

# **Staff Cadet Part 2 Resource Training Pack**



**2nd Edition**

**South and East Midlands Wing  
April 2007**

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## **FOREWORD**

Successful completion of the Staff Cadet examination means that a cadet has completed all of his or her own training and is ready, under the squadron officers, to assist fully in the running of the squadron and to assume responsibility for various activities.

The oral assessment of your capabilities by a Wing Staff Officer is concerned with your knowledge of the Corps, squadron administration and supply procedures, together with your instructional and organisational ability. This Training Resource Pack discusses the important parts of these subjects, which as a potential Staff Cadet, you should be reasonably familiar with.

This pack has been specifically designed to assist those cadets who are studying for their Staff Part 2 examination. It is based on the contents of ACP42 'Staff Part 2 Training Syllabus', but has been tailored to the specific requirements of South and East Midlands Wing.

Whilst it will help you to understand the scope and responsibilities of the Staff Cadet, further reading for most of the sections will be required. For instance, it may be a long time since you studied ACP31 'General Service Training' - but the contents are as valid to you as they are to a probationer cadet.

You may not always be able to memorise the detail, but if you cannot answer a question, this pack will help you to know where to look for the answer. Remember that over time, some of the detail will become out of date, as people move on to different posts or procedures change to reflect best practice.

Useful sources of reference for further reading, or to check the latest facts, can be found on the websites for the Air Training Corps and the Royal Air Force:

[www.aircadets.org](http://www.aircadets.org)  
[www.raf.mod.uk](http://www.raf.mod.uk)

If you have any specific comments or improvements that could usefully be incorporated into this document, please forward them to the Wing Cadet Development Team via Sqn Ldr Mark Richards, Wing Training Officer - Cadet Development.

## **THE CORPS STRUCTURE**

### **SQUADRONS**

In building a structure it is usual to start at the bottom by laying the foundation, and the strength of the structure relies almost entirely on the strength of this foundation. The diagram on page 10 shows how this process applies to the Corps structure, starting with the squadrons and detached flights which are, of course, the basic formations in the Air Training Corps and thus are the foundation on which the rest is built. There are 921 squadrons and 44 Detached Flights (as at 31 March 2009) including Overseas formations.

Each squadron stands very much on its own feet, ordering its own life within the framework of the Corps under its own officers and staff, helped by its own committee of local citizens.

There are 2 kinds of squadron, 'open' and 'school'. 'Open' means that membership is open to any eligible young person selected by the squadron commander. In 'school' squadrons membership is restricted to pupils and former pupils. There are many more 'open' than 'school' squadrons. Every squadron has a number and the name of the town or community from which it draws its members. Those numbered 1 to 50 have a letter (F) as well, which means that they were in the first 50 squadrons to be formed in 1938 to lay the foundations of the old Air Defence Cadet Corps. When the ADCC was dis-established and the Air Training Corps was formed in February 1941, all the ADCC squadrons were absorbed and these original units were permitted to display the letter 'F' in recognition of the fact that they were the Founder Squadrons. Over 30 of them are still operational today.

Squadrons (and detached flights) are of varying sizes and their establishment of staff is laid down in Instruction No 101 of the Air Cadet Publication 'ACP 20B - Administrative Instructions'. 'Establishment' in this sense means the number of adult staff that may be appointed to run the - squadron or detached flight - this number may not normally be exceeded. Learn the establishment of your squadron and know where to look it up for other different-sized squadrons - your squadron holds a copy of ACP 20B. Remember too that when there is a significant change in squadron strength which is held for 2 consecutive reporting periods HQ Air Cadets will automatically adjust the establishment.

Instructor/Cadet Corporals, Instructor/Cadet Sergeants, Instructor/Cadet Flight Sergeants and Instructor Cadet Warrant Officers also play a part in the squadron structure and the establishment for these is laid down in 'Regulations for the ATC AP 1919, paragraph 408. Note that this establishment too is related to the size of the squadron in enrolled cadets. ACAI 101 (Annex B)<sup>1</sup> currently permits the appointment of Instructor Cadet Warrant Officers over and above the establishment in AP 1919, para 408.

While on the subject of establishments, note that cadet classifications - i.e. Second Class, First Class, Leading, Senior and Staff Cadets - are not restricted by establishment. The number of cadets of a particular classification in any squadron depends solely on how many cadets have passed the appropriate examination.

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<sup>1</sup> ACAI is Air Cadet Administrative Instruction, they are found in ACP 20B.

The welfare and recreational side of a squadron's activities, as distinct from training and parades, is the responsibility of the Squadron Civilian Committee, which also administers the squadron's funds. A squadron fortunate enough to have an active, harmonious and sympathetic committee is sure to be happy. ATC squadrons are financed on the broad principle that the Ministry of Defence meets the cost of the official training programme, whilst other recommended activities and social facilities are provided from a 'non-public' fund, i.e. money which has not been provided by a Government department. Your squadron non-public fund is raised by the Civilian Committee. The Air Training Corps, therefore, has good reason to be grateful to the members of squadron committees, people with business experience and also often of local eminence, who thus show in a practical way a genuine interest in youth and the ATC.

Squadron Commanders arrange the appointment of chaplains to their squadrons in consultation with the civilian committee. They provide the chaplain with the opportunity of meeting cadets and of taking part in the squadron training programme.

## **WINGS**

The structure of an ATC Wing now begins to emerge. Groups of squadrons are formed into Wings, of which there are 36. Each Wing is commanded by an RAFVR(T) officer of the rank of Wing Commander. Each wing HQ has a small professional staff for administrative duties headed by a Wing Administration Officer, who is an officer commissioned into the Royal Air Force Reserve and established in the rank of Squadron Leader. The number of professional staff at a Wing Headquarters is detailed on a special form known as the 'Local Unit Establishment' (LUE) held at HQ Air Cadets. The Wing Commanding Officer also commands a number of RAFVR(T) staff officers who are responsible to him for general standards in the Wing. The establishment of the RAFVR(T) officers on the Wing staff is laid down in AP1919, Chapter 2.

Just as a squadron has a squadron Committee each Wing has a voluntary civilian Wing Committee, headed by the Wing Chairman and including the Wing Commanding Officer and Wing Chaplain as ex-officio members.

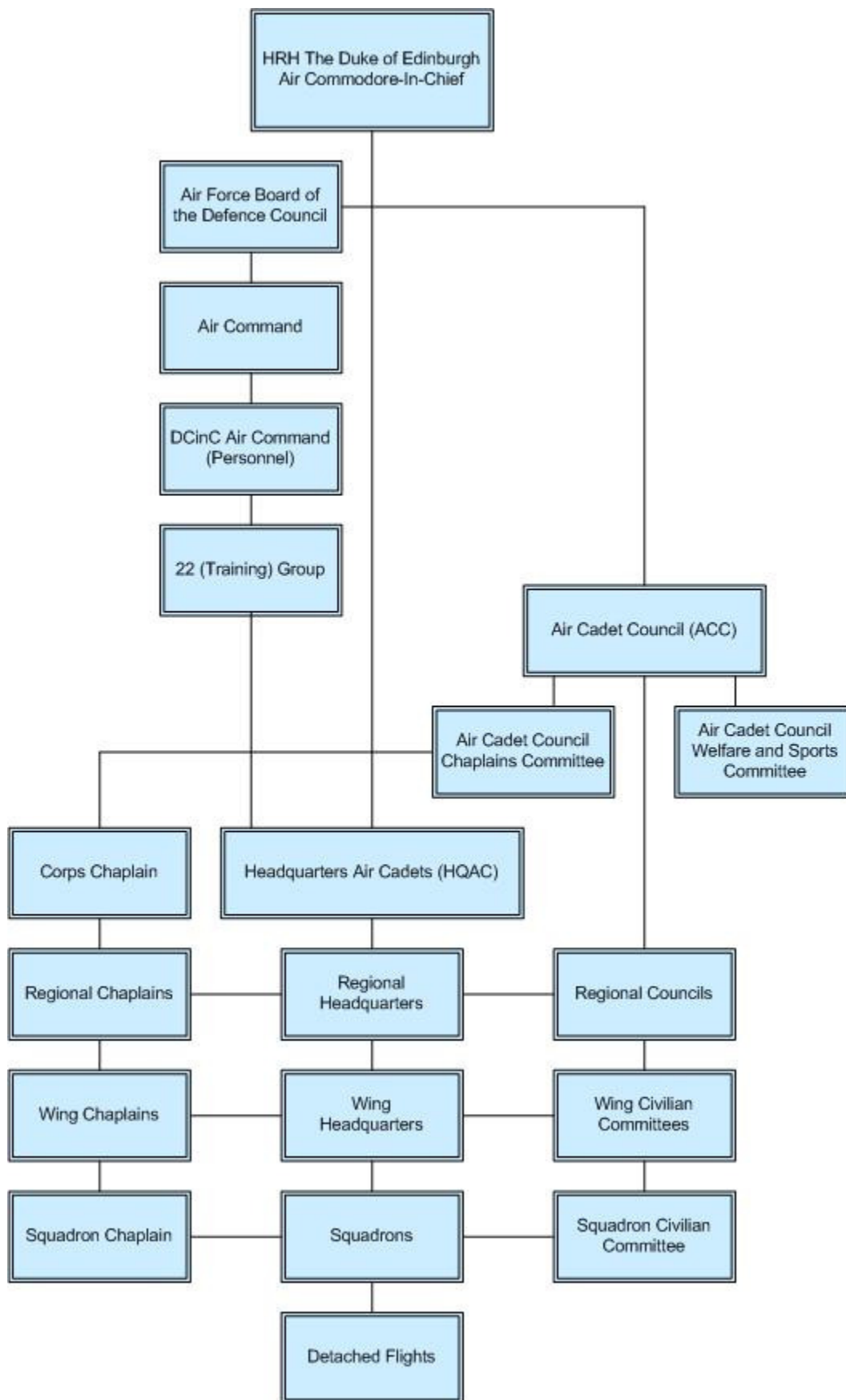
## **REGIONS**

Groups of Wings on a geographical basis are formed into Regions. There are 6 Regions, each with a headquarters composed of a small professional staff established on the HQ Air Cadets LUE and commanded by a Regional Commandant who is a retired RAF officer holding a commission in the Royal Air Force Reserve in the rank of Group Captain. Each Region has a civilian Regional Chairman of a Regional Council, and a Regional Chaplain. In addition, each Region also has a small staff of RAFVR(T) officers who undertake various Regional responsibilities, e.g. Regional Training Officer. The organisation of the Wings and Regions to Headquarters Air Cadets is shown in the diagram on page 10.

## **HEADQUARTERS AIR CADETS**

The next formation above the ATC Regions is Headquarters Air Cadets (HQAC), composed of a staff of professionals headed by an Air Commodore of the RAF who is the Commandant Air Cadets. He is assisted by the Chief of Staff who is a retired RAF officer holding a commission in the RAF Reserve in the rank of Group Captain. HQAC is part of 22 (Training) Group. The diagram on page 10 illustrates this relationship.

## THE COMMAND STRUCTURE OF THE CORPS



## AIR COMMODORE-IN-CHIEF

The Air Training Corps was established by Royal Warrant dated 5 February 1941, this means the King, who had himself been an RAF officer in 1918, had given his approval to the formation of the Corps and wished it to be known that the Corps was a national institution worthy of the support of all influential people up and down the country. King George VI was the first Air Commodore-in-Chief. The Royal Warrant has been amended from time to time, the most recent occasion being 1967 as a result of the report made by a special committee set up to review the Corps. The current wording of its main clauses is set out in ACTI No 1 in ACP 20A<sup>2</sup>. Marshal of the Royal Air Force, His Royal Highness the Duke of Edinburgh, is the present Air Commodore-in-Chief.

## THE AIMS OF THE CORPS

- 1. To promote and encourage among young people a practical interest in aviation and the Royal Air Force;**
- 2. To provide training which will be useful both in the Services and in civilian life and;**
- 3. To foster the spirit of adventure and to develop the qualities of leadership and good citizenship**

You will find the aims re-stated in your 3822 record of service book.

These aims must always be remembered and they are achieved by:

1. Providing progressive training in aviation related subjects
2. Encouraging participation in a variety of activities including adventure training, flying, gliding and citizenship training
3. Developing personal qualities such as initiative, resourcefulness, and the ability to work successfully as part of a team

<sup>2</sup> ACTI means Air Cadet Training Instruction. The Instructions are issued by HQAC and are found in ACP 20A

# MINISTRY OF DEFENCE

Thus, the top of the structure is the Air Force Board of the Defence Council, which deals with matters of high policy concerning the Corps through the Air Member for Personnel who is an Air Marshal and is a member of the Air Force Board. The Air Force Board is advised on Air Training Corps matters by the Air Cadet Council. The President of the Air Cadet Council is currently the Parliamentary Under Secretary of State (a political appointment by the Government of the day). Our own Commandant Air Cadets is a full voting member. The Members are the Chairman of each of the 6 Regional Committees, a representative of the ATC in Northern Ireland, and the Chairman of the Chaplain's Committee of the Council, who is the Corps Chaplain. The 6 Regional Commandants are members but have no voting rights. Each meeting is attended by the Regional Commandants and Chairmen in rotation – usually 1 Regional Commandant and 2 Chairman at a time. The Air Cadet Council has 2 subordinate committees; one is the Chaplains' Committee, which meets separately and forwards its recommendations to the Council through the Corps Chaplain; the other is the Welfare and Sports Committee, which meets separately under the Chairmanship of Commandant Air Cadets for the administration of welfare and sport, and for maintaining and allocating the income of the General Purposes Fund.

