



**Booklet 111**  
**Organizing a Wing**

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## FOREWORD

Updated versions of “Managing a Wing” (Booklet 111) and “Statements of (Wing) Duties” (Booklet 112) seemed at first glance, to be long overdue. The booklets were last revised in 1981 and 1976, respectively.

But as we got on with the task, we learned that really, substantial revisions and additions to the Booklets were not required. Instead, we updated the parlance to suite these more “politically correct” times (e.g., Chairman became the gender neutral “Chair”).

But if that were the only change needed, we would have downed writing tools and soldiered on with the old booklets.

Instead, we discovered an opportunity to toss out a bundle of verbiage, simplify some procedures and gleefully, I must admit, do away with one Booklet and combine two others into one document.

So with this publication we’ve been able to dump completely Booklet 114 “Wing Reports” and combine Booklets 111 and 112 into one. In the doing, we’ve reduce the total number of pages by nearly one-half. Now that’s what I call effective communications!

Even so, this is not exciting reading, and might serve well as a great sleeping pill. Whatever, it’s the kind of stuff that will make it easier to run a Wing. Trust me; I’ve been there!

Happy managing....

A handwritten signature in black ink that reads "Bob Tracy". The signature is written in a cursive, slightly slanted style. The "B" is large and loops around the "o". The "T" is tall and thin. The "r" and "a" are connected, and the "y" has a long, sweeping tail that loops under the "a".

Bob Tracy, MSM, CD

Executive Director  
20 August 1997

## **SECTION 1 - INTRODUCTION**

### **1.01 General Information**

- (1) This booklet outlines the policy, procedures and guidance for the establishment and successful operation of Association Wings (NH 0376).
- (2) It should be read in conjunction with other booklets which are referred to in appropriate sections of this booklet (NH 0376).
- (3) All members of the Wing Executive Council, and indeed all Wing members, should have easy access to all of the General Distribution Association booklets which are issued to the Wing Secretary as outlined in Section 8 (NH 0376).
- (4) It is recognized that, notwithstanding good motivation and dedicated effort, some Wings will require more management assistance than others. Many aspects of Wing management have been outlined; however, any treatment of such a subject in a small booklet will inevitably leave some significant questions unanswered. The resources of your Group Executive Council, the National Executive Council and the National Headquarters staff are available to assist in formulating plans for action where required (NH 0174).
- (5) In reading this booklet, one thought must be foremost in mind: that the person who has volunteered to undertake a position in a Wing has made a serious commitment to further the objectives of the Association.

### **1.02 Short Terms, Abbreviations and Definitions**

The following short term, abbreviations and definitions apply to this booklet:

- a) "Association" shall mean the Air Force Association of Canada (By-Law 1);
- b) Use of a masculine or feminine term shall be interpreted as interchangeable with the appropriate term of the opposite gender in the same context (By-Law 1);
- c) "NEC" shall mean the National Executive council (By-Law 1); and
- d) "NHQ" where used shall mean the National Headquarters of the Association (NH 0175).

### **1.03 Organizing Wings**

- (1) The planning and organizing of a new Wing is contained in Booklet 1006, "Forming a New Wing". It is a limited distribution booklet provided to those persons who have demonstrated a desire to form a Wing in an area that is assessed to have the required potential (NH 0376).
- (2) All Wings must conform to the By-Laws, Rules and Regulations of the Association as outlined in Association Booklets (NH 0174).

### **1.04 Wing Information and Name**

- (1) A Wing of the Association shall be constituted in any area where there is sufficient member population.
- (2) The Association may establish in any locality a local Wing of the Association to be known as (number) (designation and/or locality) Wing, Air Force Association of Canada (By-Law 10). The Wing may, if desired, incorporate the initials "RCAF" (NH 0897).
- (3) A charter for Wing formulation may be applied for by 25 or more members and shall be submitted on the form used for that purpose, as published in Booklet 1006 (AM 32/72).
- (4) Members resident in any locality may petition to be constituted as a Wing and, upon recommendation of the Group Executive Council, a certificate (Charter) may thereupon be issued to such Wing by the NEC; and thereupon such Wing shall be entitled to the rights and privileges outlined herein (By-Law 10).
- (5) Wings shall be allotted numbers, dependent on their location, under the following blocks:

