1 Members of 321SQN will abide by the AAFC Behaviour Policy as outlined in the AAFC Interim Policy Manual Chapter 2 Part 7 and relevant policies or directives. Members will renew their qualification annually. Members who fail to renew their qualification will be ineligible to attend activities offered and may have their enrolment in the AAFC terminated.

5.2.2 Members of 321SQN are not to use vulgar or profane language under any circumstances. Breaches will be treated as a breach of the AAFC Behaviour Policy, and will be dealt with accordingly.

### **5.3.0 Mobile Phones**

5.3.1 Mobile phone communication (i.e. voice calls, SMS, MMS, etc.) will only be permitted during stand down periods. Under no circumstances are mobile phones to be taken to instructional periods for calls, sending/receiving SMS or playing games during parade nights and/or extracurricular activities. The DO/OIC activity has the authority to restrict access to Mobile Phones and similar during approved AAFC activities. Emergency

communication whilst on duty period (i.e. during the day) is to be through 321SQN staff. A reminder that photographs of defence property are prohibited.

5.3.2 Mobile phones and cameras are to remain securely locked in the barracks/bags. Any mobile phones or cameras discovered being used in classrooms or during duty times may be confiscated by SQN Staff and surrendered to the SQNXI for safe keeping.

#### **5.4.0 Photography**

5.4.1 During activities 321SQN will allocate official photographers. Members should note that the taking of unwarranted photos of other members will be considered harassment and addressed accordingly. Staff and senior cadets are to be aware of their conduct WRT photography and comply with AAFC and 321SQN directives on E-media and photography of minors. Photos taken by staff members and cadets remain the property of 321SQN and release of these photos is via permission of the CO. Photos are only to be uploaded to the SQN Website or other 321SQN sites. They are not to be uploaded to individual websites.

#### **5.5.0 Promotion Policy**

5.5.1 Cadets seeking promotion should make themselves aware of the requirements to attend the appropriate course and the requirements for promotion upon successful completion of the course. Staff and senior cadet members of the unit will be continuously observing the attributes of the members of the unit to make recommendations to the CO for placement on respective courses.

5.5.2 During the annual training schedule opportunities will be provided for candidates to demonstrate the attributes and potential required to support their nomination for promotion course selection. An allocated weekend will be made available within the training year for the conduct of a pre-promotion course. Candidates with a desire to undertake a promotion course will be required to attend the pre-promotion course conducted during the calendar year. Preference will be given to those candidates who attend the course. However participants should not assume they will be selected to attend a promotion course by virtue of their attendance at the pre-promotion course.

5.5.3 Cadets who apply to attend promotion courses are to make that application using the *CEA* system. They are also to apply in writing, in a correctly formatted minute, detailed why they should be selected to attend a promotion course. All applicants will also be interviewed during the selection process.

5.5.4 Cadets who apply to attend promotion courses will be assessed on the following criteria:

- a. Academics;
- b. Appearance;
- c. Aptitude;
- c. Attendance; and
- d. Attitude.

5.5.5 Cadets will be assessed across all criteria as being:

- a. Excellent – 5 points;
- b. Above Average – 4 points;
- c. Average – 3 points;
- d. Below Average – 2 points; and,
- e. Poor – 1 point.

5.5.6 It is also expected that an applicant to attend a promotion course would have attended a period of continuous training in excess of 5 days, and preferably at WG level.

5.5.7 All applicants will be assessed by all staff and executive cadets independently, and those scores will be averaged for each cadet. Where there is any conflict of interest for a staff member and applicant, that staff member will not be permitted to participate in the assessment process.

5.5.8 The highest possible score is 25 points. Cadets who achieve a score of 13 or above will be endorsed to attend the promotion course, and ranked in accordance with their score. Cadets who achieve 12 points or below will not be endorsed.

5.5.9 Although a cadet may be endorsed to attend a promotion course, the number of positions on courses is determined by HQ 3WG, and cadets are not guaranteed a position on the course.

5.5.10 Additionally, cadets can only be promoted to the next rank if a vacancy exists in the unit establishment. All squadrons are allocated certain numbers at each rank level, and although a cadet may successfully pass a promotion course, he/she may not be promoted until an establishment vacancy occurs.

## **5.6.0 Grievance Procedures**

5.6.1 321SQN complies with the ‘Alternate Dispute Resolution’ as outlined in Part 2 Chapter 8 of the AAFC Interim Policy Manual. Members are to refer to this document in the event of a ‘Redress of Grievance’ being raised

## **5.7.0 Disciplinary Procedures**

5.7.1 Failure to maintain the required standard of behaviour is to be dealt with in the first instance by cadet staff. Cadets in positions of authority are to be aware that they are accountable for the adherence to policy and standards of the cadets in their charge and will be appropriately counselled or disciplined if they have failed in their duties.

