



# NON-COMMISSIONED OFFICERS MANUAL

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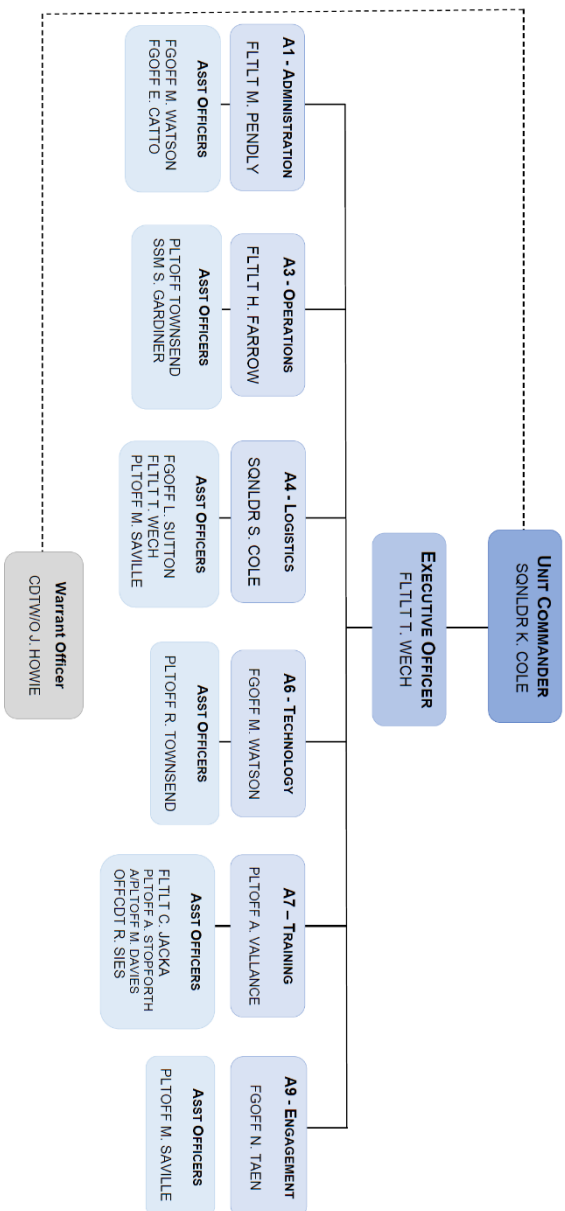
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This Manual is designed to cover some of the key information useful to a 17 SQN NCO.

It is not an exhaustive manual (e.g. there is still lots more information you will need to know in your time as an NCO!). If you are unsure of anything, always ask. Use your chain of command to do this.

# CHAIN OF COMMAND



# OFFICER ROLES AND RESPONSIBILITIES

## A1-ADMINISTRATION

- CadetNet
- Email correspondence
- Finances
- Routine orders
- Unit noticeboards

## A3-OPERATIONS

- Unit camps and exercises
- Weekend activities
- Exchanges
- Interunit activities and competitions

## A4-LOGISTICS

- Equipment and clothing stores
- Management of unit vehicles
- Facilities management

## A6-TECHNOLOGY

- Website

## A7-TRAINING AND DEVELOPMENT

- Unit training programme
- Lesson allocations
- Contact with outside organisations
- Critique roster
- Testing
- Year level badge allocation
- Cadet and NCO training record
- Duke of Edinburgh scheme
- Courses
- NCO directives
- NCO competencies
- NCO training sessions

- NCO handbook
- NCO development camps

## **A2/A9-ENGAGEMENT & HISTORY OFFICER**

- Recruiting
- Social media
- Community service
- Squadron history

## **FLIGHT COMMANDER**

- Overall command of flight
- Professional development of flight

## **XO**

- Unit second in command
- Unit discipline
- Adult personnel requirements
- Investigations
- Health & safety
- Officer cadet/ supplementary staff development