1-99	Overseas	400-499	Ontario
100-149	Nova Scotia	500-599	Manitoba
150-199	Newfoundland	600-699	Saskatchewan
200-249	Prince Edward Island	700-799	Alberta
250-299	New Brunswick	800-899	British Columbia
300-399	Quebec	900-999	U.S.A.
1000-1099	Yukon and N.W.T. (AM 32/75)		

- (6) Subject to the approval of the NEC, the charter members of a proposed Wing may choose the Wing name designation and, likewise, a Wing Executive Council may request a change of name designation (AM 32/72).

### **1.05 Retention of Charter**

- (1) Normally a Wing shall have 25 or more regular members in good standing to retain its charter; however, all factors involved will be considered by the NEC in determining whether the Charter may be retained (AM 32/72).
- (2) Sometimes, despite great efforts, a Wing cannot sustain its existence and slowly dies. At some point, the NEC has no choice but to direct the Charter certificate be given up and returned to NHQ, concurrently informing appropriate Provincial and Municipal officials accordingly (AM 32/72).
- (3) Subject to appeal to an Association meeting the NEC may at any time for cause cancel or suspend the charter of such Wing (By-Law 11).

### **1.06 Ladies Auxiliary**

- (1) The formation of Ladies Auxiliaries is encouraged in connection with and under the control of Wings of the Association. The activities of Wing Ladies Auxiliaries shall be governed by By-Laws passed by such auxiliaries; however, such By-Laws shall not become effective until approved by the Group Executive Council (AM 32/72).
- (2) The Wing may approve the formation of a Ladies Auxiliary, amend its By-Laws subject to Group Executive Council approval, or disband it. The aims and objects of a Ladies Auxiliary must be compatible with and complementary to the aims and objects of the Wing end of the Association (NH 0376).
- (3) Procedures for applying for a Ladies Auxiliary Charter may be obtained from NHQ upon request (NH 0376).

### **1.07 Wings in the USA**

- (1) The NEC may establish Wings of the Association in the United States of America and issue certificates thereto (By-Law 11).
- (2) All Wings established in the United States of America shall be governed by these By-Laws and the Rules and Regulations of the Association (By-Law 11).

### **1.08 Squadrons and Flights**

- (1) Wings may constitute squadrons and flights in localities relatively close to their area of membership, in situations where distance is too great for routine travel to the home Wing (AM 10/52).

- (2) The Wing may establish appropriate fees and develop local procedures for administration; however, the National records shall show members of a squadron or flight as Wing members (NH 0376).

### **1.09 Meetings, Parades and Ceremonial**

- (1) The policies and procedures for meetings are contained in Booklet 103, Meeting Policies and Procedures (NH 0376).
- (2) The policies and procedures for dress, ceremonial and protocol are contained in Booklet 108, Dress, Ceremonial and Protocol (NH 0376).

### **1.10 Membership**

- (1) Membership Policies and Procedures are contained in Booklet 105, Wing Membership Policies and Procedures (NH 0376).
- (2) Membership kits are pre-positioned at Wings by NHQ to be used in accordance with entitlements. Annually the difference between those on hand and those legitimately issued free to new members is invoiced. This provision is made to enable Wings to sell kit items to members. When sold they should be sold at the normal retail price (NH 0376).

### **1.11 Advances to Wings**

- (1) Where it is in the interest of the Association to make advances to ... Wings, such advances shall be paid out of the general funds of the Association (AM 32/72).
- (2) Advances to Wings are made only in the most extenuating circumstances and require the approval of the NEC (NH 0376).