## ORGANISATION OF THE RAF

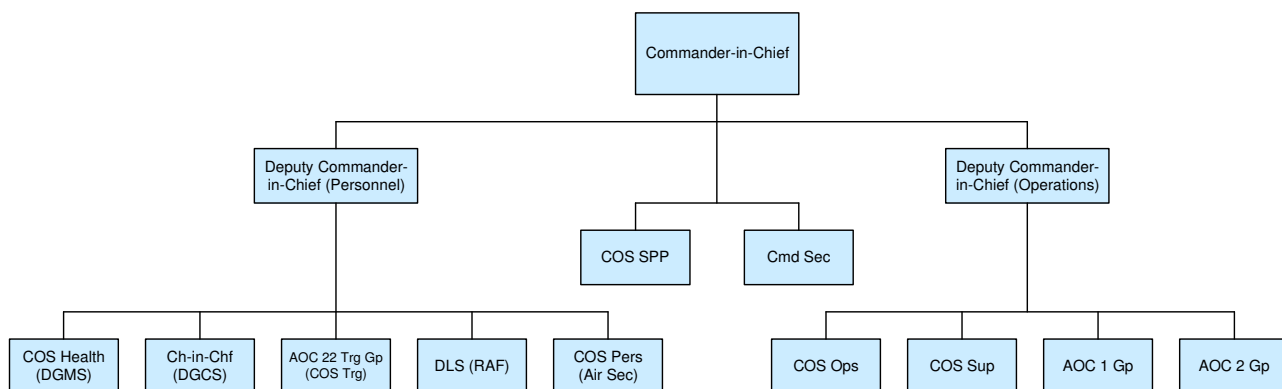
The professional head of the Royal Air Force is known as the Chief of the Air Staff (CAS). The CAS controls the RAF and is responsible to the Secretary of State for Defence through the Chief of the Defence Staff (CDS). The CDS is the professional head of the UK armed forces.

The Air Force Board comprises the senior RAF serving officers and the Air Force Board deals with the high-level decisions and policies that affect the day to day running of the RAF.

The RAF has one Command, known as Air Command. The Headquarters of Air Command are based at RAF High Wycombe in Buckinghamshire. The Royal Air Force's Air Command was formed on 1 April 2007, when the RAF's Personnel and Training Command and Strike Command merged. The creation of a single Command, with a single fully integrated Headquarters, better equips the RAF to provide a coherent and coordinated single Air focus to the other Services, MOD Head Office, the Permanent Joint Headquarters and the rest of MOD.

Air Command is commanded by an Air Chief Marshal whose title is Commander-In-Chief, Air Command (CinC Air Command). The CinC Air Command has two deputies, both Air Marshals who are Deputy Commanders-In-Chief (DCinC). One is the Air Member for Personnel (AMP) on the Air Force Board, who has a direct reporting line to the Chief of the Air Staff on personnel strategy, policy and standards but they also have responsibility for certain functions to CINC Air Command. The other Air Marshal is responsible for operations.

### Royal Air Force - Air Command



## CONCLUSION

The main structure is now complete. We have left out some of the important elements at this stage such as the Volunteer Gliding Squadrons (VGS) and Air Experience Flights (AEF) (which are mentioned in the next Chapter) so that you can see how the ATC is organized and controlled at all levels. You will now understand that at the ultimate head of our structure is the elected Government, which has the final word on policy and controls the purse strings for the supply of public money which keeps squadron training alive.

Remember:

1. **That the Corps structure is closely integrated into the RAF at the top but is operated entirely by volunteers at squadron level**
2. **That in a Government structure whenever a permanent job is to be done there must be an establishment before anyone can be nominated, appointed or promoted to do the job.**
3. **Where to look to find your own squadron designation and establishment.**
4. **That any significant change in the number of enrolled cadets which is held for 3 consecutive reporting periods will normally result in automatic regrading, with consequent, variation in establishment.**
5. **The names of your own squadron officers and squadron committee, your Wing Commanding officer, your Regional Commandant and your Commandant Air Cadets.**

## FLYING AND GLIDING

The Royal Air Force provides 2 main types of flying for cadets:

- **Air Experience Flights (AEF's)** - These are established to provide ATC cadets with air experience flying at selected military and civilian airfields. There are 12 AEF's distributed around the country. The AEF's used by South and East Midlands Wing are:
  - 7 AEF at RAF Cranwell
  - 5 AEF at RAF Wyton
- **Volunteer Gliding Squadrons (VGS)** - These are established to provide ATC cadets gliding experience and to allow them to experience going solo. There are 27 VGS's as well as the Air Cadets Central Gliding Squadron (ACCGS) at RAF Syerston. The VGS's used by South and East Midlands Wing are:
  - 643 VGS and 644 VGS at RAF Syerston
  - 616 VGS at RAF Henlow

There are three types of Gliding courses offered to cadets (ACP20A ACTI 32):

- **Gliding Induction Course (GIC)** – provides the opportunity to develop gliding skills for those aged 13 years 3 months or older (normally 5 launches in a winched glider or 30 minutes in a motor glider)
- **Gliding Scholarship (GS)** – gliding scholarships, potentially culminating in solo flight, will be awarded to cadets who demonstrate to VGS staff aptitude for further training. GIC is a desirable, but not essential, pre-requisite. The minimum age group is 16 years and those cadets who achieve the required standard will be awarded blue wings and a certificate. Some cadets may be invited to continue to solo level. Cadets who fly solo will be awarded silver wings and a certificate.
- **Advanced Gliding Training (AGT)** – The aim of AGT is to provide opportunities for selected cadets each year to undertake training in advanced gliding techniques with the prime aim of developing future VGS staff. On successful completion the cadet will be awarded gold wings and a certificate.

## NATIONAL TRAINING CENTRES

Adult Training Facility (ATF) - This is located at RAF Cranwell and its purpose is to provide courses of instruction for RAFVR(T) Officers, Warrant Officers and Senior NCOs.

Air Cadet Adventure Training Centres - These are situated at Windermere in the Lake District, and Llanbedr in North Wales. They provide courses of instruction for Cadets in a wide variety of adventure training activities. South and East Midlands Wing would normally be allocated two weeks each year.

## PARENTING AND AFFILIATION

As well as being integrated into the Royal Air Force for control and command, the ATC has a very close liaison with the RAF for day to day parenting and affiliation. It is necessary to know the difference, because the same RAF Station may not provide both facilities.

### PARENTING

Parenting is the provision of services to help ATC squadrons to operate efficiently. The arrangements for each ATC squadron are made by Headquarters Air Cadets, and are listed in ACP 8 - List of ATC Units which is held at wing headquarters. The squadron Adjutant holds a copy of your squadron parenting details taken from ACP 8 which detail the RAF station that supplies the following services:

E	Supply - All services
A3	Accommodation - Technical
W	Works Services - Domestic and Technical
F	Fire Precautions
T8	Technical - Ground Defence Weapons (storage and maintenance)
TIO	Explosives storage
Z	Security - All services
Q1	Health & Safety Advice
Q2	Health & Safety Environmental Protection Advice

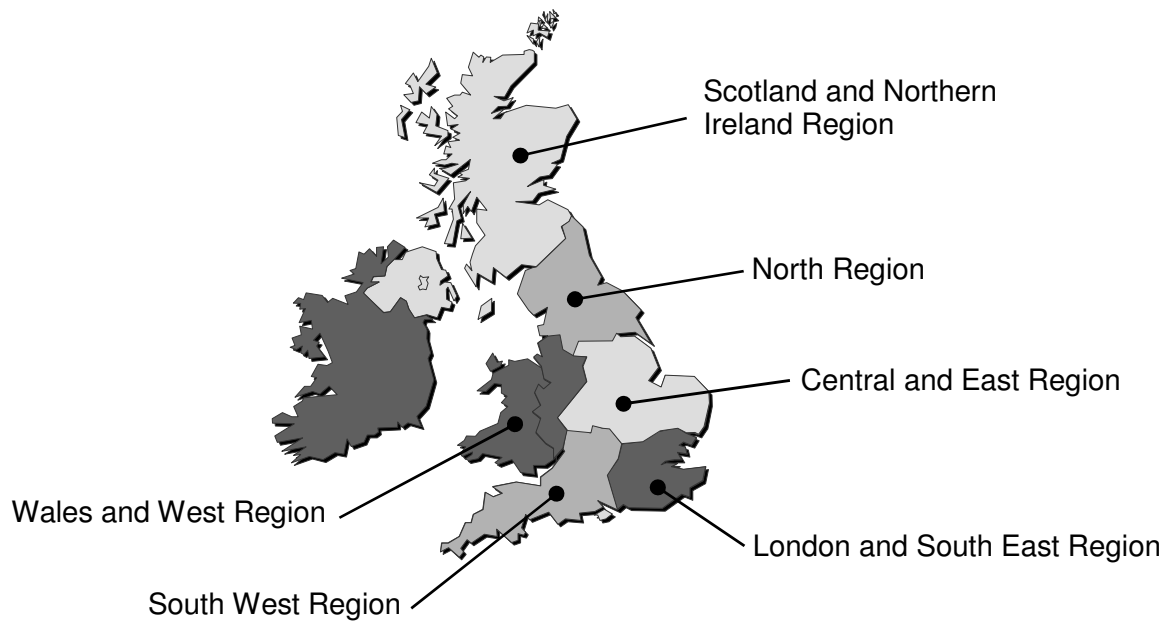
### AFFILIATION

Affiliation is a scheme to enable Royal Air Force Stations to provide direct and effective assistance to air cadet units in their vicinity (ACP 20A ACTI No 5). Only wing headquarters are affiliated and all requests by squadrons are actioned by wing headquarters with the RAF Station.

Each RAF Station Commander appoints a Station officer to co-ordinate the activities of the Station in respect of all affiliated units of ATC. As many units may be affiliated to the same RAF Station, he/she has a busy time. They are known as the Air Cadet Liaison Officer and is usually referred to as the 'ACLO', said as one word. In general, RAF Stations provide assistance wherever they can, e.g. by accepting air cadets on day visits, or providing facilities for Wing functions and courses.

## CENTRAL AND EAST REGION

The United Kingdom is organised geographically into six regions, each controlled by a Regional Commandant who is a Group Captain. Normally he/she will be a retired regular Group Captain from the RAF (RAFR). The six regions are:



## SOUTH AND EAST MIDLANDS WING

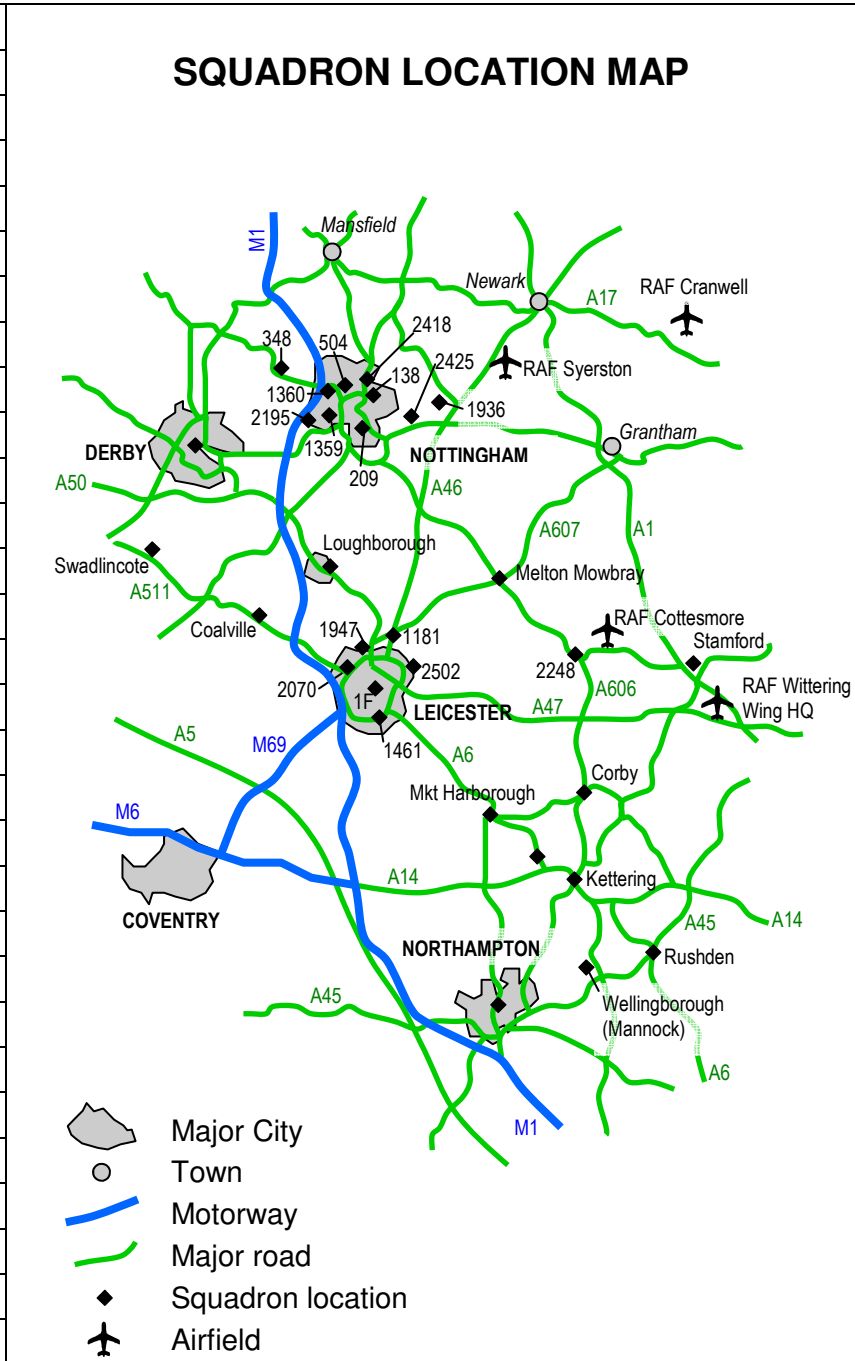
South and East Midlands Wing is part of Central and East Region. The six Wings within our Region are:



South and East Midlands Wing has 29 squadrons distributed through six counties: Leicestershire, Derbyshire, Nottinghamshire, Northamptonshire, Lincolnshire and Rutland. Note that there are no Detached Flights in the Wing.