# **PARADE TIMINGS**

**1800** - Building opens (approximate)

**1830** - Parade is called (Flight Sergeants are already on parade)

**1845** - Officers march onto parade

**1900** - Period One

**1950** - DNCO announces end of period, flight meetings commence

**2005** - Period Two

**2055** - DNCO announces end of period

**2100** - Final briefing

**2115** - Cadets dismissed, NCO Meeting commences

**2130** - All Cadets must be gone, Officer Meeting commences

# NCO PARADE ROLES

REFERENCES: NZAP 818 MANUAL OF DRILL AND CEREMONIAL, NZCF 166 NZCF DRILL MANUAL

## ENSIGN

- Collect Ensign from Adjutant's office prior to parade
- When 'Standfast, raise the ensign' is called, raise the ensign in quick and consistent movements, then return to the position of attention.
- When 'Carry On' is called, 'About Turn' and secure the rope to the hook. 'About Turn' to face the Squadron and return to 'Attention'.
- If required to raise the Ensign to 'Half Mast', raise the Ensign to the top as usual, then lower it so that it is approximately one Ensign's height from the top.

## MARKER

- When "Markers!" is called, all Markers will fall out and march in one file along the yellow line on the parade ground towards the Warrant Officer.
- Once halted in front of the W/O, the W/O calls the Markers to face them and will call "Without Intervals, Right Dress" (Markers right dress, a fists width between each other).
- When the W/O calls "Outwards Turn", each Marker will turn in their designated direction.
- On the command "Quick March", each Marker will then march out the set amount of paces as instructed by the W/O.
- The W/O will then call "Inwards Turn", and each Marker will turn to face the Ensign.
- Markers will then 'Right Dress' as instructed.

## SUPERNUMERARY

- SNCOs and above will form another rank two paces behind the rear rank of the flight.

- Spaces are filled in starting from the Marker file, then alternating sides until they meet the centre (with exception of Flight 1, which leaves the marker file supernumerary slot for the W/O).
- The Supernumerary rank will always be on the opposite side of the flight than the Flight Sergeant. This means switching sides when the Flight Sergeant switches sides.

## **FLIGHT SERGEANT**

- Form up the flight up and attain a flight strength to be passed on to the Warrant Officer.
- Flights are to be taken from the road to the parade ground and formed up in a row in ascending order.
- On the command “March On” Flights acting under the orders of their F/S’s are to march onto their markers, halt, advance and stand at ease.
- On the “right dress” F/S’s are to turn about and supervise the dressing.
- When approached by their Flight commander F/S’s are to salute once then left turn and wheel into position to halt facing the rear in the centre of the flight two paces in the rear of the rear rank.
- When the F/S of the rear flight has gained his/her new position, supernumerary officers and the F/S’s, taking their time off the rear F/S’s are to about turn together.
- On the call for a Flight Commander to inspect their own flight the F/S will then march to the right flank, salute and escort the Flight Commander.
- At the completion of the inspection the F/S is to salute the Flight Commander right incline and march back into position behind the flight.
- On the command “Fall Out The Officers” the F/S turn left and march around the left flank of their flights, halt facing the right flank, turn left and stand at ease carrying out all movements in unison.
- On the command “Flight Sergeants Carry On” F/S’s are to march their flights off the parade ground.



# DRESS STANDARDS

REFERENCE: NZAP 207 RNZAF DRESS INSTRUCTIONS, NEW ZEALAND CADET FORCES CADET WORKING DRESS HOW TO GUIDE

## HEAD DRESS

Head-dress is to be worn outdoors, or indoors if compliments are likely to be paid, but the SD hat and FS cap are not otherwise to be worn in working areas. The ATC sun hat, ATC baseball cap and ATC blue beanie may be worn in working areas subject to Unit Standing Orders.

The following lists and describes the wearing of the authorized head-dress in the NZCF are to be worn:

- a. **Males Field Service (FS) Cap** - Males are to wear the FS cap with the front edge 25 mm or two finger-widths above the highest part of the right eyebrow. The cap is placed on the head with the lower button aligned with the centre of the forehead, and then pulled down to the right by the required amount.
- b. **Females Field Service (FS) Cap** - Females are to wear the FS cap straight across the forehead with no hair showing on the brow. The badge is to be positioned above the left eye with the front edge of the cap 15 mm above the highest point of the left eyebrow.
- c. **Baseball Caps** – The NZCF issue ATC baseball cap is to be worn, peak facing forwards, straight on the head, and with no hair showing on the brow. The adjustable rear strap is to be fastened securely. It can be worn with Cadet working dress(CWD), flying clothing and protective clothing, both inside and outside NZCF and NZDF establishments. The ATC baseball cap is to be in good condition when worn outside the NZDF/NZCF establishment.

