

Air Force Association of Canada Handbook

CHAPTER I

HISTORY – A record of the RCAF Association in its early years

On May 21st, 1948, His Excellency the Governor in Council approved the formation of the Royal Canadian Air Force Association. Thus came into being the only national veterans' organization composed exclusively of those who had served in the Royal Canadian Air Force or in any of Her Majesty's Air Forces.

This Order in Council came at a time when former air force personnel felt not only a strong compulsion to reunite in the fellowship so firmly bonded in service, but during a period when radical changes were taking place in aviation. A more intimate contact with the air force of the day was felt necessary by those whose loyalty had not diminished with the acceptance of civilian status. An opportunity to obtain a better understanding of the problems facing military and civilian aviation in Canada, and an opportunity to support and assist aeronautical development in Canada were desirable but difficult goals to achieve. The formation of a national association uniting those with similar background and of similar desires was welcomed, therefore, with enthusiasm.

A Flying Heritage

Canadians have from the beginning shown an eagerness to accept the challenge of flight and have displayed a particular aptitude in meeting that challenge. During the First World War, 15,359 Canadian officers and cadets served with the Royal Flying Corps, the Royal Naval Air Service and the Royal Air Force. Ground crew members of these services from Canada totaled 7,453. At the time it reached its peak strength during the Second World War 215,200 persons, including more than 15,000 members of the Women's Division, were enrolled in the RCAF. Throughout the brief history of aviation Canadians have flown and fought in numbers out of all proportions to the population of their country.

The Beginning

Between the two world wars a few small groups of military fliers had managed successfully to meet with some regularity. In a few places clubs were established and became the meeting place of veteran airmen and those who continued to fly in the opening up of civilian routes and services in this country. But these individual organizations were not embraced by any regional or national association. Similarly after the Second World War air force veterans got together in towns and cities across the country and organized clubs or societies to meet their own needs. Each group set its own objectives and program and operated independently from the others. In this way the desire of former air force personnel to retain an identity was met, but only in a few localities.

Meanwhile, in Ottawa, letters were being received by the Minister of National Defense and the Chief of the Air Staff asking that an organization of air force veterans be established. The reasons were compelling ones and they found a champion in the CAS, Air Marshal W.A. Curtis, and a sympathetic supporter in the Minister, the Honourable Brooke Claxton. Strong representations were made to the Cabinet and to the Treasury Board and ultimately the Order in Council of 21 May 1948 proclaimed the Royal Canadian Air Force Association.

Early Organization

The next step was organization. Again the CAS and the Minister of National Defense took the initiative. They approached Air Chief Marshal L.S. Breadner, a former Chief of the Air Staff and Air Officer Commanding-in-Chief of the RCAF Overseas during World War II, who by then was on the retired list, and invited him to take on the job. This he agreed to do on the basis that the time he would devote to it would be purely voluntary and without pay from either the Government or the Association. This condition was gratefully accepted and in June 1948 the first approaches to organization were made. An office was set up in the RCAF Beaver Barracks, 424 Metcalfe Street, Ottawa, and the nucleus of a staff assembled.

A general meeting was called for September 16th. Invitations were sent to representative ex-air force personnel who were known for their long connection and continuing interest in the RCAF, and who, it was hoped, would be in a position to devote some time to the large amount of organizational work that would be required in the field. As a result of this meeting a provisional Dominion Executive Council was elected, comprised of the following:

Dominion President:

Air Chief Marshal L.S. Breadner

Dominion 1st Vice-President:

Air Vice-Marshal A. Raymond

Dominion 2nd Vice-President:

Air Vice-Marshal K.G. Nairn

Dominion 3rd Vice-President:

Air Vice-Marshal G.V. Walsh

Dominion Honorary Treasurer:

Flight Lieutenant C.E. Winter

Dominion Chairman:

Air Vice-Marshal J.A. Sully

Dominion Vice-Chairman

Wing Commander P. Pitcher

Legal Adviser:

Group Captain G.G. Marrow

Women's Division Representative:

Wing Officer K.O. Walker.

In addition representatives were elected for each of the provinces, and it was their task to arrange the formation of provisional executive councils until such time as a provincial council could be elected.

The first meeting of the Dominion Executive Council (Provisional) was held in Montreal on November 2nd, 1948 at which time a badge for the RCAF Association was adopted and other administrative matters resolved. At this time the Constitution and By-laws were in the process of being written and they were being framed so that the Association might be incorporated under the Companies Act. A Charter under the Act was granted by the Secretary of State of Canada on May 14th, 1951.

Membership Campaign

A general membership campaign was launched in January 1949. Air Chief Marshal Breadner attended meetings of air force veterans at most of the major cities in Canada. Information on the Association and membership applications were sent to all former RCAF personnel whose addresses were known at that time.

By October of that year thirty-five wings had been formed with a membership of 2,500 people. Another 2,500 had enrolled as Members-At-Large. A report during that month stated that Wings had held meetings with interesting speakers, or films drawn from the RCAF Film Library; arranged social evenings in many different forms; visited and entertained hospitalized veterans. Several wings had assumed sponsorship of existing Air Cadet Squadrons or planned to form additional squadrons; some that been instrumental in obtaining assistance for a member through the RCAF Benevolent fund; some had sponsored air shows or carnivals, participated in Air Force Day and Battle of Britain ceremonies; and some had backed the development of local aerodromes. Thus the form of activity the Association was to undertake began to take shape.

First National Convention

The first National Convention of the RCAF Association was held in Ottawa on May 12th and 13th, 1950. Fifty-eight Wings had been formed at that time and the total membership was close to 9,000. Sixty-eight official Wing delegates were in attendance along with twenty-four members of the National and Group Executives. Five observers from the RCAF attended the sessions held at Beaver Barracks.

At this convention the Provisional Executive Council was disbanded and a ten-position Dominion Executive Council elected. The full Council included ten Group Representatives who had been elected by their Groups at earlier meetings. Air Chief Marshal Breadner became Grand President with Air Vice-Marshal A.L. Morfee, CB, CBE, CD., took office as the Association's first elected National President.

In addition to the presentation of reports and statements on the progress of the young Association, the convention discussed some twenty-four resolutions brought forward the wing delegates. The majority of these resolutions concerned conduct or procedures with the Association itself; a

smaller number were for consideration by the RCAF or the government. One resolution proposed that, in the Association, reference to members by the rank they held in service be abolished. It provoked much lengthier and more heated debate than all the others and received national press coverage and comment as the “Call Me Mister” resolution. On the morning following its adoption by the convention, however, a new motion revoking the previous decision was proposed, and after further debate, was approved.

Expansion

During the 1950-51 fiscal years the Association continued to expand so that the membership report at the 1951 National Convention, also held in Ottawa, listed more than ten thousand members, and the organization of seventy-five Wings. The biggest increase was in the Maritime Provinces and the Wing with the largest number of paid-up members in Canada was 250 Wing in Saint John. Fourteen Air Cadet Squadrons were being sponsored by Association Wings and others were expected soon to have this opportunity. The Dominion President, Air Vice-Marshal Morfee, announced to the delegates that the Air Cadet League of Canada had accepted the donation of an RCAF Association Trophy to be awarded each year by the League to the most proficient Air Cadet Squadron in Canada.

Two changes affecting the Dominion Executive Council were approved at the 1951 convention. The name was changed to “National Executive Council” and it was expanded to include three additional Women’s Division representatives, one each from Eastern, Central and Western Canada.

Royal Patronage

In 1951 Her Majesty the Queen, then Her Royal Highness the Princess Elizabeth, graciously extended her patronage to the Royal Canadian Air Force Association. The announcement was made by the National President at a meeting of the National Executive Council in Ottawa early in December.

At the same meeting the dates for the Third National Convention to be held in Ottawa were announced as May 22nd and 23rd of 1952. Such was not to be the case, however, for a program of fuel conservation throughout the RCAF occasioned by a strike in the United States oil industry forced cancellation of the flights by which delegates would travel. Alternate travel arrangements could not be set up in time to meet the planned dates and the convention was cancelled.

(text on convention history pp 5-19 not included)

CHAPTER II

AIMS AND OBJECTS - What the Association strives to do.

The aims and objects of the RCAF Association are:

1. To unite personnel of the Reserves, Regular Force, and former members of Her Majesty's Air Forces and so preserve and foster the spirit of fellowship among all who have served in Her Majesty's Air Forces.
2. To support the maintenance of an adequate and efficient Air Force in Canada for the defense of our country.
3. To sponsor and encourage aeronautics in all its branches and to provide a means whereby former Air Force personnel and the public may be kept abreast of the changes in aviation and all that they imply from both the military and civil standpoint.
4. To support the RCAF Regular, the RCAF Reserves, the Royal Canadian Air Cadets and any other components of the RCAF which may be formed.
5. To co-operate with the RCAF Benevolent fund, the Royal Canadian Legion, and any other organization devoted to, or assisting in the welfare of former Air Force personnel.
6. To perpetuate the glorious traditions of the Royal Canadian Air Force.
7. To strive for peace, goodwill, and friendship among all nations.