It is important to note that there are two of the founder squadrons within our Wing, 1F (City of Leicester) and 5F (Northampton).

No	Name
1F	City of Leicester
5F	Northampton
126	Derby
138	1 <sup>st</sup> Nottingham
209	West Bridgford
348	Ilkeston
378	Mannock
422	Corby
504	West Nottingham
858	Rushden
1084	Market Harborough
1101	Kettering
1181	Syston
1188	Coalville
1211	Swadlincote
1279	Melton Mowbray
1359	Beeston
1360	Stapleford & Sandiacre
1461	Wigston
1936	Newton
1947	Birstall
2070	Glenfield
2071	Stamford
2195	Long Eaton
2229	Loughborough
2248	Rutland
2418	Sherwood
2425	Nottingham Airport
2502	Hamilton



## Contacting Other Squadrons and Wing Headquarters

South and East Midlands Wing publishes two documents which are useful when contacting others:

- A Wing Directory lists all squadrons, their Officers, Wing HQ staff and Wing Staff Officers, together with their contact details. It is updated periodically throughout the year and your squadron and your Commanding Officer will hold a copy
- A Wing Map Directory is useful when visiting other squadrons. Each squadron holds a copy.

## STAFFING

It is important to understand the differences between the staff that you will encounter within the Wing:

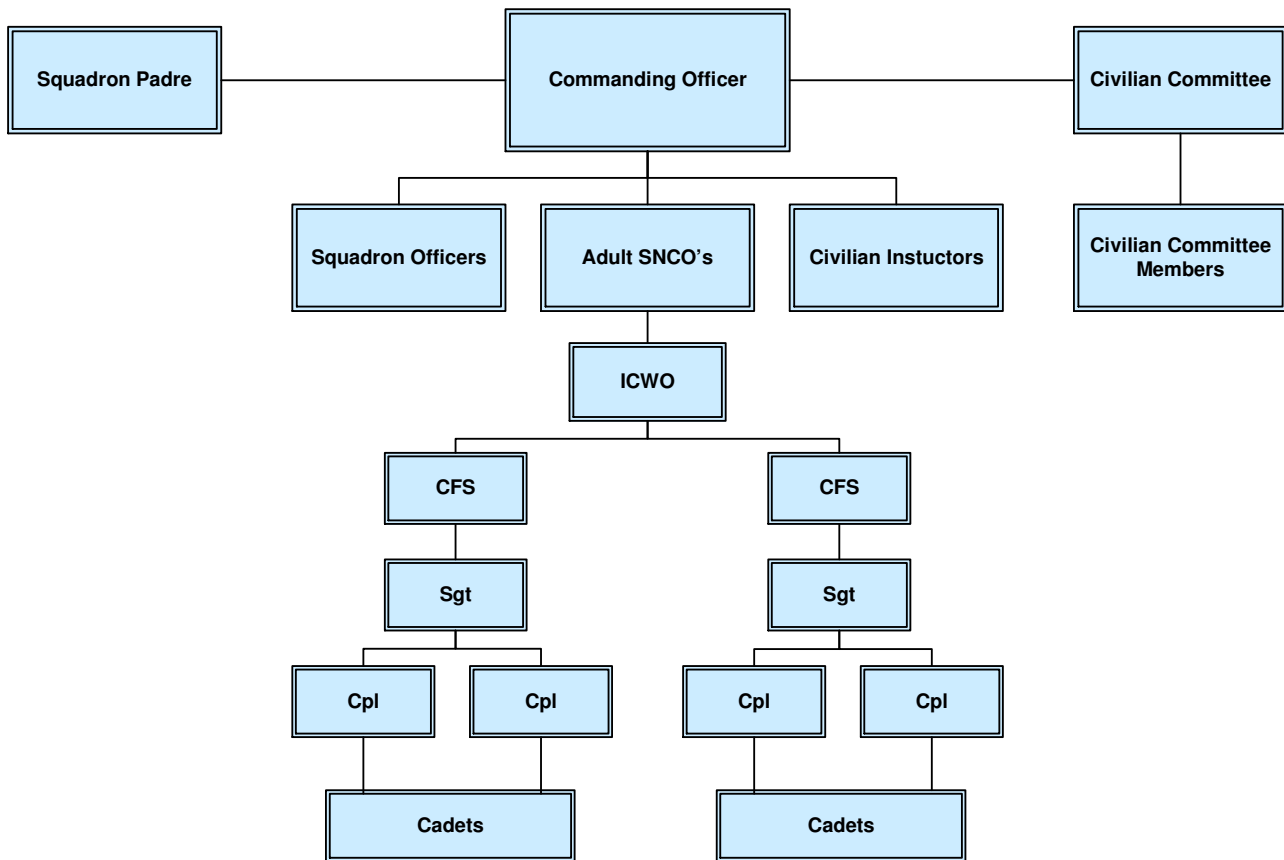
- Uniformed Staff of rank Pilot Officer and above: These are all commissioned into the Volunteer Reserve (Training) branch of the RAF. They are all volunteers and receive pay only for authorised squadron or Wing activities e.g. Wing Field Day or squadron Adventure training activities. The only exception to this is the Wing Administration Officer who is a permanent paid member of staff and a J Class reserve officer.
- Adult SNCO's (Sergeants, Flight Sergeants and Warrant Officers): These are all appointed to the Wing. Again, they are all volunteers and only receive pay for authorised activities
- Civilian Instructors: These too are all volunteers, but they do not receive pay for any activity

The important thing to remember is that all staff are volunteers who give up their free time to run parade nights, weekend activities, sporting events and many other courses.

## A TYPICAL SQUADRON

A typical squadron consists of a Commanding Officer, Squadron Officers, Civilian Instructors and Cadets, supported by the work of the Civilian Committee. The number of cadets on the squadron dictates the maximum amount of staff that the squadron can be established for, together with the maximum amount of Cadet NCO's. For example, a squadron with between 46 and 60 cadets is classified as D and is entitled to an establishment of 4 officers, 3 SNCOs and up to 4 Civilian Instructors. Note that all uniformed posts are convertible i.e. AWO/SNCO may fill an officer post and vice-versa (ACAI 101 Annex A). Whatever the squadron size, typically it will be organised along the following lines:

## Structure of a typical Squadron



### STAFF ROLES WITHIN A SQUADRON

There are many roles that need to be undertaken to ensure the smooth and efficient running of a squadron. Typically they are divided amongst the adult staff to best utilise their skills and personal interests, although some are associated to particular ranks automatically:

- Commanding Officer – responsible for all aspects of the squadron
- Adult SNCO's – responsible for drill and discipline
- Adjutant – the squadron administrator
- Training Officer – responsible for creation and administration of the Training programme
- Supply Officer – organises the supply of uniform and equipment
- Shooting Officer – responsible for shooting, armaments and ammunition
- Adventure Training Officer – an organisational focus for all adventurous training
- D of E Officer – responsible for administration of the D of E scheme
- Cadet Training – normally a group of staff who deliver the Training programme
- Security Officer – ensures security of the squadron and adherence to procedures
- Chaplain / Padre – responsible for moral leadership and community matters
- Health & Safety Officer

In addition, each squadron has a Civilian Committee which is concerned with the welfare, recreational and financial aspects of the squadron

Note that these roles are not exclusive and some staff may assume more than one role, or undertake different roles at different times. It is the CO's responsibility to assign staff roles, but an effective Staff Cadet will be able to undertake or support the staff in many of these activities. The following sections detail some of these roles.

## SQUADRON ADMINISTRATION



A Squadron Commander is responsible for all aspects of his or her squadron. This includes the delegation of administrative duties to members of staff and staff cadets because the whole essence of good organisation and administration is to think of everything that has to be done and then put together the team to do it. For a squadron to be successful business like methods are essential and a well-run office is a great asset.

Administration involves knowledge of the rules and regulations affecting the Corps because this is the framework within which the squadron must operate. It is not possible to remember everything but it is most important to remember where to look to either confirm or find the answer to any question. It is essential that staff cadets should know of, and be able to use effectively the following publications:



### **AP 1919 – Regulations for the Air Training Corps**

This is a Ministry of Defence publication, which reflects MoD policy regarding the Corps. It is under constant review and is amended from time to time

### **ACP 20A – Air Cadet Training Instructions (ACTI)**

### **ACP 20B – Air Cadet Administrative Instructions (AI)**

These two publications are produced by HQ Air Cadets, again they amended regularly. They are more likely to be up to date than AP 1919, and include greater detail

By referring to these books you will be able to find information and guidance on all aspects of Corps administration. It is important that the amendments, which are issued from time to time, are promptly and accurately incorporated into the books.

### **NCO v's Staff Cadet**

It is important to recognise that every cadet can become a Staff Cadet but relatively few can become NCO's. The Training Officer should ensure that NCO's are well trained in smartness, discipline, leadership and command. In this way they will help develop a spirit of comradeship and efficiency on the squadron.

The staff cadet will be able to play their part in assisting the staff primarily through organisation and administration of the squadron.

## DUTIES OF THE ADJUTANT

### Regulations and Instructions

The rules by which the ATC is governed are called 'regulations and instructions'. You will learn many of them by experience. You will probably already know very well your squadrons own rules, usually called Standing Orders, but you cannot be expected to know all the Corp's regulations and instructions. The important thing is to know where to find those which govern the particular activity you may be planning.

AP1919 contains the ATC policy. For example it gives the main responsibilities of squadron Commanders (Para 119).

The detailed specific ATC activities are in ACP 20A, ACP 20B or a special subject ACP. For example the regulations governing air experience flying are in ACP 20A ACTI 31; the regulations for annual camps are in ACP 237 and those for adventure training in ACP 17. When you need to look up regulations for a specific subject it is probably quickest to follow this simple guide:

1. **Is it a policy matter? If so look up in the index of AP 1919.**
2. **Is it a common activity for all squadrons? If so look up the contents list in ACP 20A or 20B or the list of subjects in ACP 20B, AI 116, Annex B.**
3. **Is it a local matter? If so look up your Squadron or Wing Orders**

### Annual Planning

A year passes very quickly and the ATC training programme covers a wide field. If cadets are to participate in the very many activities available forward planning is essential. The dates of standard activities such as examinations, courses, annual camps, flying etc should be published well in advance so that individuals can plan their attendance. Your Wing Headquarters publishes a Wing Calendar which is updated regularly and which details all the Wing events for the whole year. Squadron activities should be planned so as not to clash with Wing events.

### Correspondence and Forms

This is probably one of the most important aspects of the adjutant's duties. In an organisation composed of so many units manned by volunteers the only common method of communication is by the written word in some form or another. The receipt, actioning, and writing of letters are essential functions of the efficient squadron.

The Royal Air Force has an efficient filing and index system which can be used, at least in part, by Wings and squadrons. It is not the purpose of this booklet to teach it in detail but the materials for it, i.e. the files (MOD Form 329D) are available from Wing Headquarters as described in ACAI 116 Annex C.

Files when opened are numbered and the numbers are listed in a file index so that they can easily be found when required. Each file reference number should start with the squadron number followed by a sequence number, which identifies the subject of the material in the file. There can be several numbers each identifying a sub set of the main subject. Each file reference is then given a suffix at the end to indicate the group the file belongs to. An explanation and list of file references is detailed in Appendix 6 – Wing and Squadron Filing References, page 47.

For example letters sent from Wing HQ about a NCO training course would be referenced S&E/4/1/1/TG. This would show the letter originated at Wing HQ and was about Cadet Basic Training, specifically covering NCO and Staff Cadet Courses and falls under Training Ground.

Most squadron files would mirror the Wing index for ease of reference so a reply from 1188 squadron re this course would be referenced 1188/4/1/1/TG.

There are many different forms used, each one for a different purpose and all numbered either as an RAF Form or an Air Cadet Form. Most of the ones used on a squadron are listed in ACAI 116, Annex C. The correct treatment of correspondence and the prompt reply to all communications is a valid indicator of an efficient squadron. Staff Cadets can be of great value to the squadron by undertaking some responsibility in this area.