### **1.12 Honorary Wing Appointments**

- (1) On occasion Wings have recommended that honorary memberships be granted to persons who subsequently were found to be regular members. Association By-Laws preclude regular members being honorary members; however, there is nothing to prevent a regular member being given an honorary appointment in a Wing (NH 0376).
- (2) Wings are encouraged to have a honorary appointments program to recognize service or achievement. Recommended appointments include Honorary President, Honorary Chair, Patron, etc., and terminology may be developed at the discretion of the Wing Executive Council (NH 0376).

### 1.13 Wing Philosophy

- (1) The philosophy which should be apparent in a Wing was aptly described in the following passage from the minutes of the first annual general meeting, with Air Marshal Breadner speaking:

*“FIRST, I would like to see the number of our Wings and our membership doubled. If we can do that, we will truly be a force to be reckoned with. You may say, “How can we do it?” We have found that the best advertisement of the Association is our Wings. A live Wing attracts interest and before long neighbouring communities become interested and want an organization of their own. This has been definitely proven during the past year.*

*SECOND, every individual member is a salesperson and without too much effort on their part, they should be able to recruit one new member. There is our 16,000.*

*THIRD, we want the Association to get behind and support everything dealing with Air. Do not forget that in wartime many a flying club becomes a training school, many an Air Cadet becomes aircrew or ground crew. In addition, by selling the necessity of Air Power to the public, you are selling it to the voter. The voter in turn sells their idea to their representative in parliament, thereby ensuring that Air is kept in proper perspective in relation to the defence needs of our country, and that the Defence Dollar is properly allotted.*

*As your retiring Provisional President, I would again like you to know how deeply I have appreciated the support you have given me. I am sure, that whoever you may choose to replace me, will receive the same support, and that we can all look forward to a future where membership in our Association will indeed be a perpetuation of the glorious traditions of that wonderful service, The Royal Canadian Air Force” (AM 7/50).*

- (2) Wings are encouraged to develop dynamic and energetic approaches to their destiny in accord with the thoughts expressed above (NH 0376).

(1.14 to 1.00 inclusive, not allocated)

## **SECTION 2 - WING ORGANIZATION**

### **2.01 General Information**

- (1) This section outlines the standard organization for a Wing Executive council and describes its functions (NH 0376).
- (2) Wings are the autonomous local entities of the Association and are left to their own devices and destinies as much as possible; however, there is a need for some elements of standardization and supervision by Groups and NHQ to meet legal and administrative requirements of documents under which the Association is incorporated (NH 0376).

### **2.02 Wing Executive Council**

- (1) The affairs of a Wing shall be governed by a Wing Executive Council (By-Law 11).
- (2) A Wing Executive Council of not less than four, and not more than fifteen members of the Wing, shall be constituted in accordance with the rules and regulations of the NEC and the Group Executive Council in that order of precedence, or, in the absence thereof, by the members of such Wing. Such Wing Executive Council shall be elected annually at a meeting of the Wing by a majority vote. It shall be empowered to conduct the business of the Wing within the restrictions outlined in sub-para ... below (By-Law 11).
- (3) All members of a Wing Executive Council shall continue to hold office until new incumbents are elected, except that a seat shall be declared vacant if an incumbent:
  - i) dies or files bankruptcy, or
  - ii) is found to be of unsound mind, or
  - iii) submits their resignation, or
  - iv) has their removal requested by resolution of two-thirds of the voting members at a Wing General Meeting (By-Law 11(g)).
- (4) Any vacancy on a Wing Executive Council may be filled by appointment by the remaining members (By-Law 11).
- (5) A Wing Executive Council constituted in accordance with Group rules and regulations shall include a President, a Treasurer, and a Secretary, or a Secretary-Treasurer (AM 32/72).

NOTE: This is for use where, because of the limited size of a Wing, application of the standard organization would be impractical (NH 0376).

- (6) In accordance with By-Law 6, a person paid a salary in the position of Wing Manager, Bar Officer, Secretary, Treasurer, or Secretary-Treasurer, shall not be a voting member of the Wing Executive Council (AM 32/72).