- d. **ATC Blue Beanie** - When wearing the ATC branded beanie as part of ATC uniform, compliments are to be given in the normal manner. The issue ATC branded beanie is to be worn with no hair showing on the brow. The ATC identifier is to be positioned at the front with 15mm of clear material under the logo and donned as tight as practical. The ATC branded beanie may be worn as part of sporting or recreational clothing, with CWD on base and in the field and with flying overalls, however it must not be worn when its wearing could bring the NZCF/NZDF into disrepute or bring the service adverse publicity.
- e. **ATC Sun Hat** – The Air Training Corps Sun Hat is to be worn when ordered to by a SNCO or an Officer. The hat is to worn square on the head, with the logo at the front. The chin strap is to be worn unless ordered not to, at which point it is to be stowed above the head, and is to be tightened so as not to allow the hat to fly away in windy circumstances. ATC Sun Hats are property of No. 17 Squadron and are not issued to personnel as part of their standard 'uniform package' and care must be taken to ensure it is kept in good condition.

## **NO. 3B - GENERAL PURPOSE UNIFORM**

### **Short Sleeve Shirt**

Creases will only appear in the following places:

- On both sleeves running from the top of the sleeve to the bottom. The crease will be centred relative to the epaulette so that if the crease were to continue onto the epaulette it would run down its centre.
- On the back of the shirt. Creases will be an equal distance apart from the sides of the shirt and not continue more than the width of a hand down the shirt. This crease will originate from the top of the shirt and will proceed vertically downwards.
- Otherwise, no creases should exist on the shirt.

Shirts *will* be washed at a regular interval and will be maintained with a clean and tidy appearance.

Only rank slides you have earned may be worn.

Shirts are to remain tucked into an individual's trousers.

## **Trousers**

Creases are to be only in the following locations:

- Front left and right side. Beginning at the top, they will originate halfway between the closest side of the pocket and the fly and continue in a vertical and uniform fashion all the way to the bottom.
- Back right and left. Beginning at the top, both sides will originate directly underneath the vertical stitching in the trouser leg.

## **Jersey**

The jersey is to be worn during the 2<sup>nd</sup> and 3<sup>rd</sup> term of a year, or under direction while on an activity.

General: Jerseys are to be kept well maintained and free from lint.

Jerseys are not to be hung on a standard clothes hanger. In the first instance they are to be folded.

Creases are to be only in the following locations:

- Starting from the top of the sleeve and extending all the way to the cuff. Crease is to be sharp.
- Tip: using tape on the inside of the jersey is a way to keep creases sharp.

# **CWD - CADET WORKING DRESS**

## **Shirt**

The shirt needs to have enough length and width to allow for comfortable movement while also providing coverage when bending.

Creases will only appear in the following places:

- A single crease is to be ironed into the collar and is to remain sharp and visible along its full length.

- The bottom of the collar is to be ironed flat, with the neck unzipped and the lapel edges ironed at a 45-degree angle.
- The sleeve should be ironed along the length of the sleeve ensuring the crease lines up with the seam at the shoulder and the NZ flag and Velcro patch area should not have a crease ironed into them.
- Otherwise, no creases should exist on the shirt.

If the sleeves are rolled up the following will apply:

- sleeves should be ironed up to form a comfortable size to fit the wearer's arms.
- Sleeve folds should be approximately 3 fingers wide and should be approximately 5- 6 folds.
- The Velcro patch on the right should not be covered
- Both sleeves should be the same length and should sit above the elbow, so movement of the arm doesn't affect the sleeve.

## **Trousers**

- Trouser legs are worn out over the boots, so length needs to be sitting on the laces. Ensure that when the person kneels or bends, the trousers do not show any skin of the leg.
- Ensure the trousers fit comfortably around the waist.
- Wearer should be able to sit down, bend and squat comfortably in the trousers to ensure the correct fit.
- No creases are placed in CWD trousers.