5.7.2 Breaches may be dealt with by methods ranging from informal counselling through to administrative measures such as a reduction in rank. However, before any measures are applied, the matter must be thoroughly considered by the unit commander to ensure the cadet understands why the measure is warranted and, invite the cadet to comment before any action is taken. Where a serious breach occurs, the parents are to be made aware of the situation and every opportunity to resolve the breach examined prior to any further action being taken.

5.7.3 The following measures are to be considered when dealing with cadets:

- a. counselling;
- b. first warning and telephone call to parents;
- c. second warning and letter to parents;
- d. exclusion from participation of specific activity/ies;
- e. reduction in rank;
- f. suspension from the unit for 1, 2 or 3 months; and,
- g. termination of enrolment.

5.7.4 Under no circumstances is mental or physical abuse to be applied as a disciplinary measure.

## **PART 6 – SUPPLY AND LOGISTICS**

### **6.0.0 Uniform**

6.1.0 Upon enrolment to the AAFC, cadets will receive their uniform free of charge (except for 321SQN items purchased as part of the joining fee) in accordance with their entitlement and current stores available at local, state and national levels. In addition 321SQN SSO has field equipment that is available for temporary loan for the duration of their enrolment at the unit. Other items are available for temporary loans to aid and support in the operation and management of AAFC activities. To obtain or exchange an item of supply members are to follow the guidelines below:

- a. for exchange/return of an item on a member's scale of issue, the request is to be conducted through C-Log; and,
- b. for items not on the member's scale of issue, the item can be requested from the 321SQN SSO by minute or email.

6.1.1 The positions authorised to deliver logistics at 321SQN are the supply element staff and the CO. All other members are to only issue equipment under exceptional circumstances.

6.1.2 The SSO is to keep an accurate asset register including details of value, location and ownership of said item and this register is to be reviewed annually.

6.1.3 A high standard of personal dress and bearing is required from all members of the AAFC when in uniform. Uniforms are to be maintained at a high standard, and are to be frequently laundered and pressed, or dry cleaned. Members are responsible for slight alterations to ensure that the uniform fits correctly. This is particularly important regarding the length of trousers and slacks.

6.1.4 All members are to continually check the fit of their uniform, and if a new size is required, are to order the replacement item through the C-Log system. As all replacement uniform is ordered through the 3WG LOG store at RAAFRIC, members are to allow several weeks before the uniform can be obtained. This is particularly important when significant activities are approaching (eg Anzac Day and the Graduation Parade).

6.1.5 When uniform is returned to the SSO and clothing store, it is to be freshly laundered and pressed, and returned on an appropriate coat hanger. This applies whether the uniform is returned upon exchange, or upon discharge.

6.1.6 Cadets who lose or damage clothing may be liable for the replacement cost of the item.

### **6.2.0 Squadron Supplied Uniform**

6.2.1 When a cadet joins 321SQN he/she will be charged a joining fee, which is used to purchase items specific to 321SQN, which are not supplied by the RAAF/AAFC. The amount of the joining fee will be promulgated by RI.

6.2.2 The items provided for the joining fee are:

- a. 321SQN khaki undershirt;

- b. 321SQN baseball cap;
- c. SD-AFB gold name plate;
- d. DPU embroidered name badge x2;
- e. trouser twist ties or ‘lackies’ – elastic bands to blouse trousers;
- f. DPU backpack; and,
- g. notebook.

6.2.3 These items will be provided to CDTR once they have been enrolled as cadets, and have paid their joining fees and contributions.

6.2.3 The items provided by 321SQN as part of the joining fee are on a ‘one-off’ basis. If a cadet loses, damages or outgrows an item, he/she is responsible for the purchase of a replacement item. That item will be charged at current value.

6.2.4 If/when a cadet discharges from the AAFC, he/she can keep the items purchased by the joining fee. They are not to be returned to 321SQN as part of the return of issue uniform.

### **6.3.0 Fieldcraft Equipment**

6.3.1 Although not part of the cadet scale of issue, 321SQN has been able to acquire an amount of fieldcraft equipment, which can be issued to SQN members on a temporary loan basis. This equipment includes:

- a. large field packs;
- b. webbing (complete);
- c. tents/shelters;
- d. sleeping mats;
- e. sleeping bags; and,
- f. cooking/messing equipment.

6.3.2 If there is insufficient equipment to issue all cadets for a FIELDEX or similar activity, preference will be given to those cadets who are newer members of the SQN.