These aims and objects state in broad terms what the Association strives to do. They name the purposes for which the Association was established – the goal the Association has set for itself.

Interpretation

Because the interest of RCAF members is in matters which do not remain fixed, the aims and objects of the Association cannot be fully described in precise, well-defined terms. For example, the stated aim "to sponsor and encourage aeronautics in all its branches" cannot be spelled out in so many words because aeronautics is an ever-changing and expanding field. The phrasing of the objective to sponsor and encourage aeronautics recognizes this and provides the flexibility necessary for the objective to remain valid. The Association's interest and concern encompasses the whole field and is not centered on one aspect of aeronautics alone. If it were centered alone on say, financial support for civilian pilot training, then the Association would be concerned primarily with fund raising and would be organized along lines to assure the best possible return from that monetary investment. The Association's aim could then be definitely and precisely stated.

But because the Association's aims and objects are stated in general and somewhat nebulous terms they should not be permitted to slip into the background and become nebulous symbols of an unattainable desire. To serve their purpose as a guiding light they must be reviewed frequently and given a more precise meaning by those wishing to pursue them.

Implementation

Each Wing then must decide how best it can fulfill Association objectives in relation to its own resources at any particular time. The area covered by the aims and objects is too wide to expect complete fulfillment at all times and at all places. The emphasis and the effort will vary with the resources available and the need at any one time.

Just as each Wing must set its targets within the range of the aims and objects, so must each Group Executive and the National Executive Council set targets respectively for each Group and for the national organization. The aims and objects remain the same; the emphasis and effort will be different at each organizational level and in accordance with the requirement and the available resources at each level.

For example, consider the first listed of the aims – “to unite personnel and so preserve and foster the spirit of fellowship”. A Wing executive must consider how this might best be done in its community. If the Wing has just been organized it may wish to devote the major part of its resources and effort toward the establishment of quarters, facilities and programs to achieve this objective. If however the Wing is well established, has its own quarters, provides social and recreational activities, has the facilities and program to foster fellowship then it has come a long way toward reaching the objective. It can now direct some Wing resources and Wing effort toward maintaining what is established practice but will make the major effort toward the betterment of the Wing program in relation to the other aims and objects.

Each aim and object will be considered in turn by an efficient executive, and decisions made on the disposition of resources and the areas of disposition. It may be necessary for a time to concentrate on one or two of the stated aims. The others will get attention when the organization is better able to devote worthwhile effort to them or when circumstances dictate support in those areas.

The aims and objects as presented point the direction and define the general boundaries of Association activity. A Wing should be able to recognize what it is best equipped to do or what needs to be done locally within these boundaries. Every Wing whether it realizes it or not is doing something to add to, or subtract from, the sum total of the worth of the national organization.

A realistic program fitted to local needs in line with the aims and objects cannot fail to add to that worth.

CHAPTER III

ADMINISTRATIVE STRUCTURE AND FUNCTION - The levels of control and responsibility

The administrative structure of the RCAF Association is the simple and uncomplicated three-tier structure used effectively by business and industry. The three-tier organization, while defining the limits of responsibility and action by each segment of the organization, at the time provides each segment with freedom of action to initiate and develop its own programs in keeping with the general policies and practices of the business or organization as a whole. In addition the organization permits the ready transmission of ideas and methods from the lower levels to the higher where their suitability for general adoption can be considered and where their reception may have a direct bearing on future policy.

The National Level

In a country-wide three-tier organization the top level is the national one. This is the policy level where decisions affecting the conduct of affairs within the whole organization are made. In business this level is represented by the Head Office where company policy is set and from where directives outlining that policy go forth. Necessary instructions as to how that policy must be implemented are sent to those who must carry it out at the regional and local levels. Normally, however, the details of policy implementation are not the concern or responsibility of the policy-making executives. Their knowledge and studies of all elements of the organization have led them to the judgment that certain policies are practical but the administration of these policies rests with others. This is where the administrators and specialists at all levels step in to work out the details and put into operation the activities which best express the established policies. It is up to the policy-makers to study the progress of this implementation, supporting and assisting it, and observing its effectiveness in bringing to the organization the benefits desired.

The Regional Level

The intermediate level is the regional level. In business, the regional office carries out a function similar to that of the head office, but on a regional basis. It is at this level that the policies established at the top are reiterated and set out in terms applicable to the particular region. Policies and practices that affect that region alone may be established by the regional executives, whose prime concern is growth and development in their area of responsibility. In this regard, they are free to originate and direct affairs without recourse to the head office, but are of course, bound by the policies and business practices laid down by the head office for the whole company. The success achieved by policies and methods developed and practices at a regional level may well lead to their adoption on a national basis.

The Local Level

The lowest level must, of necessity, be the broadest and the strongest for on it rests the upper parts of the structure. This is the foundation level. Each unit or component at this level operates individually in its own locality. The greater the density of these units the stronger the foundation provided for the whole structure.

At the local level the policies of a business or organization face their sternest test. Executives at this level must direct affairs in keeping with national and regional policies but, like the regional executives, they are free to originate and develop ideas on their own. Whatever success they achieve in carrying out the national and regional aims in their locality will be reflected at both the intermediate and top levels of the structure. Their actions and the actions of their representatives or members will determine the regard in which the whole national body is held. Their acceptance of responsibility at this point of broadest public contact is the determining factor in the success or failure of the national policy.

While national policy on the one hand terminates in action at the local level it also has its beginning at the same level. The response, the reaction to activity at the local level reverberates to the top level of the structure where it is the most influential factor of all in the shaping of policy.

The RCAF Association is constituted as a three-tier organization structure. As we have seen this implies the acceptance of certain responsibilities and the operation of certain functions at three different levels with full cooperation and coordination between all three in the carrying out of the aims and objectives of the organization as a whole.

The National Executive Council

The National Executive Council is the top level in the RCAF Association. It consists of three groups of elected officials, each group elected in a different way. The first segment, elected by ballot at the Regular General Meeting of the Association, consists of Grand President, President, First Vice-President, Second Vice-President, Third Vice-President, Fourth Vice-President (Financial), Chairman, Vice-Chairman, Legal Adviser and Women's Division Representative (National). The immediate Past President automatically remains a member of Council during the term of office of his immediate successor.

The second segment of the National Executive Council consists of Group Representatives. The President of each Group Executive Council is by right a member of the National Executive Council during his term of office. Three additional Group Representatives are elected by their groups to the National Executive Council; one each from the Maritime, Quebec and Ontario Groups.

The third segment consists of the Women's Division Representative (Eastern Canada), Women's Division Representative (Central Canada) and Women's Division Representative Western Canada. Each is elected at the Regular General Meeting of the Association by a majority vote of the representatives and delegates of the respective Groups.

The powers of the National Executive Council (By-law #5) are in the areas of general supervision and the formulation of policy. The Council views the association from a national point of view, and therefore must concern itself with the broad policies which will strengthen the association as a national organization. While the Council must understand and be capable of assessing the possibilities for fruitful development of policy or practice, it nonetheless cannot be expected to work out the details of execution of such policy at either Group or Wing level. Once a policy decision has been reached, the responsibility for developing and conducting programs or projects putting the policy into effect rests with appointed administrators. Administration is almost wholly the responsibility of the Association Secretary-Manager, the Group Executive Councils and the Wing Executives.

With the implementation of policy in the hands of the administrators, the Council's work however is not finished. It now must study the progress and effect of the policy implementation, maintaining a national outlook.

In the main, the function of the National Executive Council is to inspect and to analyze; to find the points of weakness in the Association and then to initiate policies to strengthen those weaknesses; in brief, to plot a wise course with the aims and objects of the association as a guide.

The Secretary-Manager

The central figure in the administration of Association affairs is the Secretary-Manager. His duties are to carry out the directions of the President and National Executive Council, to manage the affairs of the Association and of the Association's national office. His position, affording day-by-day contact with all aspects of Association activity, is a vantage point from which both Association progress and pitfalls can be observed. His observations and his assessment of the Association's position can be of inestimable value to the National Executive Council, the Group Executive Councils, Wing executives and membership.

The function of the secretary-manager is to put into action such procedures, programs, campaigns etc., which best serve to reach the policy objectives set by the National Executive Council. Having to direct the affairs of the association to this end, he becomes the consultant-adviser to the Council and, as a permanent official, is in a position to present positive recommendations for the preservation of continuity from year to year in Association development.

Assisting the secretary-manager in his administrative duties is the administrative sub-committee, which is composed of not less than three, nor more than five of the National Executive Council. The sub-committee meets as required and at the discretion of the chairman to interpret or clarify any particular points of Council policy, to make decisions on administrative matters and to transact items of business which are outside the terms of reference of the Secretary-Manager.

The Group Executive Council

At the intermediate level in the administrative structure of the Association is the Group Executive Council, responsible for the direction of Association affairs in a defined area. Six groups are established, i.e., the Maritime, Quebec, Ontario, Manitoba-North-west Ontario, Saskatchewan,

and Alberta Groups. When for a time Wings which had formed a British Columbia Group became dormant the Group organization was disbanded. The resurgence however of active Wings in Vancouver and Victoria anticipates future reestablishment of this Group.