# INSPECTION GUIDELINES

## THINGS TO LOOK FOR

- NZCF 3822 - signed
- Full and correct uniform
- Uniform ironed correctly
- Cleanliness
- Polished shoes
- Fitment and condition
- Straight name badge
- Rank slides/patch
- Hair (including facial, hair ties/clips)
- Jewellery (to regulation)
- Writing on hands/arms
- Belt (good condition and fit)
- Hat (on parade)

## TIPS FOR CONSTRUCTIVE INSPECTION

- Refrain from being too negative/harsh. Balance out the negatives with positives.
- Never criticize if you cannot provide advice to improve the cadet's uniform for the next week. You are there to help the cadets improve, not to discipline them for their lack of ability.
- Try inspecting from head to toe so as not to forget anything.
- If you find something that needs remedying, make a note of it and follow it up for the next week. If the problem persists, talk to their Flight Sergeant or Warrant Officer.

# FLIGHT BRIEFING PROCEDURES

## MEETING AGENDA

- The Routine Orders will be read out along with allocation of any Duty Cadets.
- Forms can be handed in to the Flight Sergeant which is then given to the A1 Administration Office.
- Ensure the cadets have all the necessary equipment for their lessons (e.g. pens, paper)
- Give out forms/handouts from previous lessons and parade nights if required.
- Inform the cadets of where their next lessons will be and what they will be learning.

# NCO MEETING PROCEDURES

## MEETING AGENDA

- Before meeting starts DNCO can take spare NCOs to assist with classroom clean up
- W/O runs the meeting, officers speak first, then W/O, then CPL, SGT, F/S
- Minutes are taken on the minutes doc by a F/S and posted on the slack channel after
- If there are minor issues with individual cadets they should be brought to the attention of their F/S who can decide if it can be solved before the meeting
- Meeting should begin around 2110, depending on how long end of night takes, and be finished by 2130

# GUIDELINES FOR CLASSROOM INSTRUCTORS

Your lesson plan should be able to be picked up by someone else and taught without difficulty. Include details of activities, answers to questions, training aids used when and where and how much time you expect each section to take.

## INTRODUCTION

Should make up approximately 10% of your lesson – i.e. a 40 minute lesson should have a 4 minute introduction.

**Interest** - Grab the interest of the class straight away with an activity, question, brainteaser etc. Be creative but make sure it is relevant to your lesson content.

**Title** – Display clearly, should be short and sweet.

**Objective** – What they will be able to do by the end of the lesson. Must contain a **performance verb** such as define, demonstrate, list, identify etc. If applicable state what **standard** they will be able to do it to and under what **conditions**. Also state here how it will be assessed.

**Need** – Why do they need to know this? You may like to ask the class this question before you tell them. This tells them what's in it for them. The need should be “from the heart” i.e. try not to read off your lesson plan.

**Scope** – Display clearly so the class can follow. Keep the points to two words or less where possible. Tick off as you go.

**References** – State and display where possible.

**Handouts** – Yes or no. What areas do they need to take notes on?

**Revision** – From the last lesson or on information they need to know for your lesson.

## **BODY**

Follow this format:

1. Teach scope point.
  2. Ask class if they have any questions.
  3. Ask them some questions.
  4. Give a brief summary of what you've just taught.
  5. Move on to the next scope point.
- Remember the body of your lesson should have student activity! Be creative! If the bum is numb, the brain's the same.
  - Use varied training aids - cater for all different learning styles: visual, aural, kinesthetic.
  - Use questioning to involve the class – use different questioning techniques.
  - Teach to the level of the class. Use appropriate language.
  - Research your topic well – Always know more than you teach so that you can answer questions.
  - Include another NCO in your lesson, not only to enforce discipline but to provide assistance when necessary.

## **CONCLUSION**

Again, approximately 10% of your lesson.