### **2.03 Organization Chart**

- (1) The organizational structure for the standard Wing Executive Council is outlined in Annex A (NH 0376).
- (2) The organization provides for a Wing President and five senior councillors: First Vice-President, Second Vice-President, Treasurer, Immediate Past President, Secretary; and the following Committee Chairs: Bulletin, Publicity, Housing, Program, Resources and Projects, Membership Administration, Membership Campaigns, Recording Secretary and Wing Welfare for a total of 15 members (NH 0174).
- (3) The following personnel and/or Committee Chairs would normally report to the Wing Executive Council through the Wing President:
  - a) the senior councillors;
  - b) the Chair of, or the Wing Advisory Committee in body, in accordance with Wing policy;
  - c) if the Wing sponsors one or more Air Cadet Squadrons, the Chair of the Sponsoring Committee and/or the Commanding Officer(s) of the Squadron(s); and
  - d) the President of the Ladies Auxiliary (NH 0376).
- (4) Depending on availability of personnel, the Base Commander of a local Air Force Base will provide a Liaison Officer to whom the Wing may direct queries. In addition, for Wings located very near Bases, a Wing Liaison Officer may be made available (NH 0376).
- (5) Statements of Duties for the Wing Executive Council incumbents are outlined in Section 12, Statement of Duties (NH 0376).
- (6) In developing the standard Wing organization the three criteria which determine the extent of a successful organization have been observed, as follows:
  - a) goals and productivity;
  - b) wise decision-making; and
  - c) team work and communication among the various positions (NH 0376).

- (7) Accordingly, an attempt has been made to group the various executive positions on the chart in a logical arrangement that will enhance:
  - a) the effective performance of Wing duties and responsibilities as well as a practical distribution of the work load;
  - b) continuity of effort by reducing to a minimum the set-backs resulting from unavoidable absences; and
  - c) involvement and general membership participation in sub-committee responsibilities which provide excellent training opportunities in the managerial environment of the Wing (NH 0376).
- (8) Once the actual statements of duties for each position on the local Wing Executive Council have been determined, they should be printed and a copy should be in the hands of each incumbent (NH 0376).
- (9) In developing Wing Committees, every advantage should be taken of the opportunity to appoint ex-officio members to committees in order to take advantage of expertise which may be available in the several areas covered by Association aims and objects (NH 0376).

#### **2.04 The Wing as an Entity**

- (1) An important aspect of Wing organization is the Constitution and By-Laws, Rules and Regulations applicable to it as an entity (NH 0376).
- (2) Because the Association is incorporated under the Federal Companies Act, there is only one entity - The Air Force Association of Canada. The Association By-Laws have been written as flexible as possible in order to gain Federal approval while at the same time allowing Wings sufficient latitude in governing their activities to meet local conditions (AM 9/50).
- (3) Unless Wings themselves become incorporated under provincial statutes, they are governed by the Constitution, By-Laws, Rules and Regulations of the Association, and do not have a separate Wing Constitution and By-Laws. In such an instance, more detailed requirements may be issued as Wing Regulations under the authority of the Group Executive Council (AM 9/50).
- (4) In the event that a Wing is incorporated under provincial statute, its Constitution By-Laws, Rules and Regulations cannot conflict with the National By-Laws, Rules and Regulations and are subject to approval by the Group Executive Council (NH 0376).
- (5) The following paragraphs describe the various situations which may face Wings and the steps to be followed to satisfy them (NH 0376).

## **2.05 Wing Incorporation**

- (1) It is advisable that a Wing be incorporated in accordance with provincial statutes so that Wing members will not be individually responsible for liabilities of the Wing; however, an initial application or an amendment should not be commenced with provincial authorities prior to receiving all required Association approvals (NH 0376).
- (2) There are rather inflexible procedures involved in gaining Wing incorporation, one of which is concurrence by NHQ through the issue of a certificate agreeing with the incorporation. There is also an established terminology which is available from NHQ. Assistance should be requested of NHQ before legal counsel is engaged so that, when engaged, the legal counsel will have all the briefing material which is required before legal steps are initiated. Copies of relevant correspondence shall be provided to the Group President (NH 0376).