Each Group Executive Council consists of the President, Vice-President, Honorary Treasurer, National Executive Council member or members for the Group, and such other officers and members as may be determined at a regular or special group meeting.

A Group Executive Council, within its region, is both an extension of the National Executive Council in that it is committed to the national policy, and the executive branch of the association in its area whose purpose is to carry out the objects of the Association. A regional council may initiate, for the benefit of the wings under its jurisdiction, policies and programs separate from but complementary to the national program.

The function of the Group Executive Council is to coordinate and encourage the efforts of the Wings of the Association in its region, to originate and direct a suitable program for the advancement of Association aims and to carry out the policy directions issued by the National Executive Council.

The Wing

The broad base of the RCAF Association structure is the Wing level. While it is appreciated that the local organization is directed by Association policies established by the members' representatives at both the regional and national levels, it must not be forgotten that in addition to this Wing executives may originate programs and projects to meet the specific needs of the membership and the community in which the Wing is located.

Each Wing Executive Council carries out on a smaller scale the same type of policy making and programming as a group or national council. Its area of responsibility is local and in this area it is faced with a wide range of possibilities. Projects and activities commenced at the local level for the benefit or enjoyment of local members, or as a service to the community, may be suitable for adoption by the association on a regional and eventually a national basis.

Thus the Wing executive in its direction of local Association affairs is in a position to add great strength to the Association as a national organization. Wing members are anxious to demonstrate that the qualities on which their fine record of service was based are the same qualities on which good citizenship is based. It is the function of the Wing executive to provide the means whereby these qualities may be exercised in effective demonstration to the community that former air force personnel are capable and responsible citizens, proud of their service accomplishments, and proud to participate in community advancement.

Organization Chart -- RCAF Association



CHAPTER IV

ORGANIZATION OF A WING - Getting started and keeping going

The word “organize” means to arrange or distribute into interdependent parts with the proper officials so as to work or carry out a scheme efficiently. An efficient organization then is one in which the right persons are doing the right jobs in a manner that assures the successful completion of a task. A Wing organization should be functional. It should be designed or arranged so that the function of the Wing is carried out efficiently.

What is the function of a Wing? To say simply that the Wing’s function is to carry out the aims and objects of the Association is not enough. It is true, but it is not specific. It is the function of all Wings to do this, but each Wing must state its own particular function within the broad scope of the Association’s aims and objects, and state that function specifically for the knowledge and benefit of its members and the community in which it is located.

The First Step

A complete study of the aims and objects of the Association is the first step. These must then be translated into terms of what the former air force personnel in that area might do about them. It is readily seen that methods of “uniting personnel and fostering a spirit of fellowship” will not be the same in a town on the prairies or in the Maritimes as they would be in a metropolitan area. Methods of providing a meeting place, arranging social activities, and setting up a program for meetings found successful in Montreal cannot be applied to Lloydminster, for instance, with any assurance that they will be successful there. The approach to the problem of fulfilling this particular aim of the Association, and all others, must be made in relationship to the number of members or potential members, the nature of the community, the members’ interests, the activities they enjoy, and all the other facets of their life in that community.

Those who contemplate the formation of a Wing must use this approach not only in assessing the possibility of getting a Wing started, but in keeping it going. The preparatory work is an essential for those who want to unite with their fellow air force veterans and form a Wing. Without the results of this work they will have little more to present to an organizational meeting than a vague personal desire.

Organizational Meeting

Once the sponsors of a Wing have it clearly established in their own minds that a Wing can be formed, that its function will benefit former air force personnel in the area, and that it can support and contribute to the aims and objects of the RCAF Association, the next step to take is to call an organizational meeting. This meeting should be well advertised to attract as many eligible members as possible. Preparations should be made with care, keeping in mind that a well organized meeting, capably handled, will have a great influence on the decision reached. The many questions that are sure to arise should be anticipated so that complete and accurate answers

can be given immediately, leaving as little as possible to future investigation. The attendance of the national or group officials, or Association members from a neighboring Wing, can be very helpful at an organizational meeting.

If the formation of a Wing is approved it will then be the decision of the potential members to elect with a provisional executive or a regular slate of officers for a definite term. In either case, a minimum of three officers is needed; president, secretary and treasurer. The duties and responsibilities of these executives are outlined in Chapters V and VI. Any additional offices should be on the basis of need. For example, a vice-president should be elected only if it is felt that the president will, from time to time, require someone to take his place, or if there are specific responsibilities beyond those assigned to the president which require the attention of another official.

As a Wing increases in membership activity, the number of executive members may be increased in order to maintain executive control. The committee, however, should not be so large that efficiency is lost. The executive committee's duties are primarily those of policy and program. The detail work is best left to individual members or committees.

The executive is the nucleus of the Wing, holding the Wing together, and around which Wing activity revolves. Only if the members of this committee have an understanding of organizational procedures and are able to practice them, will the Wing's operation be efficient and successful.

CHAPTER V

THE WING PRESIDENT'S JOB - A brief outline of the leader's role

It may be said that the job of a Wing President is to see that all the activities of the Wing run smoothly, for that, basically, is his sole job. This simple statement however describes a complex task rather than a simple one. The Wing President's job is not to attempt to "run the show" but to keep the show running smoothly and well.

To do his job, the President must become completely familiar with the wing ----- its aims, its facilities, its history, and its members. Without this knowledge he is poorly equipped to guide the members of his team and make wise decisions. He must be capable of expressing his own views without dominating discussions of Wing policy and program. He must assign duties and responsibilities with impartiality and fairness.

The Qualities Required

The qualities of a good Wing President are those of a good executive; they bring him the respect of those who work with him. One of his chief attributes should be to permit subordinates to run their own show; another, to tactfully ward off any awkward situations before they arise and, should they arise, to display tact and sound judgment in resolving them.

The first job of the Wing President on taking office is to meet with the members of his executive to determine a program and to set objectives for the ensuing year. Then follows the appointment of necessary committees to fulfill the program --- and insight into the character and knowledge of the special talents and abilities of the other executive members is most useful here. Some committees may demand a chairman who is employed in or otherwise completely familiar with the type of activity in which his committee is engaged. Publicity is a specialized field which can best be carried out by experienced people, and therefore the Publicity Committee Chairman should be selected with this in mind. The advisability of naming one or two interested but inexperienced members to such a committee for training should not be overlooked.

The ability of the President to recognize and appoint the people most suited to the job will make his own task that much easier, and will lead to a stronger and happier Wing.

The President is normally expected to preside at all meetings of the executive and of the Wing. He should, however, turn over this responsibility at least once a year to the vice-president or some other member of the executive. Insofar as the conduct of meetings is concerned, the President's duties are the same as those outlined for a Committee chairman (Chapter VII). Some Wings elect a Chairman who relieves the President of this responsibility on meeting nights thus permitting him freedom to meet members and guests, introduce the speaker, etc.

It is impossible to list all that is involved in running a Wing, or to name all the duties that a successful Wing President should perform. It is enough to say that he needs a sharp eye, a ready ear, a firm hand and a big smile.

Generally speaking, a Wing is likely to be as good as its President. A good Wing needs constant effort and good organizing. Organizing is the President's chief responsibility. The aim can best be achieved when the President, having accurately analyzed the weak spots of his Wing, directs his efforts to strengthen those aspects.

CHAPTER VI

DUTIES OF EXECUTIVE OFFICERS - The key men and their job

In the preceding chapter the duties and responsibilities of the Wing president were outlined. This chapter will cover the chief duties of other executive members. No attempt is made to list all the duties these officials may be required to perform or to outline methods. The intention is to state the area of responsibility so that it might be a guide in the selection of the persons most qualified to accept and discharge that responsibility.

The Vice President

Primarily, a vice-president is one who acts in place of a president during his absence. He should have the qualities which will make him a suitable replacement for the president when the occasion demands. In many organizations the vice-president position is considered a stepping stone to the presidency. It is imperative that he be completely familiar with the operation of the Wing and with the president's viewpoint on Wing matters so that he, as a replacement, can carry out assignments in accordance with the president's wishes.

In addition to acting for the president from time to time, the vice-president may have a definite assignment for which he alone is responsible, such as membership, housing, program etc. In this instance, of course, he is responsible to the president and the executive, and may have a committee to assist him. This type of assignment provides an opportunity for a vice-president to demonstrate his abilities and thus indicate to the membership the manner in which he might be expected to perform if later elected to the presidency.

The Secretary

To the Wing secretary falls one of the most demanding jobs on the executive. The secretary has definite tasks to carry out before, during, and after each regular meeting, and each executive meeting, and many other jobs in between. An alert, dependable secretary often makes the difference between a smooth running Wing organization and a slipshod one.

Before each meeting the secretary, with the president, will prepare an agenda and ensure that it is distributed to the members. Items for discussion will then be known in advance by members, who as a result will come better prepared to express their views.

During the meeting the secretary is responsible for the recording of decisions, and afterwards for the preparation of minutes. Minutes are best kept as brief as possible. Remarks of little consequence should be omitted. It is essential to include only each topic discussed and the decision reached, with a brief resume of the discussion leading to the decision. It is helpful, when a decision requires action, to record the name of the person or persons responsible for the action. In a large Wing the secretary's work may be a burden for one person to carry efficiently,

in which case the duties could be shared with a corresponding secretary and a recording secretary ---the sole function of the latter being to record the minutes.