## Records

All efficient units keep records because the Commanding Officer needs to know the facts about the squadron. For example the Attendance Register (RAF Form 4258) is an important document in many ways. Not only is it used to record the individual cadets attendance but the attendance and cadet strength figures are used to complete the Six-Monthly Statistics Return (Form Stats 2876) which is submitted to Wing HQ. The register may also be used as a roll call in the event of an emergency.

The important squadron training records are listed at ACTI 4 and staff cadets should know how to keep these up to date. They include:

- Training Progress Charts (ACP 12 to 14A).
- Exam Nominal Roll and Result Form (RAF Form 3521)
- ATC Exam Record Card (RAF Form 3521A)
- Cadet Record of Service Form (RAF Form 3822A)
- Cadet Record of Service Book (RAF Form 3822)

## Transport

An essential matter since all activities away from the squadron HQ involve travel. Some squadrons have their own transport but most will rely on cars provided by staff and parents or hire of coaches or mini buses.

Planning any form of transport requires administrative work and a knowledge of the rules is essential. The first thing to know is the difference between 'individual' and 'collective' travel, collective travel rules come into force whenever more than 3 cadets are in the party and ACP 20B AI 304 gives all the details on how to arrange collective travel. The overriding factor is the cost; each Wing is allocated a budget each year, which must not be exceeded. It will normally be sufficient to cover transport for flying and gliding however funds may also be available to cover the cost of transport in connection with other 'authorised activities'. ACTI No1 Annex B gives a full list of these. The relevant accounting forms are listed in ACP 20B AI 116 Annex C. The main one for squadrons is ACCTS 4 – Application to Travel at Public Expense.

## Accommodation

While the provision of the buildings is initially the responsibility of the Civilian Committee it is often the adjutants duty to ensure the maintenance of the facilities, usually through the Reserve Forces and Cadet Association (RFCA). However, work on the grounds is almost always the squadrons own responsibility. The outside of the building is the first that prospective cadets see and may often be taken as an indicator as to what the squadron itself is like. Each squadron building will receive an annual inspection by an RFCA works officer. The purpose of this is to identify any works that are required to ensure that the fabric of the building, it's fixtures and surrounds are presentable and in good working order.

Any damage should be reported as soon as possible to the Commanding Officer. He or she can then submit to RFCA through Wing HQ a request for work services to rectify the problem. This would also include emergency repairs such as burst pipes or broken windows.

### **Recruitment**

Some adjutants find that they are responsible for recruitment of new cadets. The most common form is for existing cadets to bring friends however displays in town centres, schools and posters in the surrounding area can also be used to good effect.

### **Health, Safety & Welfare**

Welfare is the well being of the cadets and includes provision of games, recreational facilities, canteen etc. The adjutant will probably be responsible for the collection of cash from cadets and passing it to the squadron Treasurer.

The most important duty of everyone in the Air Cadet Organisation is to ensure the safe-being of cadets, staff and visitors. The health & Safety Manual, ACP5, contains the policies relating to Health & Safety (H&S) and also details the procedures to be followed and the necessary forms and format for H&S related orders.

Finally the above represents the main activities the adjutant may carry out however they may differ from squadron to squadron. The key factor in an efficient and effective squadron is teamwork, as a staff cadet you should ensure you are an important part of that team.

## **DUTIES OF THE TRAINING OFFICER**

### **Introduction**

The Training Officer is arguably the most important member of staff on the squadron. It is they who are responsible for the design and implementation of the squadron training programme and it is the variety and scope of the training that may be instrumental in cadets staying with the squadron or leaving.

### **The Training programme**

As every squadron cannot conceivably do everything in the ATC syllabus, it must choose carefully what can be done in relation to the squadron facilities, staff availability and experience. However a wide range of activities are not beyond the scope of most squadrons and if the training programme makes full use of the staff and cadet manpower then it will probably prove to be enjoyable to the cadets and thus effective.

The training officer must produce a training programme to cover the mandatory part of the syllabus laid down in ACP 20A ACTI No 1. This is best seen in Annex A to that ACTI.

The training officer will need to take into account the following in designing the programme.

- **Mandatory subjects** - It is essential that all mandatory subjects are covered e.g. senior cadet must cover either navigation or aircraft handling.
- **Availability of instructors** - Not only the experience of each instructor for the lessons he is allocated but also the nightly availability of them.
- **Room availability and suitability** - This will take into account the size of the class, special facilities needed e.g. radio equipment and what else is going on around, eg is the band practising next door.
- **Training aids** - Instructors may need special aids that are in short supply thus if not enough OHP's are available for the lecturers then the programme may have to be rearranged.

- **Eligibility of the cadets** - The training officer must be aware of the various requirements for each stage of training as regards age etc. For example, did you know that you can take Staff Part 2 before taking Staff Part 1 as long as you have passed Senior cadet, have completed 2 years enrolled service, attended at least one summer camp or an alternative approved by HQAC, completed the 1st class shot test within the last 12 months and if that isn't enough done 25 hrs project training. There are also age requirements and conditions change so it is important that amendments to ACP 20A are subject to careful scrutiny.
- **Ongoing progress of cadets** - The training officer should monitor the progress of cadets during the training. If a cadet is finding a subject particularly difficult then perhaps an alternative needs to be found, this would obviously be done in conjunction with the lecturer. Likewise if a cadet has poor attendance alternative arrangements may be required to cover the missing elements of the syllabus.

### **Other Activities**

It is not the responsibility of the training officer to organise all the activities on a squadron, however he will need to liaise with all the other staff to fit the activities into the training programme.

Many activities are listed in ACP 20A in the official syllabus including citizenship training, and projects. It may be that the training officer has to help organise these activities and the first thing to do is to find out the basic requirements. For flying it may be sufficient to read ACP 20A ACTI 31 re eligibility, e.g. passes in map reading, airmanship and communications at basic cadet, and know which airfield you fly from. You may need to organise transport and accompanying staff.

Other activities require much more planning e.g. adventure training, rifle shooting and many need to be planned months in advance to ensure the necessary paperwork and authorisations can be obtained from Wing, Region, and sometimes HQAC. Specific staff roles are often assigned for Adventure Training and Shooting due to the specialist training required of the staff to run these activities.

### **Projects**

These are compulsory under the syllabus and require a minimum of 25 hrs at each level of training (except study for 1<sup>st</sup> Class Cadet). This is an area where staff cadets can be particularly useful in finding out what the cadets want to do and then helping in the organisation of the training. There are a wide variety of subjects and the aim is to create interest by using practical work to aid learning, e.g. engineering work, flying aircraft models, etc. However it is important to once again remember the demands placed on the squadron resources and staff, re-building a motor cycle may sound a good project but it will require a lot of technical knowledge plus specialised equipment and not least of all storage space.

The D of E scheme makes a fruitful source of project work and enables the cadets to work towards the completion of D of E as well as ATC training.

### **Staff Training**

The training officer will also be interested in the training of the squadron staff to help them become better instructors. A wide range of instructors' courses are organised by HQAC, covering syllabus subjects such as Principles of Flight, Propulsion and Airframes. In addition to adult staff, these courses are also available to staff cadets over 18 years of age. Other staff training courses such as Training Officer and Adjutants courses are run for all staff by the Wing.

## **Cadet Courses**

Once again HQAC organise a wide range of cadet courses ranging from leadership training through to skiing and shooting. Details can be found in ACP 20A Section 8 and all squadrons are notified through Wing of all events so that cadets can plan in advance for their attendance. South and East Midlands Wing has a very successful NCO development training programme which incorporates Initial and Advanced courses. Some squadrons also organise specialist training for potential NCO's.

## **DUTIES OF THE SUPPLY OFFICER**

### **Introduction**

Often called “equipment” or “stores” but all should cover the same elements, that is the provisioning, storing, issuing and return of items supplied by the RAF.

Like everything else, to get the best out of the supply process the correct procedures and forms need to be used.

A good supply officer can ensure that the squadron and cadets have all the equipment that they need and at the right time. He/she may also be able to procure other equipment that is not normally supplied by establishing a good working relationship with the staff in the Supply squadron at the parenting station. Equally they may be able to obtain other equipment from local contacts.

### **AP1896**

In this AP you will find all the equipment that an ATC squadron is scaled to have. However this does not mean you have to demand all the items contained in AP1896, you may not have room for everything, nor the staff to make best use of it.

Wings rather than squadrons hold some of the items.

### **Proformas**

If the item to be demanded is held at Wing then a letter/memo to Wing will normally be sufficient e.g. for stationary, badges, brassards etc.

If it is a squadron held item then specialist forms are used as follows:

- Proforma A    Used for the demand of uniform clothing for named cadets only.
- Proforma B    Used for the demand of all other equipment (i.e. technical and barrack items) scaled in AP1896 and return of equipment (including clothing) no longer required.
- Proforma C    Used to request the removal from inventory of part-worn serviceable (PWS) clothing issued from squadron stores to named cadets and to also request entry onto the inventory of uniform returned by cadets leaving the squadron.

## Parenting Station

This is the RAF Station that is responsible for the provision of services to your squadron. There may be more than one RAF Station parenting your squadron for different equipment. The parenting station for your squadron can be found in ACP 8 held at Wing HQ.

There are 10 classifications for the parenting of services. The most common / relevant to squadrons are as follows:

- E Supply of all equipment
- E1 Supply of domestic equipment, furniture and clothing only
- E2 Supply of technical equipment i.e. all equipment other than covered under E1
- E3 Accounting for equipment

## Clothing

### Issue

Squadrons are allowed to store only part worn serviceable (PWS) items as backing stock. If no backing stock is available to kit out a cadet then Proforma A is to be raised in triplicate with the first two copies being sent to the parenting station and the third retained on the squadron.

If the cadet can be supplied out of backing stock then Proforma C is used, again in triplicate, with two copies going to the parenting station.

On issue of clothing each cadet should sign for all items on a Loan Card (Form F668 or equivalent).

### Returns

When a cadet leaves, all uniform signed for must be returned and signed back in. If the uniform is re-usable then complete Proforma C in triplicate, two copies to parenting station, one retained on squadron.

If the uniform is unserviceable Proforma B is used.

## Inventory

### General

Equipment held by squadrons is controlled by inventories and registers, of which there are four different types:

- Computer Inventory
- Manual Inventory
- Surplus and Obsolete Equipment Register
- Squadron Property Book

Each squadron must have a named inventory holder and this person will be responsible for the safe custody and accounting for the items listed. Inventories will normally be checked each year by the inventory holder and whenever the inventory holder is changed e.g. due to change of squadron command. Random independent checks may also be made.

### Computer Inventory

Most equipment supplied is controlled by the computer system and at every change in the inventory, and at periodic intervals, the squadron will receive an inventory listing showing the items that are recorded as being issued to the squadron through the parenting station.

Items are classed as either P, L or C items: -

- P and L items are accountable items that remain on inventory and can only be replaced on return to Supply.
- Class C items do not remain on charge and can be replaced without return to supply. (i.e. consumables)

Any discrepancies in the inventory must be investigated and the matter reported to your parenting station for action.

### Manual Inventory

For items that are not held on computer a 'manual' inventory is kept by the inventory holder with a copy kept at the parent station supply squadron. Therefore, each squadron may have two official inventories.

### Surplus and Obsolete Equipment Register

From time to time your squadron may have items of equipment that are no longer needed by the RAF but which may be of interest or training value to cadets. This can include items such as parachutes, life rafts etc. It is not possible to list the items available as it varies considerably however some are listed in ACP 20B ACAI 401 Annex A. If a particular item is needed then a letter should be sent to Wing HQ who will pass it on to either HQAC or the parenting station.

If the items are available then they will be issued and must be recorded on the Register of Surplus Equipment (ACP 20B ACAI 401 Annex B)

### Squadron Owned Equipment

Any other equipment obtained by the squadron should be recorded manually in a special inventory. This will include all non-consumable items e.g. compasses, tents, etc as well as items of office equipment.

## **DUTIES OF THE ADULT WARRANT OFFICER (WO) / ADULT SENIOR NCO (SNCO)**

1. Maintenance of discipline on the squadron. The WO / SNCO is more than likely the first contact with adult staff regarding disciplinary and other problems on the squadron.
2. Ensures that the CO's orders regarding the general running of the squadron are carried out.
3. The WO / SNCO must be aware of the detail of dress regulations and ensure that cadets are properly dressed in accordance with those regulations. They will maintain a high standard of dress and deportment both personally and in cadets.
4. The WO / SNCO must have a working knowledge of drill and parade procedures, and must ensure that cadet NCO's are trained in all practical aspects of drill.
5. The WO / SNCO may also take on many other duties including classroom training, shooting officer, and supply officer depending on the needs of the squadron. The WO / SNCO may also hold a range certificate and will supervise range practices both on indoor and outdoor ranges. They may also be responsible for the correct storage and condition of both arms and ammunition.
6. WO's / SNCO's are an important part of the squadron team. A good and enthusiastic WO / SNCO will exert their own influence on the standards of the squadron.