## **2.06 Wing Constitution and By-Laws**

- (1) Once the criteria for incorporation are established, By-Laws must be prepared that do not conflict with the Association By-Laws, Rules and Regulations and are acceptable to the Group Executive Council (NH 0376).
- (2) Sample by-laws for consideration may be obtained from NHQ (NH 0376).

## **2.07 Wing Rules and Regulations**

- (1) In the event that a Wing is incorporated under provincial statute it requires Wing Rules and Regulations. If a Wing is not incorporated under provincial statute the National Constitution and By-Laws apply and it may be covered by National Rules and Regulations or develop its own Wing Rules and Regulations (NH 0376).
- (2) A Wing Executive Council may make such rules and regulations governing the Wing as are not inconsistent with these by-laws and/or any rules and regulations made by the National Executive Council or the Group Executive Council provided that such Wing rules and regulations shall not be in force until approved by the Group Executive Council (By-Law 11).
- (3) There will be instances where a Group Executive Council not often involved in rules and regulations action may wish to get an opinion from NHQ before approving a submission (NH 0376).
- (4) Wing Rules and Regulations provide an essential management tool directed toward handling affairs in an orderly and disciplined manner. This management tool also provides an automatic and highly essential communications link between the members of

the Wing. There is nothing more frustrating than belonging to an organization and not being exactly sure what its hopes and ideals might be (NH 0376).

- (5) Sample outlines of Wing Rules and Regulations may be obtained from NHQ on request (NH 0376).

## **2.08 House Rules**

- (1) House rules are required for any Wing that operates physical facilities. In the event that physical facilities are operated by a subsidiary organization, they would be incorporated in the documents of that organization (NH 0376).
- (2) House rules must be approved by the Wing Executive Council or the subsidiary organization Board of Directors as applicable (NH 0376).

## **2.09 Publication of Wing Organization Papers**

- (1) Having established the organizational framework and the constitutional papers within which the Wing will operate regardless of the form they may take, the members of the Wing Executive Council should ensure that the Wing is provided with its own published record of them (NH 0376).
- (2) It is imperative that these published documents be made available to each member of the Wing to signify to each member:
  - a) the internal organization of the Wing;
  - b) the aims and objects of the Wing;
  - c) the operational methods and procedures of the Wing; and
  - d) the obligations and responsibilities of Wing members (NH 0376).

## **2.10 Subsidiary Organizations**

- (1) In the event that a conflict may exist between the provisions required by provincial statutes and compliance with Association requirements, a Wing may incorporate within the requirements of the Association for Association purposes and form a subsidiary realty company to operate its physical facilities. The subsidiary realty company can then be incorporated under provincial statute (NH 0376).
- (2) NHQ will provide information on forming realty companies upon request (NH 0376).

## **2.11 Wing Advisory Committee**

- (1) The Wing Advisory Committee is established to ensure continuity in Wing management as well as to have the advice of knowledgeable members available on short notice (NH 0376).

- (2) In the case of a newly formed Wing, the Advisory Committee should consist of a minimum of four Regular Wing Members of either Life Membership or Annual status and of good business background, who could be requested to act in this capacity, when necessary, in the execution of any Wing business assessed to be of a complex nature. In addition, influential members of the community should be requested to serve in this capacity if their assistance will help in the early stages of organization (NH 0376).
- (3) The Wing Advisory Committee may also act as the Nominating Committee of the Wing for the purpose of the election of officers to the Wing Executive Council (NH 0174).

## **2.12 Aviation and Military Affairs Committee**

- (1) As one of the primary aims and objects of the Association covers aviation and military affairs it is essential that a Wing Committee be available for this purpose (NH 0376).
- (2) This committee has the task of keeping the Wing actively engaged in the aviation and military sphere. It should develop local programs based on the activities of the National Committee (NH 0376).