6.3.3 Cadets with longer periods of service should endeavour to acquire their own fieldcraft equipment.

### **6.4.0 Privately Purchased Equipment**

6.4.1 Members who acquire their own equipment should ensure that the equipment conforms wherever possible, to ADF patterns. This includes colours and camouflage patterns. If equipment is acquired that is not in DPU patterns, then it should be in plain colours that match the surrounding field environment.

6.4.2 Privately purchase equipment, including DPU uniforms, is not to be worn/used on

any non-AAFC activities.

6.4.2 Uniforms in non-DPU camouflage are not to be worn on approved 321SQN activities, unless the wearer has the express permission of CO 321SQN, and is operating as part of an OPELM during a FIELDEX or similar authorised activity.

6.4.2 Members may bring privately purchased tents/shelters to use at fieldcraft activities, provided they conform to the following requirements. They must be:

- a. portable, and easily carried for distances of several kilometres;
- b. no taller than 1 metre in height when erected;
- c. of a suitable colour to match the FIELDEX surroundings, eg, olive green, tan or suitably camouflaged.

### **6.5.0 Cooking and Other Equipment**

6.5.1 **Stoves.** All cadet cooking in a field environment is to be performed using solid-fuel hexamine stoves. When using hexamine stoves, cadets are to ensure that they clear the ground around the cooking area of any flammable material or vegetation.

6.5.2 **Knives.** Cadets in Recruit and Basic Stages of training are not to carry knives (other than those used as cutlery) whilst undertaking fieldcraft training. Cadets in Proficiency Stage and above are permitted to carry a folding ‘pocket’ or ‘clasp’ knife, provided the main blade is no longer than 10 centimetres when opened. This also applies to multi-function tools.

6.5.3 Under no circumstances are cadets permitted to carry knives with fixed blades (eg a ‘sheath’ knife).

### **6.6.0 Bags and Backpacks.**

6.6.1 Cadets may carry the issue AAFC backpack to and from SQN parades. Cadets may also carry the issue DPU backpack. Cases or backpacks other than the AAFC backpack are to conform to the requirements of para.75 of Chapter 17 of AAP 5135.003 (RAAF Manual of Dress). These bags are to be of a subdued colour and design.

6.6.2 When a bag is carried, it is to be carried in the left hand, at the full extension of the left arm. So that the right arm is free if compliments need to be paid. When a backpack is worn, it is to be worn correctly with both straps (if fitted) over the shoulders.

6.6.3 Handbags of a plain business like design, average size and plain black in colour may be worn or carried by female members when wearing any version of SD uniform. They are to be carried/worn either in the left hand, on the left forearm or on the left shoulder with the strap extended. Handbags are not to be taken on parade.

## **PART 7 - FINANCE**

### **7.1.0 Squadron Contributions**

7.1.1 Each cadet member of the 321SQN is required to pay annual contributions. These contributions are levied by 321SQN and the New South Wales Air Training Corps Association and cover administrative costs, operating expenses, liability and property insurance. The AAFC is a not-for-profit organization and as such excess contributions are returned to 321SQN to purchase equipment and subsidize the cost of activities to members. AAFC financial policies govern the operation of 321SQN finances.

7.1.2 Contributions are due every school term. Contribution amounts are set by CO 321SQN and are promulgated by RI. ADMINO will be responsible for advising members of methods of payment available.

7.1.3 Cadets who pay the total annual contribution amount before the end of the first school term in the training year will be eligible to a discount. The amount of the discount will be promulgated by RI.

### **7.2.0 Non-Payment of Contributions**

7.2.1 The contributions made to the SQN are for the operation of the SQN, and the benefit of the members of the unit. If a member fails to present payment for the contributions without alternate arrangements with the CO and/or ADMINO they may make themselves ineligible for receiving any awards, certificates or acceptance of nomination at any activities where 321SQN absorbs the cost.

7.2.2 **Discount for multiple family members.** Where more than one child from the same family is a member of the SQN concurrently, a discount may be applied to the contributions for the second and subsequent children. The discounted amounts are promulgated by RI.

7.2.3 **Financial hardship.** Families who cannot pay a contribution amount when it is due should discuss alternative arrangements with CO or XO 321SQN.

### **7.3.0 Fees for Activities and Training**

7.3.1 Some activities incur extra expenses not supported by the Commonwealth, such as fees for privately-operated venues, catering, transport, and accommodation expenses. These expenses are passed on to cadets in the form of a fee for the activity, which is payable to the SQN. The fee for each activity will be detailed in briefings and relevant JIs. This payment is required prior to being accepted on the activity/course. Persons in financial hardship situations will need to discuss the matter with the CO or XO 321SQN.