## **CIVILIAN INSTRUCTORS (CI)**

1. CI's must be accredited and authorised by HQAC to have sole charge of cadets.
2. Their activities are mainly concerned with instructing cadets in exam syllabus subjects using their own particular skills or interest to ensure the cadets have the best possible instruction in any individual subject.
3. CI's with appropriate qualifications can also be used for assisting / supervising cadets in adventure training, Duke of Edinburgh Award or shooting
4. It must be remembered that CI's are unpaid volunteers who may not have the time available to become members of uniformed staff but are prepared to give up what spare time they do have to assist on a squadron. They are a valuable member of the staff team and can provide a very useful link between the uniformed staff and cadets.
5. Their individual skills are very valuable and should be used in a way that is positive and useful for both cadets and the CI.

## **SQUADRON PADRE**

1. Conducts formal church parades and services, especially cadet enrolment.
2. Responsible for instruction in moral leadership and local community matters.
3. Be available for both cadets and staff in time of personal difficulties.
4. Should be conversant with ACP 9 (Religious Training Syllabus).

It is essential that the padre is looked on and treated as part of the squadron team. He is a member of staff and should be treated as such. He must be kept informed of squadron developments and advised of any changes in the training programme.

## **CIVILIAN COMMITTEE**

In a community wishing to form a new ATC squadron, a Civilian Committee must first be formed. They have four key responsibilities:

- To find suitable accommodation
- To recommend a suitable person to be the Commanding Officer
- To establish squadron finances
- To assist the squadron CO to find suitable squadron Staff

Their principal functions are:

1. The Chairman is the focal point of the committee, chairs the meetings and forms the principal link with the Commanding Officer of the squadron
2. The Treasurer administers the squadron finances whether they are ATC annual Administration and Training grant monies or cadet subscriptions.
3. The role of the Secretary is to organise meetings, take and promulgate minutes and deal with any correspondence.
4. The Committee is authorised to administer public funds through the squadron Admin and Training Grant.
5. They look after the welfare and recreational side of the squadrons activities as distinct from the training and parade activities which are the responsibility of the CO. Normally a civilian committee will not interfere in the day to day running of a squadron but can notify Wing Staff if they feel that the cadets welfare is in danger because of bad administration.
6. Establishes and maintains a good relationship between the squadron and the local community with the object of obtaining support from local authorities.
7. Organises fund raising activities such as car boot sales, etc to supplement squadron funds.

Again it should be remembered that the civilian committee comprises people who are giving up their time to assist the squadron. They are all unpaid volunteers. A civilian committee consists of a Chairperson, Hon Secretary, Hon Treasurer and other members who ideally will have some prominent local citizens amongst its number. Meetings should be held on a regular basis, often monthly or quarterly. The CO and the Padre are 'ex officio' members of the committee, i.e. automatically members because of their appointment. He/she will normally present a report to each meeting on the state of the squadron and squadron activities.

## **CADET CLASSIFICATIONS AND RANKS**

### **STAGES OF CLASSIFICATION**

The training stages are designed to fulfil the aims of the ATC.

**First Class Training** - When a new cadet joins the Air Training Corps they become a Junior Cadet and work through ACP 36 'Induction Handbook for New Cadets'. As a Junior Cadet they will complete First Class Cadet Training - Part One which should take approximately one month to complete. Upon satisfactory completion of the First Class Cadet - Part One Cadet training programme, the Junior Cadet is then enrolled as a Second Class Cadet and is issued with a uniform. Second Class Cadets then complete the First Class Cadet - Part Two training programme which is intended as a foundation for future subjects. The First Class Cadet – Part Two training programme should take no longer than three months to complete.

**Leading Cadet Training** - This stage should widen the interest in aviation and takes about nine months to complete. At this stage cadets are introduced to project work. It is a compulsory part of the syllabus and is designed to make cadets pursue a particular interest in detail and to finish something which they start.

**Senior Cadet** - This stage of training should also take about nine months and allows cadets to specialise in subjects they find interesting.

**Staff Cadet** - This stage is split into two parts which can be taken in any order. Part one is the study of the technical subjects studied at senior level, continued through at this stage at a more advanced level. Part two is where organisational and managerial skills have to be learnt because when qualified various squadron activities can be organised and run by a staff cadet.

### **CADET RANKS**

Promotion within the rank structure is only awarded as a result of selection by the Squadron Commander. To be awarded the rank of Instructor Cadet Warrant Officer firstly you have to be selected by your Squadron Commander and then interviewed by the Wing Commander. Numbers of cadets that can be promoted are limited according to the size of your squadron and in the case of ICWO's by the size of the Wing.

## APPENDIX 1 - ORGANISATION

Organisation is often considered to be part of the wider skill of 'leadership'. This is more usually referred to as 'management' in civilian life.

### Knowledge

One of the key organisational skills is knowledge, and this is a key requirement for the Staff Cadet. Being knowledgeable does not necessarily mean that all the facts are committed to memory, as although this is useful the truly 'organised' will know exactly where to find a relevant piece of information. This is normally in one of the AP's or ACP's.

Knowledge can be used to guide and persuade cadets to do or to learn something; an **example** of the knowledge requirement for a staff cadet is as follows:

The task is to assist cadets to pass their Leading Cadet examination, these are **some** of the things you will need to know:

1. What subjects, what date, which cadets are eligible, how to enter
2. What incentives for cadets to pass – supply of badges and certificates
3. What form of exam, who sets it, who marks it, how does the cadet know if they have passed or failed
4. How does the class fit into training programme, look at programme
5. What training aids are required? Firstly check the relevant ACP's. Then find out what aids the squadron already has. Ask the training and supply officers, training aids can include OHP's maps, compasses, films, slides etc. Think of any additional sources e.g. local libraries, films etc. You will need to consider the finance of items that need purchasing and this may need civilian committee approval. The items may need to be built or can only be borrowed on loan for a short period of time; in which case you will need to plan in advance to ensure that all items are available when needed
6. Not all cadets will attend each lesson, a record for each individual cadet is required to monitor progress.
7. Project Training. Each cadet must do a minimum of 25 hours. Does the squadron have fixed projects or do cadets have to think of their own. Can it be integrated into the D of E scheme? Do the civilian committee need to be approached for funding of materials etc. Does the squadron have the necessary storage space and staff expertise to enable the project to be supervised and completed?

### Achieving the Task

The next task is to guide the cadets in the subjects, passing your knowledge onto them so they will see the incentives and know what is required. If the instructor can develop an interest and desire to learn, then the cadets are more likely to be motivated to want to pass the exam and the chance of success is much higher.

While instructional techniques is covered separately, it is worth reminding you at this stage that cadets will derive some benefit if they **HEAR** you talking about the subject. Even more benefit if they can **SEE** what you are talking about, but best of all is if they can **DO** what they have heard and seen.

### Conclusion

The aspects of instructional and organisational ability rest largely on knowledge and communication. Almost every situation can be dealt with in the same way – learn all you can about what has to be done to ensure the task is successful and then communicate to ensure it gets done.

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## APPENDIX 2 – INSTRUCTIONAL METHODS

### INTRODUCTION

As a Staff Cadet, it may on occasions be necessary for you to instruct cadets on one subject or another. Whatever the subject you must be equal to the task and the following notes may help you achieve it.

Unless you are fully aware of the fundamentals of instruction and use them in your technique, you will not achieve the reaction you want from your students; nor will you be able to tell whether you have really achieved the object of your instruction. Instructional technique can be divided into 4 main areas:

- Lesson Preparation.
- Lesson Presentation.
- Aids to Instruction.
- Classroom Management.

### LESSON PREPARATION

Before preparing the content of your lesson certain points must be considered:

- **Syllabus:** What is the cadet required to know? Check the syllabus., if you are not sure, seek further information.
- **Time:** How much time do you have?
- **Student's Knowledge:** How much does the student already know? For example, there is no point in wasting time covering aspects which have already been dealt with in other lessons, although you must link to the last lesson on the topic by way of revision.
- **Your Knowledge:** You may have to spend some time to make sure that your own knowledge is accurate. Real-life material should be used to illustrate difficult problems.

### LESSON PRESENTATION

To achieve the objective, i.e. that the student learns, careful thought should be given to the presentation of the lesson. Apart from the preparation/planning stage, the lesson structure should cover 5 main aspects:

#### Introduction

The introduction must be carefully thought out because within it lies the foundation of the lesson. The Introduction should contain the following elements, which can be remembered by the mnemonic INTROSH:

- **Interest** - By the use of relevant humour, anecdotes, analogies or revision, you should get your class interested in the subject.
- **Need** - Tell the class why they need to know the information you are about to give them.
- **Title** - State the title of the lesson.
- **Revise** - How does this lesson fit into the general pattern of instruction? Let them see that this follows on from your previous lesson, possibly by the use of revision questions.
- **Objectives** - What is going to be learnt during the lesson by the cadets and how is this to be done?
- **Scope** - How long is the lesson and how are you going to cover the topic.
- **Handout** - Is there a handout, or do they need to take notes?

## Development

The development is the main part of the lesson where the real 'learning' should be achieved. No 2 developments can follow the same format, but each should contain certain qualities:

- **Logical Sequence** - Your development should go in clear steps, leading as naturally as possible from one to the next. If you are working on an ACP chapter or revising, the logical sequence will be there, but on occasions you may need to plan your own.
- **Progression** - Progress in stages following the logical steps. Stop and check at the end of each phase to make sure that your class has learnt, by asking them questions. Do not forget that the more difficult parts of the lesson should be allocated more time than the easy ones.

## Consolidation

The object of the consolidation at the end of the lesson is to reinforce the main points of the lesson. Summarise what you have taught by asking questions yourself and by giving your students the opportunity to ask questions. Round off the lesson by telling the students what is to happen next - canteen break, final parade etc.

It is during the lesson itself that the personality of the instructor plays an important part, and the following points should be noted:

- **Motivation** - Your cadets may have already been receiving instruction at school during the day and, unless they are properly motivated, may not be happy to continue during the evening. Your own attitude to the learning process generally, and this subject particularly, can do much to generate and sustain interest.
- **Enthusiasm** - Demonstrate your enthusiasm by knowing your subject well. Make the students aware that you are there to help them.
- **Voice / Accent** - Speak in your natural voice and accent (whether it be that of the north, south, east or west).
- **Nerves** - Many of the best orators have, at some time, had an attack of 'nerves', and the best way of overcoming these is to remember that you are the master of the situation. Try not to show 'nerves' - but do not adopt an arrogant or over-confident approach, lest your class be more concerned with disliking you than with learning from you!
- **Mannerisms** - Although not consciously nervous, instructors are prone to mannerisms which can quite easily distract or irritate the student.

DO NOT	DO
Keep walking up and down in front of the class	Keep reasonably still
Fidget, jingle money in your pocket, keep looking at your watch or indulge in unnecessary and extravagant gestures	Face the class at all times and make as much use of eye-contact as possible In this way the students feel that you are taking a personal interest in what they are doing and will be less inclined to 'turn themselves off
Be sarcastic, or attempt to raise a cheap laugh at the expense of a student	Use humour discreetly and speak naturally clearly and at a rate slightly below that for normal conversation
Toss chalk in the air while talking	Be honest - if a question is asked and you cannot answer it then say so and volunteer to find out the answer

## Class Activity

It is very important, indeed essential, to remember that good instruction is a 2-way process, i.e. if the student is to learn then he must be allowed to take an active part in the lesson. By taking part the student is encouraged and assisted in the learning process and this is best achieved by questioning and practical exercises (where appropriate). However, questions must be framed properly if they are to obtain the information required, and the following points should be borne in mind:

- **Pose** each question beginning with an interrogative, i.e. what, where, when, who, how etc **Pause** to let the question sink in, then **Pounce** to nominate a student to answer. '*The Pose, Pause Pounce technique*'
- Be concise.
- Distribute questions evenly throughout the class.
- Do not ask questions which are too easy or too difficult.
- Avoid questions which will result in a yes/no answer, unless you propose to follow them up with further questions.

Remember, however, class activity must be controlled lest the class take over from the instructor.

## AIDS TO INSTRUCTION

Of all the senses the eye is the most important from a teaching/learning point of view and all instructors should remember this during all phases of the teaching process. Instead of trying to spend long periods of time describing an item bring a model (or if possible the real thing) into your classroom. However, never make it too complicated, otherwise your class will become lost and interest will wane.

To have the desired effect, visual aids should be:

- Suitable.
- Simple.
- Colourful - the use of contrasting colours is often very effective.

## CLASSROOM MANAGEMENT

### The Environment:

- Lighting - Is there enough light?
- Heating and Ventilation - Students should be comfortable, but not too comfortable.
- Room Layout - Ensure that you and your instructional aids can be seen and heard by all your students.
- Instructor Area Layout - Make sure you have ample room to do what you need to do, and make sure that everything you need is there and ready to hand. This creates a favourable impression and increases your credibility.

## The Class

Nearly every class has the problem cadet. Some of the more common types are listed below, together with some suggestions for dealing with them:

- **'Bolshie'** - Easily identified because he tends to be awkward and uncooperative. Find out why he is a nuisance, only then can you try to help him.
- **Bright** - Acknowledge his ability but use it sparingly.
- **Know-All** - Find out whether he really does know it all. Throw some hard questions at him, and demand some good answers.
- **Slow** - Find out whether he is genuinely slow. If he is, consider extra help; if not, get more work out of him by questioning and activity, i.e. using him in demonstrations. But do not make him the butt of the class.
- **Sleeper** - More questions and activity (but are you to blame?)