(2.13 to 2.100 inclusive, not allocated)

## **SECTION 3 - CHANNELS OF COMMUNICATION**

### **3.01 General Information**

- (1) The channels of communication used in an organization can either promote or deter its effectiveness. Normally the channels follow the lines of the organization charts involved; however, there are often reasons why normal channels must be overlooked - mainly because of the needs of administrative response or the achievement of immediate results in urgent situations (NH 0376).
- (2) The channels of communication for a Wing are normally to the Group Regional Vice-President where applicable. Where there is no Group Regional Vice-President, the channel is direct to the Group President. Exceptions to this general rule are outlined in this section (NH 0376).

### **3.02 Communication with Groups**

- (1) All matters of communication, except as outlined in art 3.07, shall be directed by Wings to Groups, through the Group Regional Vice-President, except when in an instance of urgency contact with National Headquarters is necessary (NH 0376).

- (2) When in an urgent situation a Wing forwards correspondence to National Headquarters, a copy shall be provided to the Group President and to the Group Regional Vice-President, where applicable (NH 0376).
- (3) National Headquarters may decide to defer action until after the Group has been informed of the request for action (NH 0893).
- (4) Reports shall be distributed as indicated in the instructions related to the report (NH 0376).

### **3.03 Communication with Municipal and Provincial Agencies**

Wings may communicate with municipal and provincial agencies for any purposes of the Wing. They may also communicate with local branches of National companies provided their activities do not conflict with activities being conducted at the National level (NH 0376).

### **3.04 Communication with Military Bases**

Wings may communicate with Forces Bases in their immediate area; however, all requirements which cannot be met by a Base Commander or a Wing Commander must be coordinated through NHQ (NH 0376).

### **3.06 Communication with Federal Agencies**

Wings may not communicate with Federal government agencies in Ottawa without first obtaining clearance from Group and NHQ. Normally NHQ will make arrangements on their behalf. This requirement extends to requests for assistance, speakers for events or any other matter. The reason for NHQ being involved is to prevent any chance of embarrassment to any party. Normally, any government agency in Ottawa will ask NHQ for a briefing on the situation before reacting to a request (NH 0376).

### **3.06 Communication with Foreign Countries**

Wings may not communicate directly with agencies of any foreign country except through Group and NHQ (NH 0376).

### **3.07 Communication with NHQ**

- (1) The only instances in which communication will normally be direct between the Wing and NHQ is in transactions related to the Membership Notice/Return/Response System and the ordering of supplies and payment of invoices (NH 0376).
- (2) An exception to this problem is made in any instance where a booklet describes that certain information is available from NHQ (NH 0376).

### **3.08 Internal Communications**

Internal communications should generally follow the Wing organization chart; however, cross-communication at lower level is permissible provided superiors are informed of developments (NH 0376).

(3.09 to 3.100 inclusive, not allocated)

## **SECTION 4 - PRINCIPLES OF WING MANAGEMENT**

### **4.01 General Information**

- (1) It is important to select members who are capable and who express the desire to accept executive positions through the democratic process of the Wing Election, and/or the allotment of special projects or assignments in an ex-officio capacity to individual member(s) who's talent(s) fit a particular need:
  - a) Establish goals for the Wing within the Aims and Objects of the Association and ensure the maintenance of adequate Wing resources to achieve such goals;
  - b) Coordinate the duties and responsibilities of the Wing Executive council and members to ensure that positive objectives are met;
  - c) Monitor and control the activities and performance of the Wing to ensure growth and expansion; and
  - d) Promote the participation and involvement of the Wing membership in activities at the Wing, Group Regional, Group and National levels (NH 0174).
- (2) There are many successful Wings currently in operation throughout the Association and it is interesting that these successful Wings vary tremendously in membership strength, a fact which substantiates the theory that, regardless of the size of the Wing, if it is well organized and conducts its affairs in a proper and orderly manner, its success is inevitable (NH 0174).