**Title** – Restate

**Objective** – Restate, have they achieved it?

**Need** – Restate

**Summary** – A brief summary of the lesson. Highlight key, take home points. Don't just restate your scope.



**Extra help** – Where they could find more information or ask questions. Usually yourself and the reference.

**Next lesson** – When and what this will be.

**Interest** – Finish with a bang.

## **CLASSROOM CONTROL TIPS**

- Start off firm, if behaviour allows, you may be able to relax later in the lesson.
- Confidence! If you appear confident that they will do exactly as you tell them, they are more likely to do exactly as you tell them.
- Do not tolerate poor behaviour, address it as soon as it occurs.
- Reward positive behaviour.
- Avoid yelling - speaking quietly or stopping and waiting is likely to be more effective.
- Use a 3 strikes or warning system.
- Split up disruptive pairs/groups of Cadets.
- Deduct flight points if appropriate.
- Ask disruptive Cadets to stand outside the door.
- Send disruptive Cadets to the Adjutant.
- Keep your cool – never become involved in an argument with a Cadet.
- When addressing disruptive behaviour never use personal insults or belittle the Cadet in front of the class.

## **SUBMITTING LESSON PLANS**

It is important that Unit training is conducted to a high standard. Having a comprehensive lesson plan makes it easier for the instructor to teach, demonstrates that appropriate thought and planning has gone into a lesson and makes it possible for a reliever instructor to teach the lesson if needed.

**Lesson plans are required to be uploaded to the lesson plan online database: [lessons.17squadronatc.com](https://lessons.17squadronatc.com) no later than 3 weeks prior to the lesson being taught.**

1. Lesson plans will be assessed by a staff member and feedback will be provided to the instructor. If you have not received feedback and you would like to, or if you would like to discuss your feedback, please come and chat with the A7 Training and Development Team.
2. If you believe you will have difficulty submitting a lesson plan by the due date, you must contact the A7 Training and Development Team as soon as possible.
3. Late lesson plans will initially be followed up verbally or via Slack.
4. If lessons plans remain late with no appropriate reason, the matter will be referred to the Unit Commander and disciplinary actions may follow.

# NCO GUIDE TO REPORTING INFORMATION

	<b>Trivial Gossip</b>	<b>Routine</b>	<b>Sensitive</b>	<b>Urgent or Serious</b>
<b>Description</b>	Information not of any relevance to the task at hand or the Unit.	Information directly related to the task(s) at hand, that is not of a sensitive, serious or urgent nature.	Information has the potential to make those involved uncomfortable or embarrassed.	Cadet(s) are in immediate physical or mental danger.
<b>Example(s)</b>	Cadets seen socialising together in their private lives.  Cadets dating**	Bad behaviour in lessons.  Cadet(s) has a poor standard of dress.	Cadet tells you he/she is being bullied.  Cadet tells you they are having problems at home.	Cadet informs you they intend to hurt themselves or others.  Serious breaches of the CFOs by Unit Personnel.
<b>SNCO Action(s)</b>	DO NOT Report DO NOT Discuss  Of no relevance so keep this	DO Report DO Discuss  Pass on information to Unit Warrant Officer and/or	DO Report DO NOT Discuss*  Pass on information to Unit Warrant Officer or a	DO Report DO NOT Discuss*  Pass on information IMMEDIATELY to a

	information to yourself.	discuss at NCO Meeting.  Attempt to resolve issue as appropriate.	Commissioned Officer.	Commissioned Officer, preferably the Unit Commander
Once the information has been passed on it is no longer your concern (unless the resolution decided upon directly involves you). Having completed the appropriate action(s) you are to continue with your duties and not discuss the matter(s) further.				

\*Until/unless told otherwise by Unit Staff or the Unit Commander.

\*\*Unless the Cadets behave in a manner that suggests and intimate relationship while at a Unit Activity, which is a breach of the CFOs and is to be treated as such.

N.B. the term “Cadets” is used to refer to all personnel who are not commissioned Officers, Supplementary Staff or Officer Cadets (i.e. the term refers to Cadet NCOs as well as Cadets). The term “Unit Personnel” incorporates everyone associated with the Unit.

# RANK COMPETENCY SIGN-OFF SHEETS

## CORPORAL

Session	Assessor	Date
CPL 4.0 Introduction		
CPL 4.1 NCO resources		
CPL 4.2 Training Programme		
CPL 4.3 Marker Drill		
CPL 4.4 Ensign Duty		
CPL 4.5 Uniform Inspection		
CPL 4.6 Duties		

## SERGEANT

Session	Assessor	Date
SGT 5.0 Introduction		
SGT 5.1 Orderly duty		
SGT 5.2 Supernumerary position		

### Notes:

- Sessions CPL 4.0 and SGT 5.0 will be conducted by the W/O or A7. Session CPL 4.2 will be conducted by the A7. For the remaining sessions, an assessor may be anyone who the W/O or A7 deems fit to assess this competency.