To these responsibilities is added that of whatever correspondence the activities of the Wing entail. Routine correspondence will normally be hand-led exclusively by the secretary, while that dealing with responsibilities of the president or other executive members will be actioned by the official concerned, with a copy to the secretary for the file.

The secretary will issue membership cards and buttons and keep the membership list up-to-date. Close liaison is necessary with the chairman of the membership committee to ensure that new members are placed on mailing lists immediately and that renewal notices are not sent to those who have already paid their fees.

The secretary has the overall responsibility of keeping all records and correspondence in order and having any of these available when the business of the Wing demands them. A good knowledge of these records and of the current activities of the Wing will assist the secretary in being the 'right hand man' to the president, and the ready source of information and reference for all executive members as they make decisions affecting the management and progress of the Wing.

The Treasurer

The Wing treasurer is responsible for the receipt and disbursement of all money and the maintenance of accurate accounts. He will receive all membership dues and issue a receipt to each member; he will receive all money raised from entertainment and other functions and issue receipts for the money received. He will be responsible for the maintenance of all necessary income and expenditure accounts, and will present to each executive meeting and to each regular meeting of the Wing a brief statement showing the current financial position.

The treasurer will prepare the accounts for an annual audit to be carried out in accordance with Association By-Law 15 (c).

CHAPTER V11

THE WHY AND HOW OF COMMITTEES - Their purposes and procedures

Sometimes one gains the impression that when a problem is difficult or unpleasant to face, or cannot be resolved by a meeting as a whole, it is turned over to a committee. In this way the membership may soon forget about it, the executive cease to harp about it, and the committee need only bide its time until the year has run out and it's too late to do anything anyway.

Committees are essential at all levels of Association activity but they should never be appointed merely to delay action on a problem, or to hide it. Neither should they be appointed in wholesale numbers to give an impression of a busyness which does not exist. In turning a matter over to a committee the Wing, Group or the National Executive Council should expect and get action. The function of a committee is to make decisions. These may be acted on forthwith or may take the form of recommendations or reports, according to the powers with which the committee is vested.

A committee is appointed by a superior body to which it is required to report and which may grant it more or less limited powers of action. A committee appointed for a single, limited purpose is called an ad hoc committee. It ceases to exist as soon as it has made its reports or otherwise achieved the purpose for which it was established. A committee established to look after certain responsibilities year after year is called a standing committee, and while it remains in existence on a continuing basis, its members usually change annually.

In both instances however, one thing must be firmly set by the body appointing the committee --- the terms of reference. Terms of reference tell the committee what to do. Unless executive powers are included in the terms of reference, the committee cannot take action, but can only make recommendations.

Size

The size of a committee is determined by the amount and type of work to be done. Provision has to be made for varying interests and points of view. Broadly speaking, it may be said that a committee should be kept as small as possible, and this is especially true if frequent meetings are required and much work has to be done.

The lower limit of size for a committee is usually three. Two has the disadvantage that one of the two must be chairman and, in case of disagreement, must always prevail by the use of his casting vote. The upper limit from the standpoint of effective work is probably twelve or thirteen. As the size of a committee increases, one of two things is apt to happen; either greater formality proves necessary in order to get through the business, or some of the members collapse into silence and become observers rather than participants. The larger the committee the greater the vigilance and skill required by the chairman in order to maintain a free and friendly atmosphere.

The Chairman's Duties

From the moment that he takes office the chairman of a committee has to act as the servant, the leader, and the representative of his committee. When the committee is not in session he alone can speak on its behalf, when it is sitting, his duty is to guide its deliberations and in this respect his word is law. At all times he must carry out its decision, or resign.

A chairman should drive his committee with a tight rein, and he must be just and impartial. He should never suppress discussion, but should keep it within reasonable limits. He should see that the more verbose members do not occupy the whole time of the committee and that the more retiring have an opportunity of expressing their views. He should set an example of courtesy and forbearance. His business is to elicit the views of his committee. He should rarely announce his own views but, by discreet guidance of the debate, he can often ensure that the conclusion reached is the one which he believes to be right. He is responsible for seeing that the rules of the debate are followed, that the work of the committee is orderly and understandable, that members keep to the point in their remarks and do not reiterate what has already been said, and that a faithful record of the decisions is made. To fulfill this latest obligation he must have the co-operation of a secretary who will be responsible for the record of decisions and for whatever correspondence the work of the committee entails.

A chairman should never take sides. If he wishes to join in a debate, he should vacate the chair, asking someone else to take his place while he speaks as a private member of the committee. This emphasizes his determination, when he returns to the chair, to act with complete impartiality. It is a privilege which should be sparingly used.

An important duty is to ensure that everything said is addressed to the chair. Conversation between members is fatal to the order of the proceedings and should be quickly though courteously checked. Even if one member wants to ask a question of another during the debate he should address the chair.

Agenda

The first duty of the chairman and secretary, before the date of meeting is to prepare an agenda, which is a sort of table of contents of the expected meeting. It is desirable that the agenda be circulated beforehand, especially if there is new or important business, so that members may know what they are going to discuss and may come with their ideas in order.

Minutes

The first item on the agenda, when a committee meets for the first time, is the terms of reference which should be read aloud by the secretary. At all other ordinary meetings the first item is the minutes of the meeting last held. Circulation of the minutes beforehand is the custom in all important committees and saves much time; it also enables members to give the minutes more careful consideration and to keep their copy as a record of past decisions.

Any criticism of the minutes must be made before they are signed. Up to that time they are a draft and liable to amendment, once signed they are the approved record of the proceedings. Nothing may be raised on the minutes except the correctness of the record as a record. They are an account of what took place at a particular meeting. They are not affected by any subsequent event, nor may they be altered because they no longer reflect the views of the committee. That must be recorded in the minutes of the later meeting at which it was brought to light.

Rules of Debate

Orderly discussion is an essential if a committee is to make sound decisions. In a small committee this need not entail much formality. But even there certain rules must be observed. The first of these is that if the chairman intervenes, all other members keep silent. In large meetings where members stand to speak, if the chairman rises, the member on his feet should sit down at once. When the chairman resumes his seat it is a sign that the member, unless he has otherwise been silenced, may continue.

It is equally important in small meetings that respect should be paid to the chair. The chairman should not intervene unreasonably, but only if members are wandering from the point, speaking for longer than the committee standing orders permit, or otherwise contravening the rules of debate, which, in essence, are the rules of good manners.

Chairman's Privileges

The chairman has two other privileges. The first of these is that if he moves a resolution it need not be seconded. However, he will initiate a resolution only if he is reasonably sure that it represents the views of the committee and will accordingly be passed. As a rule it is only resolutions of thanks, condolence, or congratulation which are moved "from the chair"; they gain added significance from being sponsored by the chairman.

The second privilege is that if when a resolution is moved and the president has cast his normal vote, the number of votes for and against is equal; he has a second, or casting vote. In these circumstances unless he has a good reason for doing otherwise, he should cast his second vote against change. It should be recorded that it is a second vote. It can be seen that the chairman, in such circumstances, votes twice. The point is important because most chairmen refrain from voting unless they have a special reason for doing so. When the chairman has initially abstained, a first vote given because the numbers for and against the resolution are equal is not a casting vote, and need not be especially conservative.

Much of what has been said about committees and chairmen applies to the conduct of Wing and Group meetings. Similarly, the chapters dealing with these meetings and the duties and responsibilities of presidents can be applied to committees hence an understanding of the contents of Chapters 3, 4, 5 and 6 will be beneficial for all members and officers.

CHAPTER VIII

SOME USEFUL WING COMMITTEES - Handling the major tasks

There is a wide and fertile field for the development of Wing activities, and careful and wise management is required to meet full productivity.

The Wing executive will initiate and preside over this development. In some instances executive members may themselves organize and conduct wing activities. Frequently however, committees are appointed to look after particular projects. The number of committees required will depend on the amount of work to be done. The cardinal rule is that a committee should not be appointed unless the job or activity requires special attention.

Because each Wing program is designed for that individual Wing's members, no complete list of necessary committees can be made standard for all Wings. A few committees however have become common in the majority of Wings, and a few notes on these committees may be helpful.

Membership Committee

The purpose of a membership committee is threefold; i.e. to keep accurate records of all members, to know all sources of potential members, and to ensure the prompt payment of membership dues.

In the first of these the membership chairman will work in close liaison with the Wing Secretary. A complete and accurate record of the names and addresses of all Wing members is an essential. Revisions and changes of address should be recorded immediately. In smaller Wings the membership chairman should make himself known to every member but where the size of the Wing makes this difficult or impossible, he should have as complete a record as possible of every member. This is detailed, time-consuming work but there is no easy way out. An able chairman will accept it and keep in mind the maxim, "It is easier to keep up than it is to catch up".