However, before taking any long-term action, try to find out why a particular cadet is a problem - it may be that he has other worries quite unconnected with the Corps, such as difficulties at home.

Only when you get to the root of the problem can you attempt to solve it.

## APPENDIX 3 – AGE LIMITS

The following tables detail the age requirements for staff and cadets to take part in ATC activities, together with the location of the authority where this can be found.

**NOTE: The list should not be taken as a definitive and accurate list of all requirements. Reference should always be made to the appropriate authority**

### ADULTS

Activity	Age	Authority
Appointment to RAFVR(T) Commission	Over 20 and under 51	AP 1919 para 304
Appointment to Adult Sgt	Over 20 and under 51	ACP 20B AI 223.
Appointment to CI	Minimum age 20 no upper age limit	ACP 20B AI 222
Extension of service RAFVR(T) Officers in Squadrons	Every 5 years	AP 1919 para 320
Extension of service Adult NCO's	As above	
Extension of service CI's	1-4 years no upper age limit	

### CADETS

Activity	Age/Qualifications	Authority
Acceptance as probationer	Minimum 13 years maximum 16 yrs 9 mths	AP 1919 para 402
Enrolment	Minimum 13 yrs 3 mths maximum 17 yrs	AP 1919 para 402
Upper age limit	20 years	AP 1919 para 402
Appointment to CWO	Between 18 and 20 and passed Staff Cadet	AP 1919 para 412 & ACP 20B AI 224
1st Class/leading /senior	No minimum age but sit one exam per year. Take 3 years to progress to staff cadet	ACP 20A ACTI No 2 and ACTI No 21
Staff cadet	16 yrs, 2 years enrolled service, attended one camp, completed 1st class shot in last 12 mths	ACP 20A ACTI No 21
Annual camp – UK	1st class cadet	ACP 237 para 3.30
Annual Camp – Overseas	Leading cadet and attended one UK camp or equivalent	ACP 237 para 3.31
Flying – AEF	Minimum 13 yrs 3 mths, passes in map reading, comms, & airmanship at 1st class and enrolled	ACP 20A ACTI 31
Flying – Gliding Induction Course	13 yrs 3 mths or above and enrolled	ACP 20A ACTI 32
Flying – Gliding Scholarship or AGT	16 or above and leading cadet	ACP 20A ACTI 32
Overseas Flights	Minimum 18 yrs and leading cadet	ACP 20A ACTI 33
Opportunity Flights	15 or above and leading cadet	ACP 20A ACTI 35
Passenger flights in non service aircraft	1st class minimum	ACP 20A ACTI 35

<b>Activity</b>	<b>Age/Qualifications</b>	<b>Authority</b>
Passenger flights –European	Minimum 17 and leading cadet	ACP 20A ACTI 35
Pilot Navigation Training	Minimum 16 with 5 GCSE's (C or above) and Air Navigation exam	ACP 20A ACTI 36
Flying Scholarship	16 for application, 17 before start of training. GCSE's and OASC selection	AP 1919 para 519 PAM (air) 431
AEF Staff Cadet	Staff Cadet	ACP 20B AI 273
Staff Cadet(U/T Instructor) Gliding School	Senior cadet	ACP 20B AI 274
Supp Staff Cadet Gliding school	Senior cadet	ACP 20B AI 233
D of E Bronze	Entry - minimum 14 (exceptionally 13yrs 9mths). Award – 14 yrs 6 mths	ACP 20A ACTI 74 & D of E Handbook
D of E Silver	Entry – minimum 15 (exceptionally 14 yrs 9mths). Award – 15 yrs 6 mths (direct 16)	As Above
D of E Gold	Entry – minimum 16 Award – 17 (direct 17 yrs 6 mths)	As Above
D of E maximum age	Enrolment - 23 Award - 25	As Above
Shooting – air rifle	All cadets inc probationers and passed weapons handling test	ACP 20A ACTI 43
Shooting - .22 No 8 rifle	Enrolled cadets and passed weapons handling test	As above
Shooting – L98A1	1st class, over 14, pass std with .22, passed WHT.	As above
Shooting - L81A1	1st class, over 14, .22 marksman std, completed L81A1 course and passed weapons handling test	As above
IACE	Minimum 17 and under 21 on 1 Aug in yr of exchange	ACP 20A ACTI 53
Courses – Personal Awareness	Over 16 and an interest in world of ideas and serious thought.	ACP 20A ACTI 81
Leadership Course – Frimley Park	16 and normally under 18 at time of course. Senior cadet & completed fitness test	ACP 20A ACTI 83
Leadership Course – RAF Stafford	16 and normally under 18 at time of course cadet & completed fitness test	ACP 20A ACTI 84
Courses – Sports Leader Award	Aged 16 or over and SNCO. RAF swimming proficiency, physically fit	ACP 20A ACTI 85

Important.

This list should not be taken as a definitive and an accurate list of all requirements. Reference should always be made to the appropriate authority.

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## APPENDIX 4 – THE FACTS!

### THE CORPS

The following Corps data was correct as at 31<sup>st</sup> March 2009

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Corps Budget	circa £25 Million
ATC Regions	6
ATC Wings	36
Adventure Training Centres	2
AEF's	12
VGS's	27
CCF's	200
ATC Squadrons	921
ATC DF's	44

These figures include overseas formations

---

Air Cadet enrolled strength as at 31<sup>st</sup> March 2009 is as follows:

ATC	29,954	(Authorised ceiling is 40,000)
CCF	9,752	(Authorised ceiling is 10,000)
Total	39,706	

ATC Probationer strength as at 31<sup>st</sup> March 2009 is 3,943 Cadets

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South & East Midlands Wing is the sixth largest Wing in the Corps (as at 31<sup>st</sup> March 2009) with 1,201 enrolled cadets

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The Corps Staff strength at 31<sup>st</sup> March 2009 is as follows:

Officers	3,418 (including CCF, AEF and VGS)
AWO's & SNCO's	1,609
CI's & GCI's	5,329
Total	10,356

Chaplains 571

These figures do not include those staff in the Non Effective Pool (NEP)

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South & East Midlands Wing Staff strength as at 31<sup>st</sup> March 2009 is as follows:

Officers	88
AWO's & SNCO's	68
Civilian Instructors	187
Total	343

**ROYAL AIR FORCE**

Chief of the Air Staff (CAS)

Air Chief Marshal Sir Stephen Dalton

**AIR COMMAND**

Headquarters Air Command is located at RAF High Wycombe, Buckinghamshire

Commander in Chief

Air Chief Marshal Sir Christopher Moran

Deputy Commander in Chief (Personnel)  
& Air Member for Personnel

Air Marshal Simon Bryant

Deputy Commander in Chief (Operations)

Air Marshal Iain McNicoll

**22 (TRAINING) GROUP**

Headquarters 22 (Training) Group is located at RAF High Wycombe, Buckinghamshire

Air Officer Commanding No 22 (Training) Group  
& Chief of Staff Training

Air Vice Marshal Barry North

**HEADQUARTERS AIR CADETS**

Headquarters Air Cadets is located at RAF Cranwell, Lincolnshire

Commandant Air Cadets

Air Commodore Ian Stewart

Chief of Staff

Group Captain John Lawlor

**CENTRAL AND EAST REGION**

Central and East Region is located at RAF Brampton, Cambridgeshire

Regional Commandant

Group Captain Brett Morrell

Assistant Regional Commandant

Squadron Leader Brian Shorter

**SOUTH AND EAST MIDLANDS WING**

South and East Midlands Wing Headquarters is located at RAF Wittering.

The postal address is:

HQ South & East Midlands Wing  
 Air Training Corps  
 Royal Air Force  
 Wittering  
 Peterborough  
 Cambridgeshire  
 PE8 6HB

The key members of personnel are:

**Wing Commander**

OCW – Wing Commander Nigel Dickinson      Officer Commanding  
South & East Midlands Wing

**Wing Staff Officers**

SL1 – Squadron Leader Andy Flynn      Deputy Wing Commander,  
Wing Gliding Liaison Officer and DoE  
Award Officer

SL2 – Squadron Leader Adrian Utting      Wing Shooting Officer  
and Wing Radio Officer

SL3 – Squadron Leader Andy Pass      Wing Training Officer - Adult Development  
and Wing Health & Safety Officer

SL4 – Squadron Leader Sarah Mayoh-Smith      Wing First Aid Training Officer  
and Wing Nijmegen Officer

SL5 – Squadron Leader Carl Wilson      Wing Adventure Training & Technical  
Officer

SL6 – Squadron Leader Mark Richards      Wing Training Officer - Cadet Development

FL1 – Flight Lieutenant Lynda Waplington      Wing Sports Officer

FL2 – Flight Lieutenant Julie Flynn      Wing BTEC & Vocational Qualifications  
Officer and Special Projects

Flight Lieutenant Allan Munns (OC 1360 Sqn)      Wing Media & Communications Officer

WWO – Warrant Officer Rob Phillips      Wing Warrant Officer

**Wing Administrative Staff**

WgExO – Squadron Leader John Hill MBE RAFR      Wing Executive Officer

AO1 – Mrs Sue Joy      Administration Officer

AO2 – Mrs Denise Wright      Administration Officer

AA1 – Mrs Louise Wright      Typist

**Wing Civilian Committee / Welfare**

Mr Steve Seaton      Wing Civilian Committee Chairman

Wing Commander Martin Nash OBE (Ret'd)      Wing Treasurer

Post Vacant      Wing Chaplain

**Wing Honorary President**

Air Chief Marshal Sir Thomas Kennedy  
GCB AFC RAF (Ret'd)

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## APPENDIX 5 – CLOTHING SIZING CHARTS

### MEASURING

Accurate sizing of an individual cadet is important to ensure the correct fit of uniform. The following is offered as a guide:

Head	measure around the head where the headband of the beret will lie – use the exact measurement and round up to the nearest size
Neck	measure around the neck at a point where the base of the collar will lie – ensure that a finger can be slipped in between the tape measure and the neck to get the correct fit
Chest	measure around the chest at the fullest part
Waist	measure around the natural waistline where the waistband of the trousers will lie. Note that for RAF trousers this is towards the top of the hips. They are not designed to fit like jeans
Seat	this is the largest measurement around the posterior
Inside Leg	measure from the crotch to the base of the ankle bone
Height	measure the height from the floor to the top of the head
Bust	Measure around the fullest part
Hips	Measure the widest part
Skirt	Measure from the natural waistline to the middle/bottom of the knee

### JERSEY, BLUE GREY

Note Jersey Heavy Weight (Round neck) is replacing Jersey Utility (V neck)

JERSEY HEAVY WEIGHT	Chest	JERSEY UTILITY
NSN		NSN
8405-99-2124015	74	8405-99-8692444
8405-99-2124016	82	8405-99-8692445
8405-99-2124017	88	8405-99-8692446
8405-99-2124018	94	8405-99-8692447
8405-99-2124019	100	8405-99-8692448
8405-99-2124020	106	8405-99-8692449
8405-99-2124021	112	8405-99-8692450
8405-99-2124022	118	8405-99-8692451
8405-99-2124023	SPECIAL MEASURE	8405-99-8692452

### WORKING SHIRT, DARK BLUE

SECTION REF	Collar
22B-9785971	31
22B-9785972	32 - 34
22B-9785973	35 - 37
22B-9785974	38 - 40
22B-9785975	41 - 43
22B-9785976	44 - 46
22B-9785977	47 - 48

**TROUSERS, BLUE GREY**

Note that medium weight trousers are replacing heavy weight

<b>MEDIUM WEIGHT</b>	<b>Leg</b>	<b>Waist</b>	<b>Seat</b>	<b>HEAVY WEIGHT</b>
<b>NSN</b>				<b>SECTION REF</b>
8405-99-2691039	64-68	68	76	22F-1306747
8405-99-2691040	68-70	72	84	22F-1306748
8405-99-2691041	70-73	72	88	22F-1306749
8405-99-2691042	70-73	76	96	22F-1306750
8405-99-2691043	70-73	80	96	22F-1306751
8405-99-2691044	70-73	84	100	22F-1306752
8405-99-2691045	70-73	88	104	22F-1306753
8405-99-2691046	73-77	72	88	22F-1306754
8405-99-2691047	73-77	76	92	22F-1306755
8405-99-2691048	73-77	80	96	22F-1306756
8405-99-2691049	73-77	84	100	22F-1306757
8405-99-2691050	73-77	88	104	22F-1306758
8405-99-2691051	73-77	92	108	22F-1306759
8405-99-2691052	77-82	72	88	22F-1306760
8405-99-2691053	77-82	76	92	22F-1306761
8405-99-2691054	77-82	80	96	22F-1306762
8405-99-2691055	77-82	84	100	22F-1306763
8405-99-2691056	77-82	88	104	22F-1306764
8405-99-2691057	77-82	92	108	22F-1306765
8405-99-2691058	77-82	96	112	22F-1306766
8405-99-2691059	77-82	100	116	22F-1306767
8405-99-2691060	77-82	104	120	22F-1306768
8405-99-2691061	82-87	76	92	22F-1306769
8405-99-2691062	82-87	80	96	22F-1306770
8405-99-2691063	82-87	84	100	22F-1306771
8405-99-2691064	82-87	88	104	22F-1306772
8405-99-2691065	82-87	92	108	22F-1306773
8405-99-2691066	82-87	96	112	22F-1306774
8405-99-2691067	82-87	100	116	22F-1306775
8405-99-2691068	82-87	104	120	22F-1306776
8405-99-2691069	82-87	108	124	22F-1306777
8405-99-2691070	SPECIAL MEASURE			22F-1306778