7.3.2 **Late withdrawals.** Cadets who withdraw from a 321SQN or AAFC activity after nominations have closed, will still have to pay the fee for the activity if the SQN incurs a loss as a result of the withdrawal. CO 321SQN may waive this requirement in exceptional circumstances if the activity is organized by 321SQN. However, this is not possible for 3WG or National activities.

#### **7.4.0 Recording/Receipts**

7.4.1 All payments made to or by the SQN are to be recorded in the *CEA* financial accounting system. Receipts for payments to the SQN will be generated electronically, and emailed to the payer.

7.4.2 In the event that the *CEA* financial accounting system is unable to produce a receipt, and manual 'written' receipt will be provided.

#### **7.5.0 Canteen**

7.5.1 321SQN operates a canteen that is managed by the CANMGR and overseen by the ADMINO. The senior person undertaking canteen duty (experienced CJNCO at a minimum) will be required to complete the daily canteen reconciliation, an example of which is attached as Annex A to SQNRI Part 7. The reconciliation will be updated by the ADMINO as stock is added or removed. A current copy of the reconciliation is available from the ADMINO. Only members on canteen duty and staff are entitled to be in the canteen proper whilst the canteen is in operation.

7.5.2 Individual receipts for sales are not required but a single electronic receipt will be issued for the nightly takings. An income and expenditure statement for the canteen will be attached to the annual report.

#### **7.6.0 Fundraising**

7.6.1 At various times 321SQN will undertake a variety of fundraising activities to assist with the purchase of items that support the operation and the training conducted by the unit. All fundraising is only to proceed with approval from the CO.

7.6.2 It is expected that all staff and cadets will participate in fundraising activities. Occasionally, parents/caregivers may also be asked to assist.

#### **7.7.0 Reimbursements**

7.7.1 Members of the unit seeking reimbursements for costs incurred in support of the unit are to complete a 'Claim for Reimbursement' attached as the top sheet. All claims must be supported by appropriate source documents (eg receipts, tax invoices etc). A copy of the claim form is included as Annex B to SQNRI Part 7. A copy is also available from the ADMINO.

7.7.2 Expenditure greater than \$20.00 needs CO approval prior to money being spent.

#### **7.8.0 Annual Financial Statements**

7.8.1 The CO with assistance of the ADMINO will prepare and produce an Annual Financial Statement in accordance with the AAP 5110.001 *AAFC Interim Policy Manual (Jul 08)*.

7.8.2 The financial report is to be prepared by the ADMINO at the end of the financial year. It is to include each monthly reconciliation, a copy of each monthly bank statement, and a statement by a qualified person that the accounts represent the true financial circumstances of 321SQN.

7.8.3 A copy of the financial report is to be sent to the 3WG FINACCTO NLT 30 September after the end of the previous financial year.

**Annexes:**

- A. Sample Canteen Reconciliation
- B. Claim for Reimbursement

**Annex A  
To SQNSI  
Part 7**

**321SQN - Canteen Reconciliation**

Date \_\_\_\_\_

	<b>COST \$</b>	<b>Opening Stock</b>	<b>Closing Stock</b>	<b>Total Cash Sales</b>
<b>DRINKS</b>				
Solo	\$1.00			
Lemonade	\$1.00			
Passionfruit	\$1.00			
Pepsi	\$1.00			
Pepsi Max	\$1.00			
Coke Zero/ Diet	\$1.00			
Creaming Soda	\$1.00			
Water	\$1.00			
COKE	\$1.00			
Ginger Beer	\$1.00			
<b>CHOCOLATES</b>				
Marvellous Creations	\$1.00			
Snickers	\$0.50			
Crunchie	\$0.50			
Milky Way	\$0.50			
Caramello	\$0.50			
Mars	\$0.50			
Cherry Ripe	\$0.50			
Dairy Milk	\$0.50			
Freddo	\$0.50			
Time Out	\$0.50			
Twix	\$0.50			
Maltesers	\$0.50			
Turkish Delight	\$0.50			
M & Ms	\$0.50			
Bounty	\$0.50			
Creme Egg	\$0.20			
<b>CHIPS</b>				
Salt & Vinegar	\$0.50			
Plain	\$0.50			
Cheetos	\$0.50			
Twisties	\$0.50			
Burger Rings	\$0.50			
Other	\$0.50			

Completed By: \_\_\_\_\_

Staff Approval: \_\_\_\_\_

**Annex B  
To SQNSI  
Part 7**



**AUSTRALIAN AIR FORCE CADETS**  
321 (CITY OF NEWCASTLE) SQUADRON

**REIMBURSEMENT/EXPENSE CLAIM**

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Reimbursement is claimed for the expenses detailed below, which were incurred on behalf of 321SQN AAFC.  
(Attach relevant receipts, tax invoices and documentation as required)

DATE	ITEM	PURPOSE	ORDER/INVOICE REF	COST	GST	TOTAL
I the above named have no reasonable expectation of profit or gain from the activity's undertaken and consider that I do not meet the definition of enterprise for tax purposes.				<b>TOTAL</b>	<b>\$</b>	<b>\$</b>

Signature .....