The second part of the membership committee's job is, again, a detailed and yet a most rewarding one if it is properly organized and carried out. Certainly it should be the intention of the committee to enroll the maximum number of eligible members. A list of all former air force personnel in the area should be compiled and kept current from year to year. It must be realized that the Association does not appeal to all who are eligible. The membership committee should know and attempt to understand the reasons why these people are not members for therein may be both suggestions and incentive for improvement of the Wing program.

All potential members should be approached from time to time and invited to join. It often is helpful, knowing the background and circumstances of these people, to invite a number of them to meetings which should have some special appeal for them. In addition, an open meeting to which all air force veterans in the area are invited can stimulate interest and usually brings in new members. The type of program and the reception provided by Wing members on such an

occasion will determine the success of the meeting. While a membership campaign of a few weeks duration may be productive, the committee should consider the contact and reception of potential members a year around job.

Collection of dues at the beginning of each fiscal year is not always as simple and easy as it sounds. However, if dues are to be collected, it is best to start as soon as they become due. The membership committee knows its problem, it has only to organize itself and get to work.

Methods of approach again will vary in accordance with the size of the Wing and the composition of the membership committee. Since all Wing renewals come due on the same date, a reminder to all members, and a positive approach to collection just prior to that date is the simplest form of attack. Concentration on this task for two or three weeks should produce a very high percentage of renewals. Perseverance in contacting the remainder should, within another few weeks, let the committee know just how many, if any, renewals are unobtainable.

Procrastination is the major pitfall that many membership committees encounter.

Publicity and Public Relations Committee

The chairman and members of the committee responsible for the twin functions of publicity and public relations are concerned with communication and influence. They must establish a means of communication with two groups of people, the Wing members and public. Once established, this means of communication must exert the influence desired.

The purpose of communication with members is simply to let everyone know what is going on, when meetings and functions are to be held, etc. The desired influence in this case is that the greatest number possible will attend or participate.

The purpose of communication with the public is to let them know a Wing exists, and to acquaint them with its aims and deeds. The desired influence is that the public will be well disposed toward the Wing.

Simple communication with members to announce meetings or functions takes a variety of forms, i.e. postcards, news letters, bulletins, phone calls, press and radio announcements, as well as personal contact. Any or all of these are useful. Consideration of the influence desired, the cost, and the available personnel, will lead to the choice of the form or forms the Wing is best able to produce.

A mere statement of place, date and time of an event on a post-card is not likely to induce much enthusiasm. A well-written bulletin attractively composed is much more acceptable and has the advantage of ample space in which to state and develop some more compelling reasons for attendance. A post-card reminder may be used to follow a bulletin and, employed in this manner, do an effective job. A post-card alone, however, lacks appeal and may well leave the impression that attendance doesn't matter very much.

A regularly printed Wing bulletin serves not only as a notice of meeting, but as a continuing record of all Wing activities. Its importance as an instrument for knitting and engendering a spirit of enthusiasm in the Wing must not be underestimated. It stands to reason then, that a Wing bulletin must not be a hurry-up job carelessly thrown together. Make-up clarity of reproduction and other mechanical details rate equally in importance with the printed word. The Wing bulletin may easily be overlooked unless it has enough eye appeal to rate attention, for it is only one of the many printed items which reach the home. It cannot rely on the members' loyalty to excuse distracting or unattractive features. The bulletin represents the Wing, the impression it creates will influence the members' regard for the Wing.

In addition to publicizing forthcoming events, the Wing bulletin has also a responsibility to keep the members informed of past events. While the publicity committee may do this immediately following the event through news media where possible, and thus reach both members and the public, the editor of the Wing bulletin should be certain to report past events in the next regular bulletin or newsletter.

In communicating with the public, a Wing will depend to a great extent on the local press, radio and TV. If only one outlet exists, personal contact is relatively easy to establish and maintain. A similar relationship is possible where two or more media serve a community and the publicity and PR benefits make it worth the extra time and attention required.

A Wing should not expect to rely entirely on free publicity, such as that offered by communications media in most localities. Where this is made available as a public service it may be used to good effect but should be supplemented, at least occasionally, by paid advertising.

Advance notice of Wing functions should be made available to news media with as complete information as possible. Background information on guest speakers, photos, the significance of the event to the Wing, the purpose of the project --- all these things will help give the news outlet a clear understanding of the event, will save time, make a better impression, and help assure that the information published is accurate.

In addition, when a special occasion is planned, complimentary tickets should be provided for representatives of the local news media. A chance to interview speakers of prominence and special guests should be given and suitable arrangements made in advance.

An important yet often overlooked part of public relations is that good public relations are based on good executive decisions. Only when the right decisions are made by the Wing executive will the right kind of public relations be possible. Establishing good public relations then, becomes a matter of informing, explaining and demonstrating the good will of the Wing toward its members and toward all segments of the community. An honest, sincere and thoughtful approach will assure a return flow of good will toward the Wing.

Program Committee

This committee is usually one of two things:

- (a) either the Wing executive committee that plans and puts into effect the program it agrees is best able to fulfill the Wing objectives for that term; or
- (b) the committee charged with arranging the details of one or more meetings, the general nature of which has been agreed upon by the executive.

In smaller Wings the full executive may function as a program committee; in large ones the selection of program material within a defined area may best be assigned to a committee of executive members.

Before any program is drafted there must be first a clear understanding of what it is intended to achieve. The executive must set its objectives for the year, then determine what the Wing should strive to accomplish. To some degree it will be required to do certain things as part of Group or National programs, but by and large it is completely free to undertake whatever the spirit and industry of the membership wishes. The executive has a big responsibility in this regard, and the elected leaders of the group must not hesitate to take the lead. Their actions and example will spark spirit where it is lagging, encourage industry, and set the tone of the Wing.

The executive must be vigilant and aggressive. With the President in the forefront, the executive must grasp the initiative and provide good leadership. Realistic objectives must be set, and a plan for the accomplishment of these objectives drawn up. This plan must be made known to the members. It must be clearly explained and reiterated. Everyone must know. Without a plan people are inclined to stumble about without knowing where they are going and invariably work at cross purposes.

Success comes with planning and the proper use of resources. A Wing program must be planned and the best available material put into its construction. There probably will be changes as the program unfolds, but there should be no deviation from the master plan.

Suppose, for example, the Wing executive agrees that one element of the Wing program for the year shall be information on "the RCAF today", and that two regular meetings will be devoted to this end. If the executive acts as its own program committee, then its members will set the dates and make all arrangements for the meetings. If a program committee has been appointed, it will take over the responsibility of arranging details. In either case, the type of program first envisaged may be rearranged or altered because of unavailability of desired speaker, films or displays but the overall plan, i.e. to devote two meetings to RCAF information, must not be changed.

A program committee with a definite plan to work towards can give full rein to imagination and resourcefulness in planning the details. It can give positive assistance to the publicity committee and the bulletin editor in setting the stage so that the best possible turn-out of members result, and that the community is aware of what is going on and, after the meeting, what has taken place.

CHAPTER IX

WING CEREMONIES -Ritual for meeting and initiations

The use of a standard ritual has never been the practice in RCAF Association Wings for the very good reason that no two Wings are exactly alike in size, type of meeting place or in form or purpose of meeting. However a form of ceremony approved in the early days of the Association has been followed with some regularity and with variations introduced locally to fit local needs at the time.

Strict adherence to ceremonial rite is purposeful and appropriate only in so far as the occasions for which it is prescribed have a similarity of purpose and form. A highly ritualized opening ceremony for Wing meetings, for example, may be most impressive for a gathering of one hundred members but will lose much of its significance, and be difficult to carry out, when the attendance at a Wing meeting is no more than eighteen.

This does not suggest that ceremony should be abandoned where small numbers are involved, it merely points out that ceremony in the Association should be of a form that can be varied to fit the wide variety of occasions on which it might be used, and, in its adaptations, lose none of its significance.

The purpose of this chapter then is to examine the requirements and purposes for Wing ceremony and to prescribe a basic ritual for certain types of meeting which may readily be expanded by Wing officials as the occasion demands.

Wing Meeting Opening Ceremony

The purpose of ceremony at the opening of a Wing regular meeting is to provide a ritual in which members, as former service personnel, reaffirm their loyalty and devotion to the Crown and to their country; rededicate themselves to the aims and objectives of the association to which they belong, and remember with sincerity and reverence those who have given their lives in the service of their country. Whatever the extent of the ceremony adopted by any Wing, the three essential qualities are simplicity, dignity and sincerity.

The exact form of opening ceremony will of course be decided by the Wing President and his executive in drawing up plans for the meeting. The ceremony that follows is intended to be a basic and standard one that, as will be explained later, may be abbreviated or lengthened as required.

At the announced time of meeting or when all have assembled, the Chairman, normally the Wing President, will request order, ask those present to stand and proceed as follows:

Wing President: Advance the Colours. (Two Wing members appointed as Colour bearers will advance from the rear of the meeting place with the two colours --- either the Union

Jack or the Canadian Red Ensign and the Wing standard. The Union Jack or Red Ensign will be carried on the right hand side of the Wing standard.

The bearers will march down the centre aisle and cross behind the Wing President to take up positions two paces to the rear of the President and each two paces from his side with the Union Jack or Ensign bearer on his right.)