**JELTEX JACKET**

<b>NSN</b>	<b>Height / Chest</b>
8415-99-9787280	160 / 88
8415-99-9787588	170 / 96
8415-99-9787589	170 / 104
8415-99-9787590	170 / 112
8415-99-9787591	180 / 96
8415-99-9787592	180 / 104
8415-99-9787593	180 / 112
8415-99-9787594	190 / 120

**SKIRT,**

Note that medium weight skirts are replacing heavy weight

Note length is un-hemmed as supplied

<b>MEDIUM WEIGHT</b>	<b>Length</b>	<b>Waist</b>	<b>Hips</b>
<b>NSN</b>			
8410-99-9830772	67	64	92
8410-99-9830773	67	68	100
8410-99-9830774	67	72	104
8410-99-9830775	67	76	104
8410-99-9830776	67	80	108
8410-99-9830777	67	84	112
8410-99-9830778	67	88	116
8410-99-8471053	67	92	120
8410-99-8471054	67	96	124
8410-99-9830779	71	64	92
8410-99-9830780	71	68	100
8410-99-9830781	71	72	104
8410-99-9830782	71	76	104
8410-99-9830783	71	80	108
8410-99-9830784	71	84	112
8410-99-9830785	71	88	116
8410-99-9830786	71	92	120
8410-99-8471055	71	96	124
8410-99-9830787	75	68	100
8410-99-9830788	75	72	104
8410-99-9830789	75	76	104
8410-99-9830790	75	80	108
8410-99-9830791	75	84	112
8410-99-8471056	75	88	116
8410-99-8471057	75	92	120
8410-99-8471058	75	96	124
8410-99-9830792	SPECIAL MEASURE		

**WEDGWOOD BLUE SHIRT, MALE, LONG SLEEVE**

<b>NSN</b>	<b>Collar Size</b>
8405-99-8696028	31
8405-99-8696029	32
8405-99-8696030	33
8405-99-8696031	34
8405-99-8696032	35
8405-99-8696033	36
8405-99-8696034	37
8405-99-8696035	38
8405-99-8696036	39
8405-99-8696037	40
8405-99-8696038	41
8405-99-8696039	42
8405-99-8696040	43
8405-99-8696041	44
8405-99-8696042	45
8405-99-8696043	46
8405-99-8696044	47
8405-99-8696045	48
8405-99-8696046	SPECIAL MEASURE

**WEDGWOOD BLUE SHIRT, FEMALE, LONG SLEEVE**

<b>NSN</b>	<b>Collar / Bust Size</b>
8410-99-8695660	32 / 38
8410-99-8695661	33 / 88
8410-99-8695662	34 / 88
8410-99-8695663	34 / 92
8410-99-8695664	35 / 92
8410-99-8695665	35 / 96
8410-99-8695666	36 / 96
8410-99-8695667	36 / 100
8410-99-8695668	37 / 100
8410-99-8695669	37 / 104
8410-99-8695670	38 / 104
8410-99-8695671	38 / 108
8410-99-8695672	39 / 108
8410-99-8695673	39 / 112
8410-99-8695674	40 / 112
8410-99-8695675	41 / 112
8410-99-8695676	SPECIAL MEASURE

**BERET**

<b>NSN</b>	<b>Head Size</b>
8405-99-1278122	48
8405-99-1278123	49
8405-99-1278124	50
8405-99-1278125	51
8405-99-1278126	52
8405-99-1278127	53
8405-99-1278128	54
8405-99-1278129	55
8405-99-1278130	56
8405-99-1278131	57
8405-99-1278132	58
8405-99-1278133	59
8405-99-1278134	60
8405-99-1278135	61
8405-99-1278136	62
8405-99-1278137	SPECIAL MEASURE

**COVERALLS, OLIVE GREEN**

<b>SECTION REF</b>	<b>Height / Chest</b>
22G-1301160	160 - 84
22G-1301313	160 - 92
22G-1301314	170 - 84
22G-1301161	170 - 92
22G-1301162	170 - 100
22G-1301163	170 - 108
22G-1301164	180 - 92
22G-1301165	180 - 100
22G-1301166	180 - 108
22G-1301167	190 - 100
22G-1301168	190 - 108
22G-1301169	190 - 116

**BELT**

<b>SECTION REF</b>	<b>SIZE</b>
22F-1270973	N/A

**TIE**

<b>Tie Standard Length 148cm</b>
<b>NSN</b>
8440-99-2193037
<b>Tie Short Length 127cm</b>
<b>NSN</b>
8440-99-1301832

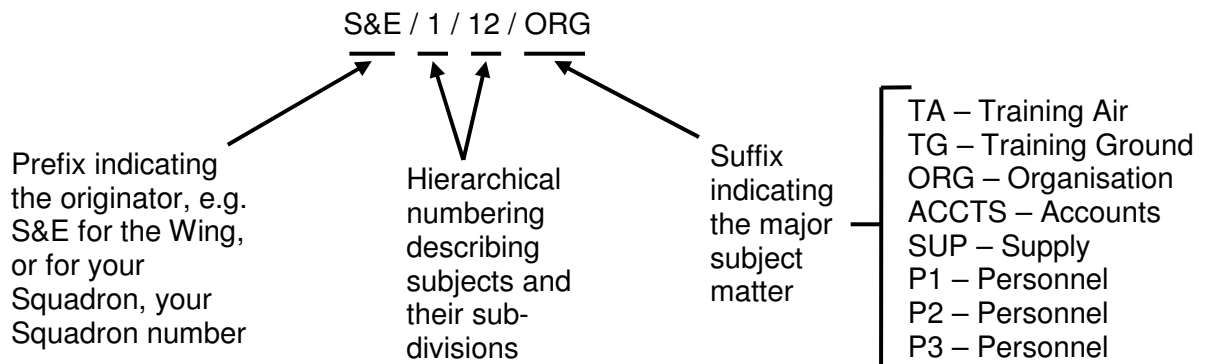
# APPENDIX 6 – WING AND SQUADRON FILING REFERENCES

## GENERAL

Underpinning the operation of any squadron is its organisational capability, ensuring that:

- Policy is readily to hand
- Forthcoming events are correctly organised
- Data and statistics are compiled and distributed on time
- A historical record of events is maintained

A great deal of this capability is realised through the use of an efficient filing system. The ATC, in common with the RAF, use a hierarchical system for the classification of all correspondence. This consists of prefix to describe the origin, a hierarchical set of numbers to describe the subject matter (and sub-divisions as necessary) and a suffix to categorise the subject matter:



It is normal to keep policy documents separate from other correspondence; this usually forms the first number for that subject. You can see this in the file index used by South and East Midlands Wing.

For convenience, squadrons will normally use the same index system used by Wing. However, there is often insufficient correspondence to necessitate opening all of the files and they are often grouped together as shown in the example below for 123 Squadron.

### Example Index System:

#### THE MAJOR SUBJECT

Subject Sub-Section 1		
Sub-Section 1 – Policy	S&E/1/AAA	123/1/AAA
Sub-Section 1, Item 1	S&E/1/1/AAA	123/1/2/AAA
Sub-Section 1, Item 2	S&E/1/2/AAA	
Subject Sub-Section 2		
Sub-Section 2 – Policy	S&E/2/AAA	123/2/AAA
Sub-Section 2, Item 1	S&E/2/1/AAA	
Sub-Section 2, Item 2	S&E/2/2/AAA	
Sub-Section 2, Item 3	S&E/2/3/AAA	

*File index used by S&EMW*

*Example file index used by 123 Squadron to match Wing*

Correspondence should be filed in an approved buff coloured folder, file reference MOD Form 329D, the front of which should be correctly completed for ease of reference. Correspondence should be held in place with a treasury tag in top left corner in date order, oldest at the back. The files are designed to hold 100 pieces of correspondence, after which a new file should be opened. You should familiarise yourself with the file index used on your own squadron.

## TRAINING AIR - /TA

Subjects: Flying and Gliding

### FLYING

▪ Flying of ATC Cadets – Policy	S&E/1/TA
▪ Air Experience Flights – 5AEF	S&E/1/1/5/TA
▪ Air Experience Flights – 7AEF	S&E/1/1/7/TA
▪ AEF Flying Scholarships, The Navigation Training Scheme & Air League Bursary Award & Reid Buckle	S&E/1/2/TA
▪ Overseas Flights & Opportunity Flights	S&E/1/3/TA
▪ Medical Fitness - Flying and Gliding	S&E/1/4/TA
▪ Model Aircraft Flying	S&E/1/5/TA
▪ Royal International Air Tattoo (RIAT)	S&E/1/6/TA
▪ Microlight Flying	S&E/1/7/TA

### GLIDING

▪ Gliding – Policy	S&E/2/TA
▪ Gliding Initial Courses	S&E/2/1/TA
▪ Gliding Scholarships	S&E/2/2/TA
▪ Hang-Gliding – Courses	S&E/2/5/TA

## TRAINING GROUND - /TG

Subjects: Adults: Courses  
 Cadets: Syllabi, Examinations, Indoor Activities, Outdoor Activities, Competitions, Visits

### TRAINING GROUND – ADULTS

#### Adult Courses

▪ Policy	S&E/3/TG
▪ ACTC Cranwell	S&E/3/1/TG
▪ Moral Leadership (Adults/Cadets)	S&E/3/3/TG
▪ Courses with RAF/Army	S&E/3/4/TG
▪ Range Conducting Officer	S&E/3/5/TG
▪ Range Conducting Certificates	S&E/3/5/1/TG
▪ HQAC Training Courses	S&E/3/6/TG
▪ Wing Training Courses	S&E/3/7/TG
▪ Training Initiatives - Investors in People	S&E/3/8/TG
▪ First Aid	S&E/3/9/TG

### TRAINING GROUND – CADETS

#### Basic Training

▪ Policy	S&E/4/TG
▪ Syllabus of Training	S&E/4/1/TG
▪ NCO & Staff Cadet Courses	S&E/4/1/1/TG
▪ Training Visits	S&E/4/1/3/TG
▪ Extra Curricular Activities	S&E/4/1/4/TG
▪ Leadership Courses	S&E/4/1/5/TG
▪ BTEC	S&E/4/1/6/TG
▪ Air Cadet Publications (ACPs)	S&E/4/1/7/TG

#### ATC Examinations

▪ Policy	S&E/4/2/TG
▪ Nominations	S&E/4/2/1/TG
▪ Results / stats Summary	S&E/4/2/2/TG
▪ Staff Cadets Pt II – Orals	S&E/4/2/3/TG

**TRAINING GROUND – CADETS *continued*****Annual Camps**

- Policy S&E/4/3/TG
- Annual Camps - UK Easter S&E/4/3/1/TG
  - UK Summer S&E/4/3/1/1/TG
  - Germany S&E/4/3/2/TG
  - Gibraltar S&E/4/3/3/TG
  - Cyprus S&E/4/3/4/TG
  - Wing Camp (Green) S&E/4/3/6/TG

**Competitions**

- Policy S&E/4/4/TG
- Alan Lees Efficiency Trophy S&E/4/4/1/TG
- The Gillan Trophy S&E/4/4/3/TG
- The Auster Trophy S&E/4/4/4/TG
- The Currall & Foster Trophy S&E/4/4/5/TG
- Proficiency, Efficiency & Best Endeavour Trophies, Robert Hall Shield Wing Projects & Others S&E/4/4/6/TG
- Aircraft Recognition S&E/4/4/7/TG
- Annual Wing Drill S&E/4/4/8/TG
- Blues Awarded S&E/4/4/9/TG
- Wing Shooting Team S&E/4/4/10/TG
- Dacre Sword & Brooch S&E/4/4/1/1/TG

**Rifle Shooting**

- Policy S&E/4/5/TG
- Ranges - Policy S&E/4/5/1/TG
  - Bids/Allocations S&E/4/5/1/1/TG
  - Targetry S&E/4/5/1/2/TG
- ATC/RAF Marksman Awards S&E/4/5/2/TG
- Competitions - Full Bore .303 / 7.62 S&E/4/5/3/TG
  - Small Bore .22 S&E/4/5/4/TG
  - Air Rifle S&E/4/5/5/TG

**Radio / Signals**

- Policy S&E/4/6/TG
- ATC W/T Network S&E/4/6/1/TG
- ATC VHF/HF/UHF/Network S&E/4/6/2/TG
- Certificates S&E/4/6/3/TG

**Sports**

- Policy S&E/4/7/TG
- Athletics S&E/4/7/1/TG
- Cross Country S&E/4/7/2/TG
- Football S&E/4/7/3/TG
- Rugby S&E/4/7/4/TG
- Swimming S&E/4/7/5/TG
- Girls S&E/4/7/7/TG
- Sport & Adventure Courses S&E/4/7/8/TG
- Best Cadets S&E/4/7/10/TG

**ATC Bands**

- Policy S&E/4/8/TG

**IACE Scheme**

- Policy S&E/4/9/TG
- Candidate Selection S&E/4/9/1/TG
- Hosting Programme S&E/4/9/2/TG