## FLIGHT SERGEANT

Session	Assessor	Date
F/S 5.0 Introduction		
F/S 5.1 Flight Sergeant Drill & Flight Management		
F/S 5.2 W/O understudy		

### Notes:

- Sessions F/S 5.0 will be conducted by the W/O or A7. For the remaining sessions, an assessor may be anyone who the W/O or A7 deems fit to assess this competency.

# CWD INSPECTION

- Headdress - They have it and it's correct
- Hair standards - Same as blues
- One plain stud per ear
- Clean shaven
- No other jewellery visible - unless religious etc
- Correct undershirt - Round collar - Navy blue or Black
- Collar ironed open with a visible crease in the centre around length of collar
- Front and back of shirt ironed flat no creases
- Sleeves down - Sharp crease top and bottom
- Sleeves up - Creased and correctly rolled
- Has a rank patch
- Belt correct direction - tail finishing to the left
- Pants ironed - No creases
- Pants covering boot laces
- Black Boots - Clean - Souls included - Not scuffed - Can be polished but not mirror shined
- Velcro on pants done up over boots
- 3822- They have it and have it filled out

# GSMEAC

## PRELIMINARIES

- Define/describe task to team
- Identify all Resources and Limitations
- Gather Ideas from the Team
- Pick and expand on an Idea
- Inform Team of Final Decision
- Set up Briefing Area (diagrams, handouts, seating etc)

## GROUND: Define Area

- General area
- Specific area
- Boundaries
- Hazards

## SITUATION: Explain what has happened

- Outline briefly the situation and the background leading up to the task/activity
- Timeframes

## MISSION: Statement on what needs to be achieved

- A short, concise statement detailing
  - Who is doing it
  - What needs to happen
  - When it needs to be done
  - IN ORDER TO Why is needs to be done
- State Twice (I SAY AGAIN)

## EXECUTION: How the Task is going to be completed

- General Outline (Stages and Timings)
- Detailed Tasks (Allocate Specific Tasks)

## GSMEAC SECOND PAGE

## 3B INSPECTION

### ADMINISTRATION AND LOGISTICS: Additional Factors to Consider

- As Applicable
  - Meal and Rest Timings
  - Accommodation
  - Equipment
  - Dress
  - Medical (where to find First Aid Station)

### COMMAND AND SIGNALS: Command Structure and Communication Channels

- Chain of Command (as applicable)
  - Who is In Charge
  - ZIC
  - Specific Allocations
  - Time Keep

### END OF BRIEF:

- Questions; encourage them from Team
- Confirm Orders; ensure understanding by asking Questions
- Battle Brief/Pepp Talk

## Functional Leadership

### TASK NEEDS:

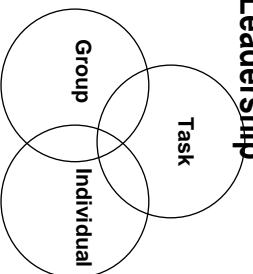
Needs relating to the task itself

### GROUP NEEDS:

Needs to maintain the group as a close-knit working unit

### INDIVIDUAL NEEDS:

Basic human needs of the individual members within the group



Headress – They have it, it is clean and in good condition

Hair- not touching ears or collar, tied in a bun if possible

One plain stud per ear

Clean shaven

No other jewellery visible - unless religious etc

Shirt- Collar sharp, no extra creases on shirt, name badge correctly placed

Shirt sleeves- have creases and no train tracks, brassard sharp crease and correct badges

Jersey- Buttons over rank slides, cuffed sleeves; sleeves have creases and no train tracks, no extra creases

Pants- Creases from top to bottom, no train tracks, no extra creases

Shoes- Clean and polished to a shine

Belt correct direction - tail finishing to the left

Socks- Blue or black

3822- They have it and have it filled out