Wing President: Before we begin our meeting let us pause briefly to remember those with whom we served and who have not returned. May their great sacrifice, and the sacrifice of all who have given their lives for their Queen and Country, inspire and strengthen our resolve to perform our daily tasks with diligence, honour and respect for freedoms so bravely won that our country may ever be worthy of the sacrifices they made.

The Silence

Wing President: ‘At the going down of the sun, and in the morning, we will remember them.’

Music: O CANADA (1 verse)

Wing President: Deposit the Colours (The bearers place the colours in stationary holders on the platform. As one stands on the platform facing the audience the Union Jack or Red Ensign is always on the right.

The bearers then retire.)

The Wing President then requests those present to be seated and proceeds to introduce the business of the meeting.

All the necessary elements are contained in this short ceremony. It may be abbreviated without losing appropriateness or significance. When a Wing is without suitable colours, when attendance is small or when the meeting place does not lend itself to convenient access or movement of colour bearers that part of the ceremony may be deleted. The playing or singing of “O Canada” may also be omitted. The shortest opening ceremony then would consist of a short period of silence and remembrance introduced and terminated by the remarks of the Wing President.

It is always appropriate and indeed desirable, that the Association or Wing crest; the Union Jack or Canadian Ensign and the Wing Standard be suitably displayed as a visual reminder of the pledge of membership.

Just as the Wing opening ceremony may be abbreviated as the occasion warrants so can it be expanded. The decision and arrangements will be those of the persons conducting the meeting. The colour ceremony can very naturally expand with a colour party to escort the colour bearers; by the attendance of a band or the use of recorded music. The Last Post may be sounded just before the Silence and following the Wing Presidents remarks, the Reveille prior to O Canada. An invocation and prayers by the Wing padre may be included. There may be occasion for the

Wing President to direct particular remembrance to a wing member recently deceased. All these things and others may be included in the ceremony at the discretion of the Wing executives. The thing to keep in mind is that the ceremony has a serious purpose and must be conducted with dignity and sincerity.

Wing Meeting Closing Ceremony

It can be seen that the form of closing ceremony at a Wing regular meeting will depend to some extent on the type of opening ceremony performed. A standard form only is presented here for the guidance of Wing Executives who may add to or subtract from the basic structure as they desire.

At the end of the meeting, following acceptance of the motion of adjournment, the Chairman or Wing President will call on the Colour bearers to prepare to retire the Colours. The bearers will then march to positions beside the colours, remove them from the stationary containers and hold them in the Carry position.

Wing President: We have come to the end of our meeting and we prepare now to depart. As members of a Wing of the Royal Canadian Air Force Association let us continue the fellowship we enjoy as we strive to achieve the aims to which we are pledged.

Let us retain a spirit of unity and a firmness of purpose in carrying out our duty to our Wing, our fellow members, our country and our Queen.

Retire the Colours.

(The Colour bearers will march to the rear of the meeting place with the Colours)

Music: God Save the Queen

Initiation Ceremony for New Wing Members

A ceremony of initiation should always be planned with a sharp eye for detail. It is only a slight exaggeration to say that the fumble and confusion on the platform as chairs and furnishings are hurriedly rearranged to make room for the candidates too often leads to a series of delays and distractions that fail to impress the members in attendance or those being admitted to membership. A little foresight and imagination will produce the reverse effect and make the initiation ceremony an impressive and memorable one.

A basic, standard ceremony is again appropriate for Association use with the understanding that Wings may modify or expand when the occasion is appropriate.

Consideration should be given to the suitable display of the wing crest or other Association emblems. Sufficient room should be arranged so that movement of furniture, adjustment of

microphones, etc. can be kept to a minimum or eliminated altogether. A member of the Wing should be appointed to meet each candidate for membership as he arrives and explain the ceremony to him, showing him how to get to the platform, where to stand; instructing him in the responses he is to make. It is usually most convenient that all candidates be seated together before the ceremony.

The presiding officer and the candidates should be both seen and heard. Therefore no one should be standing with his back to the audience. If the candidates are in line facing the front, the initiating officer should face at right angles to them so that his words are equally clear to audience and candidates alike. No exact formation can be prescribed as standard; the Wing officials must select an arrangement that will best suit the space available and the number of candidates to be admitted.

At the time selected for the initiation ceremony the Wing President, or the person delegated by him as President Officer, will proceed as follows:

Presiding Officer: The Chairman of our Membership Committee will introduce the candidates for initiation into membership in _____ Wing.

Membership Chairman: Mr. President, members of _____ Wing. It is my privilege to present for initiation the following candidates who have been duly accepted for membership in _____ Wing of the RCAF Association:

(The Membership Chairman announces the names individually and gives a brief resume of his or her air force service and states present occupation or profession). It is my pleasure, Mr. President, to present these candidates for initiation.

Presiding Officer: Your applications for membership in the Royal Canadian Air Force Association and in this Wing having been approved, we ask you to subscribe to the following aims and objects: to unite personnel of the Reserves, Regular Force, and former members of Her Majesty's Air Forces and so preserve and foster the spirit of fellowship among all who have served in Her Majesty's Air Forces.

To support the maintenance of an adequate and efficient Air Force in Canada for the defense of our country. To sponsor and encourage aeronautics in all its branches and to provide a means whereby former Air Force personnel and the public may be kept abreast of the changes in aviation and all that they imply from both the military and civil standpoint.

To support the RCAF Regular, the RCAF Reserves, the Royal Canadian Air Cadets, and any other components of the RCAF which may be formed.

To co-operate with the RCAF Benevolent Fund, The Royal Canadian Legion, and any other organization devoted to, or assisting in the welfare of former Air Force personnel.

To perpetuate the glorious traditions of the Royal Canadian Air Force.

To strive for peace, goodwill, and friendship among all nations.

Are you prepared to subscribe to these aims and objects and to work to advance the interests of this Wing and the RCAF Association?

Each Candidate: I am.

Presiding Officer: Please repeat after me:

“In the presence of my fellow members I hereby renew my declaration of allegiance to my Queen and loyalty to my country.”

“I promise to do my best to promote the aims and objects of the Royal Canadian Air Force Association, to abide by its Constitution and By-Laws, and to further the interests of this Wing and the Association.”

Presiding Officer: I now declare that you are duly admitted to membership in _____ Wing of the RCAF Association and that you are therefore henceforth entitled to all the privileges of membership and subject to all the obligations connected therewith.

On behalf of all the members of this Wing, I welcome you into the fellowship of the Association.

The Presiding Officer will then shake hands with each new member. The Membership Chairman will do the same and then escort the new members to their seats.

CHAPTER X

INSTALLATION OF OFFICERS - Accepting the mantle of leadership

The ceremony of installation of officers in the RCAF Association is essentially the same for Wing officers, Group Executive Councils and the National Executive Council. The oath of office recited by each elected officer and the words of the person conducting the installation are the same in all instances. The differences in the ceremonies are therefore differences in staging.

Proper attention to detail and advance assurance that those taking part know what to do is a prerequisite at all levels. The considerations appearing in the previous chapter under the heading "Initiation Ceremony" should always be followed in order to avoid confusion in setting the stage for an important and dignified installation ceremony.

Although it most frequently is the practice, that the Immediate Past-President conducts the installation of the new officers, it is not inappropriate that a senior member of the Association or a distinguished guest be invited to do so.

At the beginning of the ceremony at all levels a member of the retiring executive will present the new officers for installation and at Group and National level will announce their home Wings as well as the offices to which they have been elected.

At the time selected for the installation ceremony the Chairman will request the newly-elected officials to come forward. The member who is to present them will at the same time come to the platform and assure that each is standing in his proper position. The ceremony will then proceed as follows:

Retiring Executive Member: It is my honour to present the officers of ____ Wing (Group) (National Executive Council) for the ensuing year and request that they be installed in the following offices: (Names the office, person elected, home Wing)

Installing Officer: You have been chosen by fellow members of the Royal Canadian Air Force Association to conduct their business for the ensuing year. The trust and confidence they place in you is not to be taken lightly but accepted with humbleness and respect, and with a sincere desire to perform the duties of your office with diligence and enthusiasm.

In all your activities keep to the fore the following aims and objects of the RCAF Association:

"To unite personnel of the Reserves, Regular Force, and former members of her Majesty's Air Forces and so preserve and foster the spirit of fellowship among all who have served in Her Majesty's Air Forces.

"To support the maintenance of an adequate and efficient Air Force in Canada for the defense of our country.

“To sponsor and encourage aeronautics in all its branches and to provide a means whereby former Air Force personnel and the public may be kept abreast of the changes in aviation and all that they imply from both the military and civil standpoint.

“To support the RCAF Regular, the RCAF Reserves, the Royal Canadian Air Cadets, and any other components of the RCAF which may be formed.

“To co-operate with the RCAF Benevolent Fund, the Royal Canadian Legion, and any other organization devoted to, or assisting in the welfare of former Air Force personnel.

“To perpetuate the glorious traditions of the Royal Canadian Air Force.

“To Strive for peace, goodwill and friendship among all nations.”

In accepting the honour that has been conferred on you, you are pledged to uphold these aims and objects.