Claim prepared by (print) .....

Authorised by ..... Date.....

**ADMINO USE ONLY**

Cheque No

## **PART 8 - SECURITY**

### **8.1.0 Responsibility**

8.1.1 The responsibility for the security of the 321SQN facility lies with the CO/delegate or the OIC for the activity. The CO/OIC is to conduct an inspection at the completion of the activity to ensure the security of the premises, as per the DM duty statement.

8.1.2 The DM and/or DC is to draw 321SQN controlled keys from the key safe before the commencement of the weekly training parade. The DM is to ensure the return of the keys at the end of the weekly training parade.

8.1.3 The ADMINO will maintain a key register for 321SQN keys.

### **8.2.0 Access**

8.2.1 Bullecourt Barracks is an ADF establishment and thus civilian entry onto the area is permitted under supervised conditions abiding by current policies and procedures. Visiting civilians must be signed into Bullecourt Barracks, and must be escorted at all times.

8.2.2 The DM is responsible for arranging access to Bullecourt Barracks for civilian visitors, and for returning any issued visitor's pass at the conclusion of the visit. The DM is also responsible to provide visitors with a WH&S briefing.

### **8.3.0 Visitors**

8.3.1 All visitors are required to record their attendance at 321SQN in the SQN duty log, located in the SQNXI office. Visiting guests and members of the ADF or the ADCFC are to introduce themselves to the CO or senior member present in the absence of the CO.

8.3.2 Visitors who are staying for an extended period of time are to be familiar with the Emergency Procedures for the SQN, and the Bullecourt Barracks Base Management Plan.

### **8.4.0 ID Cards**

8.4.1 All staff and cadets are to display a valid AAFC ID card at all times whilst on duty at the 321SQN training facility at Bullecourt Barracks.

8.4.2 The ID card is to be worn on an issued AAFC lanyard, and clipped to the bottom of the left-hand pocket of the outermost garment. If the garment does not have a pocket, then the ID is to be clipped to the left hand epaulette of the outermost garment.

8.4.3 All staff and cadets are responsible for ensuring that their ID cards remain valid. Staff and cadets are to notify the ADMINO six weeks before the expiry of their ID card, to ensure that a replacement card can be produced and issued before the expiry date.

8.4.4 ID cards are to be brought to all 321SQN activities at Bullecourt Barracks and other ADF establishments. Cadets who forget to bring their ID card to gain access to Bullecourt Barracks will not ordinarily be permitted access to the base, and will need to return home.

8.4.5 All members are responsible for the security of their ID cards. Should any member lose his/her ID card, he/she is to immediately notify the 321SQN duty phone, and commence

an immediate search to locate the missing card. If the card cannot be located, the member must complete a statutory declaration regarding the circumstances of the loss, and forward the declaration to the CO NLT one week after the loss.

### **8.5.0 Firearm Security**

8.5.1 At all times, 321SQN firearms are to be secured in the rifle safes in the 321SQN armoury.

8.5.2 Access to the 321SQN armoury and firearms can only be approved by CO and SQNXI 321SQN. No other person can approve access to 321SQN firearms. Access to the firearms will only be granted for legitimate training purposes, to clean/maintain the firearms, and to conduct a firearms audit.

8.5.3 Each member who is drawing a firearm from the armoury is to complete the firearms register at the time of issue, and sign for the issue of the firearm. The signature is to be witnessed by a staff member. When the firearms are returned to the armoury, the return is to be acknowledged by a staff member. Each member is responsible for the firearm for which he/she has signed.

8.5.4 A copy of the firearms register is included as Annex A to SQNSI Part 8.

8.5.4 At no time is any firearm to be left unattended. Should a member need to leave the firearm to perform another duty, the firearm is to be picketed by another staff member or cadet.

8.5.5 The FQM is to conduct audits of the 321SQN firearms IAW AAFC/ADFC requirements, and is to enter the audit details into the *CEA* system before the required date.

### **Annex:**

A. Firearms Register

**Annex A  
To SQNSI  
Part 8**

**To be added.**