**TRAINING GROUND – CADETS *continued*****Adventure Training Courses**

▪ Policy	S&E/5/TG
▪ Applications/Claims	S&E/5/1/TG
▪ Windermere/Llanbedr/Llanrwist/Green	S&E/5/2/TG
▪ Bethesda	S&E/5/3/TG
▪ Nijmegen	S&E/5/5/TG
▪ Courses with the RAF	S&E/5/6/TG
- Parachute & Offshore Sailing	
▪ Other Exercises	S&E/5/8/TG
- Outward Bound/Skiing/Canoe	
▪ Expedition Leader Training	S&E/5/9/TG

**Duke of Edinburgh**

▪ Policy	S&E/6/TG
▪ Publications	S&E/6/1/TG
▪ Participation	S&E/6/2/TG
▪ D of E Expedition Courses/Assessors	S&E/6/3/TG

**ORGANISATION - /ORG**

Subjects: ATC Structure, Command and Control, Accommodation, Inspections, Visits, Liaison / Affiliation, Publicity

**ORGANISATION****ATC Organisation**

▪ Policy	S&E/7/ORG
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**Establishment**

▪ Wing	S&E/7/1/ORG
▪ Squadrons	S&E/7/2/ORG
▪ Parenting Responsibilities	S&E/7/3/ORG

**ATC Squadrons & DF's**

▪ Formation and Naming	S&E/7/4/ORG
▪ Suspension & Disbandment	S&E/7/5/ORG
▪ Viability of Squadrons & Recruitment	S&E/7/6/ORG
▪ ATC Stats Returns	S&E/7/7/ORG

**Visits & Affiliations to RAF Stations**

▪ Policy	S&E/7/8/ORG
▪ RAF Wittering ATC Activities	S&E/7/8/4/ORG
▪ RAF Cottesmore ATC Activities	S&E/7/8/5/ORG
▪ Sqn Arranged Visits	S&E/7/8/1/ORG

**Retired Officers Associations**

▪ Policy	S&E/7/9/ORG
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**Visits and Inspections**

▪ Policy	S&E/8/ORG
▪ Regional Commandant, Staff and VIPs	S&E/8/1/ORG
▪ Wing Commanding Officer	S&E/8/2/ORG
▪ Wing Staff Officer Visits	S&E/8/2/1/ORG
▪ Annual Staff Inspections	S&E/8/3/ORG
▪ Health and Safety	S&E/8/3/1/ORG

**ORGANISATION *continued*****Meetings/Conferences**

▪ Corps	S&E/8/4/ORG
▪ Royal Visits/75 <sup>th</sup> Anniversary	S&E/8/4/1/ORG
▪ Region	S&E/8/5/ORG
▪ Region Field Day	S&E/8/5/1/ORG
▪ Wing Conferences	S&E/8/6/ORG
▪ Wing Field Day	S&E/8/6/1/ORG
▪ Wing Staff Meetings	S&E/8/6/2/ORG

**Social Occasions**

▪ Wing Social Occasions	S&E/8/7/ORG
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**Liaison**

▪ Policy	S&E/8/8/ORG
▪ Operation FRESCO	S&E/8/8/1/ORG
▪ Other Services & Youth Organisations	S&E/8/9/ORG
▪ RFCA (TAVRA)	S&E/8/10/ORG
▪ Civil Authorities/Public Events	S&E/8/11/ORG
▪ Public Relations/RAF Recruitment	S&E/8/12/ORG
▪ 'Air Cadet' Magazine	S&E/8/13/ORG
▪ Overseas Visits	S&E/8/14/ORG

**Data Protection Act**

▪ Policy	S&E/8/15/ORG
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**Accommodation**

▪ Policy	S&E/9/ORG
▪ Approved Property List and Fire Survey Report	S&E/9/1/ORG
▪ Wing Headquarters	S&E/9/2/ORG
▪ XXXX Squadron ( <i>Where XXXX is the relevant squadron number</i> )	S&E/9/3/XXXX/ORG

**ADMINISTRATION**

Subjects:	Squadrons:	Finance, Personnel, Supply, Statistics>Returns, Discipline, Security, Ceremonial, Accidents, Publications/Forms
	HQ Staff:	Finance, Personnel, Discipline, Leave
	Miscellaneous:	Correspondence

**ADMINISTRATION****Accounting**

▪ Policy	S&E/10/ACCTS
▪ ATC Fund Raising/Lottery/etc	S&E/10/1/ACCTS
▪ ATC General Purpose Funds	S&E/10/2/ACCTS
▪ Wing and Squadron Accounts	S&E/10/3/ACCTS
▪ Wing and Squadron Balance Sheets	S&E/10/3/1/ACCTS
▪ ATC Insurance Schemes	S&E/10/4/ACCTS
▪ Assisted Travel (F1771 & F7101)	S&E/10/5/ACCTS
▪ Rail Travel Warrants	S&E/10/5/1/ACCTS
▪ Pay and Allowances (F2980 & CPO 16)	S&E/10/6/ACCTS
▪ Squadron Owned Vehicles (SOV)	S&E/10/7/ACCTS
▪ Collective Unit Travel (Claims) CBPS4	S&E/10/8/ACCTS
▪ Claims Cadet Travel/Ration Allowance	S&E/10/9/ACCTS
▪ Wing Utilities Bills Budget Control	S&E/10/10/ACCTS
▪ Wing Budget	S&E/10/11/ACCTS
▪ Wing Raffle	S&E/10/12/ACCTS

**ADMINISTRATION *continued***

<b>Supply</b>	
▪ Policy	S&E/11/SUP
▪ Uniform - Adults & Policy	S&E/11/1/SUP
▪ Uniform – Cadets	S&E/11/2/SUP
▪ Barrack Equipment/Office	S&E/11/3/SUP
▪ Computers	S&E/11/3/1/SUP
▪ Technical & Training Equipment	S&E/11/4/SUP
▪ Demands for Badges/Certificates	S&E/11/5/SUP
▪ Inventory Checks	S&E/11/6/SUP
▪ Wing Property & Register	S&E/11/6/1/SUP
▪ D of E Items	S&E/11/8/SUP
▪ Surplus and Obsolete Equipment	S&E/11/9/SUP
▪ Stationery/Forms/Publications	S&E/11/10/SUP
▪ Motor Transport	S&E/11/10/1/SUP
<b>Training Aids</b>	
▪ Training Aids	S&E/11/11/SUP
<b>Arms and Ammunition</b>	
▪ Policy	S&E/11/12/SUP
▪ Allocation/Demands (.22, 5.56, 7.62)	S&E/11/13/SUP
▪ Permanent Arms Issues	S&E/11/14/SUP
▪ Security of Arms Reports	S&E/11/15/SUP
▪ Parenting Visit Reports	S&E/11/16/SUP
▪ Drill Purpose Rifles	S&E/11/17/SUP
▪ Security Surveys of Arms & Ammo Storage Facilities	S&E/11/18/SUP
<b>Discipline</b>	
▪ Policy	S&E/12/P1
▪ Breaches of Discipline	S&E/12/1/P1
▪ *Special Discipline Files	S&E/12/2/ /P1
<b>Security</b>	
▪ Policy	S&E/12/3/P1
▪ Personnel – (RAF Form 1250/ Cert of Credentials/Personal Does)	S&E/12/3/1/P1
▪ Premises & Property/Burglary	S&E/12/3/2/P1
<b>Accidents &amp; Health &amp; Safety</b>	
▪ Policy	S&E/12/4/P1
▪ Accident & Death Reports	S&E/12/4/1/P1
<b>Ceremonial</b>	
▪ Policy	S&E/12/5/P1
▪ Parades – External	S&E/12/5/1/P1
▪ Annual Wing Parades	S&E/12/5/2/P1
▪ Squadron Parades	S&E/12/5/3/P1
▪ Battle of Britain (At Home Days)	S&E/12/5/4/P1
▪ Displays	S&E/12/5/6/P1
<b>Honours &amp; Awards</b>	
▪ Policy	S&E/12/6/P1
▪ Submissions – CFM	S&E/12/6/1/P1
▪ Adults	S&E/12/6/2/P1
▪ Lord Lieutenants' Cadets	S&E/12/6/3/P1
<b>Orders</b>	
▪ HQAC Confidential Orders	S&E/12/7/P1
▪ HQAC Confidential Orders – Policy	S&E/12/7/1/P1
<b>Data Protection Act</b>	
▪ Data Protection Act	S&E/12/8/P1

**ADMINISTRATION *continued***

<b>Personnel</b>		
▪ Adult Policy		S&E/13/P2
<b>Officers</b>		
▪ Applications		S&E/13/1/P2
▪ Resignations/Retirements/Deaths/Leave of Absence		S&E/13/2/P2
▪ Extensions of Service		S&E/13/3/P2
▪ Transfers		S&E/13/4/P2
▪ Promotions and Appointments		S&E/13/5/P2
▪ Wing Staff Policy		S&E/13/6/P2
▪ Records/Amendments etc (Adult)		S&E/13/7/P2
▪ *Personal Files		S&E/13/8/ /P2
▪ Correspondence		S&E/13/9/P2
<b>AWO's</b>		
▪ Appointments		S&E/13/10/P2
▪ Resignations/Retirements/Deaths		S&E/13/11/P2
▪ Extensions of Service		S&E/13/12/P2
▪ Transfers		S&E/13/13/P2
▪ *Personal Files		S&E/13/14/ /P2
▪ AWO Club		S&E/13/15/P2
<b>CI's</b>		
▪ Appointments/Applications		S&E/13/17/P2
▪ Resignations/Transfers		S&E/13/18/P2
▪ Recruitment Enquiries (Adult Staff)		S&E/13/19/P2
▪ Extensions of Service		S&E/13/17/1/P2
▪ *Personal Files		S&E/13/17/1/ /P2
▪ Courses		S&E/13/19/1/P2
<b>Civ Committees</b>		
▪ Policy		S&E/13/20/P2
▪ Appointments/Resignations		S&E/13/21/P2
▪ Civilian Committees General		S&E/13/22/P2
▪ XXXX Sqn (Minutes of Comm, Meet Only)		S&E/13/22/XXXX/P2
<b>Chaplains</b>		
▪ Policy		S&E/13/23/P2
▪ Appointments/Resignations		S&E/13/24/P2
▪ Conferences		S&E/13/25/P2
▪ Courses Adults & Cadets		S&E/13/26/P2
<b>Cadets</b>		
▪ Policy		S&E/14/P3
▪ CWO's & Flight Staff Cadets		S&E/14/1/P3
▪ Conferences		S&E/14/1/1/P3
▪ Service with the ATC (Enquiries) Cdts		S&E/14/2/P3
▪ RAF Careers Information Service		S&E/14/3/P3
▪ Disability Discrimination Act (DDA) 1995		S&E/14/4/P3
<b>Wing HQ Staff</b>		
▪ Policy		S&E/15/PC
▪ Appointments/Resignations		S&E/15/1/PC
▪ Staff Reports		S&E/15/2/PC
▪ Pay & Allowances		S&E/15/3/PC
▪ Civilian Staff Courses		S&E/15/4/PC
▪ Miscellaneous Correspondence		S&E/16/Misc

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## EXERCISE 1 – SELF TEST QUESTIONS

### THE CORPS AND IT'S STRUCTURE:

***Air Officer Commanding No 22 (Training) Group & Chief of Staff Training***

Air Vice Marshal

***Commandant Air Cadets***

Air Commodore

### CENTRAL & EAST REGION

***Regional Commandant***

Group Captain

***Assistant Regional Commandant***

Squadron Leader

### SOUTH & EAST MIDLANDS WING

The permanent staff at Wing Headquarters are:

***Wing Administrative Officer (WgAdO)***

Squadron Leader

***Administration Officers***



***Typist***

The Wing Commander and Wing Staff Officers appointed to the Wing are:

***Officer Commanding***

Wing Commander

<b>SL1- Squadron Leader</b>	Name:	Duties:
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<b>SL2- Squadron Leader</b>	Name:	Duties:
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<b>SL3- Squadron Leader</b>	Name:	Duties:
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<b>SL4- Squadron Leader</b>	Name:	Duties:
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<b>SL5- Squadron Leader</b>	Name:	Duties:
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<b>SL6- Squadron Leader</b>	Name:	Duties:
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<b>FL1- Flight Lieutenant</b>	Name:	Duties:
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<b>FL2- Flight Lieutenant</b>	Name:	Duties:
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**Wing Media &  
Communications Officer**

Flight Lieutenant

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**WWO - Wing Warrant Officer**

Warrant Officer

The Civilian Committee Chairman, the Treasurer and the Wing Chaplain are:

**Wing Civilian Committee Chairman**

**Wing Treasurer**

**Wing Chaplain**

**Wing Hon. President**

## SQUADRON STRUCTURE

Questions relating to squadron Structure:

If a squadron has 35 enrolled Cadets, what would be the establishment code for squadron?

How do you denote a founder squadron? And do you know of any?

## MY SQUADRON

Using the space on the following page, draw an organisational chart for your squadron, and annotate it with the roles each member of staff undertakes e.g.

**Flt Lt I Runnit**  
Squadron OC

A large grid of graph paper, consisting of 30 columns and 40 rows, intended for drawing an organizational chart. The grid is mostly empty, with a vertical label on the left side.

The Organisation of \_\_\_\_\_ Squadron