Please repeat after me.

“As men and women of honour, we pledge ourselves to perform the duties of our offices in _____Wing (Group) (National Executive Council) of the Royal Canadian Air Force Association with integrity and loyalty and in a non-partisan manner. We resolve to serve the RCAF Association and our fellow members to the best of our abilities.”

Installing Officer: I hereby declare you duly installed and convey to you the best wishes and support of the membership.

The Installing Officer will then shake hands with each new officer and express his personal congratulations. The member who has introduced them may do the same and then escort the group from the platform in an orderly way.

It bears repeating that the staging of an installation ceremony must be worked out beforehand and perhaps, in some instances, rehearsed. A number of additions can readily be made to the ceremony. For the installation of a Group or National Executive Council a more elaborate staging than that for a Wing is expected but the above procedure is the heart of the ceremony. All embellishments must focus attention on the installation itself and do nothing to detract from the essential dignity of the occasion.

CHAPTER XI

ANNUAL CEREMONIES – Remembrance Day and Battle of Britain

Battle of Britain Sunday is truly an Air Force Day of Remembrance and one which should be observed in some manner by all units of the RCAF Association. Parades, commemorative services, banquets or church parades are a regular part of the programs of many Wings. These events, along with suitable ceremonies conducted by the Royal Canadian Air Force, have in recent years done a great deal to make Battle of Britain Sunday a day of national significance.

A variety of procedures for Association participation have been followed and all have been successful. Individual Wings have arranged parades, memorial services and church parades on their own and sometimes in cooperation with Air Cadets or the local branch of the Royal Canadian Legion. In other instances several Wings have combined forces to hold a regional parade and service, sometimes with support from RCAF units in the area. On other occasions a Wing has been invited to form a flight in an RCAF parade and ceremony either at the RCAF station or publicly. Participation each year by individual Wings will always depend on local conditions at the time.

When Association members form one unit of an RCAF parade they will of course follow the orders and procedures drawn up for that parade. It is usual that the Association or Wing Standard is carried and that the Wing President or his representative place a wreath at the memorial.

Arrangements for a Battle of Britain Parade and Memorial Service will be drawn up in accordance with the location, number of Association members on parade, number of supporting formations and so on. The same applies in making arrangements for a Remembrance Day ceremony. The following outline will serve both ceremonies. The times listed are the traditional ones for Remembrance Day with the two minute silence commencing at eleven o'clock. This timing, although often convenient, need not necessarily be observed at a Battle of Britain commemorative service.

Order of Ceremony

1050 hrs	The parade of Association members and others participating takes up position at the War Memorial
1056 hrs	Dignitaries and officials arrive
1058 hrs	Band – O Canada (one verse)
1059 hrs	Bugler – Last Post
1100 hrs	The silence
1102 hrs	Hymn (two verses)

1104 hrs Laying of Wreaths
 Bugler – Reveille
 Band – God Save the Queen

Following the National Anthem the parade forms up and marches past the Saluting Base.

Each service, although similar to all others, will follow its own individual pattern once it is known how many will be present and who will comprise the official party. The choice of a hymn to be sung is made by the sponsoring organization, the two most frequently selected being “Abide with Me” and “O Valiant Hearts”. During the Battle of Britain service the poem “High Flight” sometimes is read immediately following the Silence. When there is a fly-past during the ceremony it is coordinated to pass over the site in salute at the end of the service as “God Save the Queen” is being played.

Wreaths are placed at a memorial in a set order of precedence and the exact arrangement for any single ceremony will be decided only when it is known who is to be present or represented. The Queen’s Representative – the Governor-General or the Lieutenant-Governor of a Province – is always first if present. If neither is present the first wreath will then be placed by a representative of Government, either dominion, provincial or municipal. The second wreath is placed by a representative of Motherhood - a Silver Cross Mother – selected by the sponsoring organization. The third wreath normally is placed by a representative of Government. If more than one level is represented then the senior government’s representative is followed in turn by the less senior. Should the senior of these representatives placed the first wreath in the absence of a representative of the Queen, the other government representatives will place their wreath following the Silver Cross Mother.

The fourth wreath is placed by the veterans’ organization or the military service under whose auspices the ceremony is held. If it is an Association ceremony with members only participating then the wreath will be placed by the senior Association official or his representative. If it is Association sponsored with participation by the Royal Canadian Legion and the RCAF for example, then the Association wreath is placed before the others. Similarly, if the Association is participating in a ceremony arranged by another organization, the sponsoring organization’s wreath is placed prior to that of the Association.

Provision is made for next-of-kin of the deceased and any others desirous of placing wreaths to do so following those mentioned above.

The type of ceremony most frequently arranged by an Association Wing is a local one at which the Major, a Silver Cross Mother and the local Branch of the Legion are invited to place wreaths. The order of placement then is: the Mayor; the Silver Cross Mother; the Association, and the Royal Canadian Legion.

Other Ceremonies

From time to time Wings may wish to arrange ceremonies for the dedication of a memorial, the unveiling of a commemorative plaque, the official opening of a building or the like. Because these events are infrequent, and of a special nature, no standard procedure is outlined in this handbook. If Wing officials are uncertain about how to proceed they can be assured of advice and direction from the RCAF Liaison Officer to the Wing or from the Association's National Headquarters.

CHAPTER XII

CUSTOMS AND PRECEDENCE – Traditions of the Association

The manner in which formalities are observed in the RCAF Association follows the dictates of social etiquette combined with Air force customs and tradition. It is only natural that those who became accustomed to certain procedures while in uniform should wish to continue them in civilian life. On the other hand, Association members, as civilians, are not bound by any disciplines similar to those of the military and often find it both convenient and practical to follow civilian customs or, in fact and for the same reasons, establish their own practices.

The Loyal Toast

A formal dinner is an example of an Association occasion when civilian and military customs are combined. While the general pattern is that of an RCAF Mess Dinner, a number of formalities may be omitted. The Mess Dinner custom of no smoking during the reception before dinner is not usually observed. On the other hand that of no smoking during the dinner until the Loyal Toast has been proposed is well established as an Association custom. Frequently however the Toast takes place following Grace rather than after the last dinner course has been served.

The service ritual of passing the port so that each member fills his glass for the Loyal Toast is not often a convenient one for Association dinners. When circumstances permit the custom followed is that of passing the decanter from the President or Chairman to his left; each person filling his glass and passing the decanter on to the next until they have completed a full circle. While it has been the custom in some Messes that the decanter shall not at any time be placed on the table during this ritual, the practice is still an isolated rather than a general one.

In the Association the Chairman of the dinner may himself propose the Toast or invite another to do so. In either event the proposer rises to his feet and says: "Gentlemen, the Queen", or "Ladies and Gentlemen, the Queen", according to the company assembled. Those at table then rise, raise their glasses and say "The Queen", and drink her health. They then resume their seats.

When a band is in attendance the drinking of the Queen's health is preceded by the playing of the first six bars of the National Anthem immediately the Toast has been called. In this case those present rise, pick up their glasses and hold them waist high while the National Anthem is played. They then will say: "The Queen" and drink her health.

Precedence

The highest position in the RCAF Association is that of the National President, and the holder of that office is afforded the first position in any order of the precedence. Other elected national officials follow in this order: Vice-Presidents, Chairman, Vice-Chairman, Legal Adviser and WD Representative (National). Other WD Representatives and Group Representatives on the National Executive Council follow the elected officials but all on the same level.

There are two other positions of eminence on the Council – the Grand President and the Immediate Past President. Proper honours should be paid to these officials at all times. The two offices are considered in most instances to stand outside the formal precedence so that their relative positions for different functions on the national level will vary. The rule of thumb is that presidential offices precede vice-presidential ones and therefore the Grand President and the Immediate Past President will normally follow the National President. At business sessions however both are ranked as Executive Council members.

At Group and Wing level the highest position is held by the Group or Wing President. Elected officials take precedence in the usual manner with appointed members of executives following but all on the same level. At social or similar functions the Immediate Past President shall take precedence following the President but at business sessions he is ranked as an executive member.

On parade precedence is from the right front. At banquets and for formal seating at meetings and the like, precedence is to the right and left of the Chairman.

CHAPTER XIII

CEREMONIAL DISPLAYS – Flags, Colour Parties, Burial Tribute

The use of ceremonial flags by veterans' organizations is a custom adopted by the RCAF Association in its formative stages. An Association badge approved at a meeting of the Provisional Dominion Executive Council in November 1948 was soon incorporated in the design of an association Standard made available to all Wings. Complimenting this Standard was a Union Jack approximately three feet square having around it a gold fringe. This later flag was frequently erroneously referred to as the "Queen's Colour". In addition, while both the badge and the Standard were considered official for more than a decade, they had not met the requirements of the College of Arms and therefore were denied any official sanction outside the Association.

The first step toward remedying this situation took place in May 1960 when a new badge design was submitted through the College of Arms and approved by Her Majesty Queen Elizabeth. The second step is being taken at the time of writing. A proposed Royal Canadian Air Force Association Banner has been designed and submitted for approval. Expectations are that it will come into use late in 1962. At that time instructions for its use by the Association and by individual Wings will be issued.

At the present time however, and perhaps for some time to come, the flags used by most Wings will be the Union Jack and the old Wing Standard. The suggestions that follow are presented as an interim guide for those occasions when it is appropriate for Wings to use ceremonial flags.

Ceremonial Occasions

The Association flags may be carried on the following occasions:

- (a) Battle of Britain Sunday
- (b) Remembrance Day
- (c) Air Force Day
- (d) At church parades
- (e) At official ceremonies at Regional, Group or National meetings, and
- (f) At other ceremonies such as unveilings, official openings, etc.

The Colour Party

A Colour Party consists of the two Association members carrying the flags and three additional members attending them. The Union Jack is carried on the right; the Wing Standard on the left. The senior attendant will be posted between the two flags, the two others covering them two paces to the rear.

In the Association carrying slings are slung from the right shoulder to the left hip and the straps of the sling should be long enough to allow the socket of the sling to rest on the inside of the left leg over the groin.

When the two flags are placed on the main floor in church or in an assembly hall, the union Jack should be on the congregation's or audience's right. If placed on the platform then the Union Jack will be on the minister's or Chairman's right. When carried during memorial services or ceremonies, the flags will be dipped at the sounding of Last Post.

Association Wings or formations planning special events and requiring more detailed information on ceremonial drill will benefit from a study of the Manual of Drill for the Royal Canadian Air Force (CAP 90) or may request such information through an RCAF Liaison Officer.

Association Tribute Burial Service

A service of tribute to a deceased member of the Association may be conducted by fellow members when such a service meets with the approval of the next-of-kin.

The Wing President, or the member in charge, should confer with the officiating clergyman to outline the service and decide the point at which the Association tribute will begin. He should then arrange with the funeral director the position to be taken at the service by Association members.

At the graveside the members should, if possible, be formed up at the foot of the grave. At the time arranged they will be called to attention and the service proceeds as follows:

Wing President: In the presence of the last earthly remains of a member whose loss we mourn, but whose spirit still lives, may we, as citizens and veterans, be charged anew with the full sense of our duties and responsibilities and may we ever strive to uphold those principles of unselfish service which led us to serve our God and our country so that we may continue to serve even unto death.

Trumpeter: Last Post
Short Silence
Reveille

Wing President: "At the going down of the sun, and in the morning, we will remember them."

When a trumpeter is not present the short silence will be observed and will end with the closing statement by the Wing President.

Then all members present, or a representative number thereof, will step forward individually to the foot of the grave and salute, if wearing Association headdress, or pause a moment if not wearing Association dress.

When the Association representation is a small one, those in Association dress will salute at the beginning of Last Post and hold the salute until Reveille has been sounded. When there are enough association members present to form a flight then the flight officers only will salute.

CHAPTER XIV

CONVENTION PROCEDURES – Rules and Customs at National Conventions

The Regular General Meetings of the RCAF Association are held, in accordance with By-Law 9 (a), “at such time and place within Canada as the National Executive Council may from time to time determine.”

The first several such meetings were held in Ottawa but since 1956 have assembled annually at different cities at the invitation of the Wing or Wings in those localities. Most frequently referred to as the National Convention, the Regular General Meeting is not only a series of business sessions but a grand reunion of Association members. It is the highlight of the Association year.

The conduct of Association business during a Regular General Meeting is governed by a number of rules and procedures. These standard procedures, along with the rules for the guidance of the Resolutions Committee, and a clarifying note on amendments, are listed in this chapter to assist delegates in their understanding of and participation in the business sessions of a national convention.

Rules and Procedures

1. As soon as practicable on the first day of the National Convention, the Chairman of the Resolutions Committee, or his appointee, shall move for the adoption of these Rules and Procedures. Upon their adoption they shall prevail throughout the Convention unless amended or suspended in any particular by two-thirds vote of the Convention.
2. The order of business at the National Convention shall be as directed by the chairman of the meeting.
3. Delegates shall speak for not more than three minutes at any one time and, in the absence of general consent, no more than twice on any one subject.
4. No more than one amendment and one sub-amendment to any motion shall be entertained at any one time.
5. After receiving advice from the Legal Adviser on any point of procedure, the ruling of the chairman shall be final, subject to an appeal to the Convention if demanded by any three delegates.
6. Except as otherwise provided in these Rules and Procedures, all questions shall be decided by a majority vote of the Convention. If when a resolution is moved and the chairman has cast his normal vote, the number of votes for and against is equal, he has a second, or casting vote.
7. Except as hereinafter provided, this Convention will consider only those resolutions which have been reduced to writing and approved by the Resolutions Committee.

8. A proposed resolution which has not been approved by the Resolutions Committee shall not be entertained from the floor of this convention unless:
 - a. It has been reduced to writing and handed to the Chairman of the Resolutions Committee at least twenty-four hours before it is moved from the floor; and
 - b. It has been approved by a majority of the Wings in the Group from which the proposal emanates.

9. Notwithstanding the foregoing, in urgent and exceptional circumstances a resolution may be moved from the floor without notice under the heading "New Business" if the sponsor obtains leave to do so by a two-thirds vote of the Convention. Wherever time permits, the Chairman shall adjourn the debate on any such resolution until the Resolutions Committee has had an opportunity to examine and report on it.

10. The Nominating Committee shall consist of three persons appointed by the National Executive Council, who have been active in the Association for at least three years and who have attended at least one Regular General Meeting of the Association. The Nominating Committee shall, before the elections are held at a Regular General Meeting:
 - a. Check the eligibility of each person for national office, including his acceptance in writing;
 - b. Submit to the meeting a slate which shall nominate only one person for each of the national offices specified in paragraph 4.B (1) of the Constitution and By-Laws of the Association; and
 - c. In addition to the list mentioned in (b) above, make available to the delegates at the meeting a complete list of all persons whose names have been submitted in nomination and who have been found to be eligible to be nominated for the offices in question.

11. In addition to the nominations made in accordance with paragraph 10 (b) above, nominations of eligible persons may be made from the floor. No seconder is required for such nominations, but any person so nominated must be eligible for election and must also, if he has not already indicated his willingness to serve in writing, so indicate from the floor.

12. All contested elections shall be conducted by secret ballot.

Rules for the Guidance of the Resolutions Committee

1. Resolutions for the approval of the Resolutions Committee should be reduced to writing and forwarded to National Headquarters by the date indicated by National Headquarters.
2. Each proposed resolution will commence simply "Resolved That" and be followed by a clear and concise statement of what is proposed. There will be no preambles; that is no introductory recitals beginning with "whereas".

3. In lieu of a preamble, there will be attached to each proposed resolution an explanatory memorandum setting forth clearly and concisely the considerations leading to the proposal. This memorandum will not form part of the resolution, but will serve to acquaint delegates at large with the reasons for the proposal.
4. Proposed resolutions may be rejected or returned for amendment by the Resolutions Committee if they are:
 - a. Unclear or ambiguous;
 - b. Vague or frivolous;
 - c. Inaccurate;
 - d. Of a local rather than a national character;
 - e. Impossible of performance; or
 - f. Calculated to be a source of embarrassment to the Association or to the Royal Canadian Air Force.
5. Any proposed resolution the adoption of which requires a change in the Constitution or By-Laws of the Association shall include a draft amendment of the relevant provision of provisions.
6. The Resolutions Committee will report to the sponsor as to whether a proposed resolution has been approved, rejected or referred back for amendment, giving reasons in each case.
7. Within its terms of reference the Resolutions Committee shall not decide on the merits of any proposed resolution; that decision is for the Convention itself.
8. Any resolution put forward which involves the expenditure of money is to be presented to the Budget committee prior to being considered by the Resolutions Committee. This is to insure that sufficient funds have been provided for in the budget to meet the expenditure should the resolution be approved later or else advise how the funds required are to be realized.
9. The decisions of the Resolutions Committee may be appealed to the National Executive Council for review and final decision at the Council's special meeting on the evening prior to the National Convention. Any such appeals will be referred to the Chairman of the Resolutions Committee for presentation to the National Executive Council.

General Rules Concerning Amendments

1. An amendment to a motion is, by definition, a further motion which varies in some particular the substance of the main motion. If, instead of varying the main motion, it substitutes an entirely different subject matter, it is not admissible as an amendment, and must come forward, if at all, as a new motion. Similarly, a sub-amendment to be admissible as such must vary – not supplant – the amendment.

2. A proposed amendment or sub-amendment which contradicts a motion or amendment is inadmissible. The mover's purpose in proposing a direct negative of a motion would be satisfied simply by voting against the motion itself.
3. When a motion, a proper amendment and a proper sub-amendment are before the Convention, the voting takes place, first, on the sub-amendment. The question is on "the amendment as amended" and, if carried, no further voting takes place. If it does not carry, the question then put to the Convention is on "the amendment". (At this stage, if desired, a further sub-amendment could be moved, in which case the whole process would start over again.)

If the amendment carries, no further vote takes place. If it does not carry, then a vote is taken on the original motion.

At any point in the foregoing process when there is no amendment or sub-amendment before the Convention, a proper amendment or sub-amendment may be moved.