### **4.02 Leading and Controlling**

- (1) Having established the posture of the Wing, the members of the Wing Executive Council as well as each individual Wing member should be primarily concerned with achieving effective performance and productive results. To accomplish such results it is imperative that the Wing Executive Council accept the responsibility to lead and control the business, social and economic activities of the Wing and the challenges they create. The Council must also generate the necessary team spirit to enhance the operation of the Wing. It is imperative that, in the process of managing the Wing, the Wing Executive Council recognizes the need to promote participation and involvement by all, or at least the majority, of the members in the various activities of the Wing not only for growth and expansion, but also as a means of training members to develop in the organizational environment, hopefully also to accept future positions of responsibility, thereby assuring the further development and expansion of the Wing (NH 0174).
- (2) It is mandatory that the Wing Executive Council encourage the members to help in setting organizational objectives and goals and in making decisions.
- (3) Factors to consider include:
  - a) trust and understanding among people;
  - b) team work and unity of purpose between the Wing Executive Council, Wing members and the organization at large;
  - c) recognition for effective performance;
  - d) equitable rewards; and
  - e) improved morale (NH 0174).
- (4) With these things in mind, Wing statements of duties are based on:
  - a) establishing a pattern for the distribution of the work-load;
  - b) attempting to establish a smoothly functioning Wing;
  - c) attempting to increase the desire among members to help and to serve; and
  - d) establishing and maintaining a sound communication policy (NH 0174).

#### **4.03 Operational Methods**

- (1) Inherent in achieving effective Wing operation is the development of an operational philosophy based on the organization structure. Accordingly, the Wing Executive Council will wish to consider the following points in developing the operational methods to be used in the Wing:
  - a) a strategic plan should be kept current for a future five-year period and it should be supported by tentative annual outline budgets;
  - b) a tactical plan should be developed for a two-year period and a detailed budget prepared for the upcoming year;

- c) the Wing program of events should be published for a period of one year;
  - d) membership campaign strategy should be developed and advertised to members;
  - e) the annual budget should be allocated to the various chairs and they should be responsible for satisfactory performance within their portion;
  - f) all purchases should be processed through one person, preferably the Secretary, to enable control and authorization of invoices for payment by the Treasurer;
  - g) an audit program should be used as follows:
    - i) annual financial audit of Wing financial documents, and
    - ii) a quarterly audit of membership records by the President or his delegated representative (from among Wing Executive Council members); and
  - h) a recognized method should be established within the Wing for preparation of any reports to Group or NHQ which are required (NH 0376).
- (2) The setting of a strategic five-year plan should be no deterrent to changing aspirations of Wings because such a strategic plan can be regularly amended as required. Wing Executive Councils should be wary of any hastily inspired (conspired?) proposed programs, particularly if they are proposed by persons without experience in the program being considered. When new programs which could be considered major projects for the Wing involved are concerned there should be at least a one year delay for review and decision before the strategic plan is changed. There should be no exception to this rule unless there is clearly expert advise available in the matter and the Group Executive Council advises that the project be undertaken (NH 0376).

#### **4.04 Scheduling of Meetings**

- (1) It must be borne in mind that each Wing is a self-supporting organization and, like any other business organization, it requires the application of astute management practices to guarantee its development and success; therefore, the Wing Executive Council has a responsibility to ensure that the business of the Wing is conducted in a disciplined and orderly manner. Meetings, of course, are the core of any Wing's business (NH 0174).
- (2) Wing Executive Council Meetings should be scheduled each month on a recognized day which will be observed except in extenuating circumstances (NH 0376).
- (3) Likewise, Wing General Meetings should be scheduled usually one week subsequent to Wing Executive Council Meetings (NH 0376).
- (4) An agenda should be prepared in advance and distributed to attendees at each meeting (NH 0376).

- (5) Policies and procedures for the conduct of meetings are outlined in Booklet 103, Meeting Policies and Procedures (NH 0376).
- (6) In instances where a Wing is very small and faces competing activity, it should hold meetings, which could take the form of luncheon or dinner meetings on a lesser frequency. The main requirement is that meetings be held regularly, that they be for the specific purposes of the membership and that they be interesting to that membership (NH 0376).

(4.05 to 4.100 inclusive, not allocated)

## **SECTION 5 - WING PROGRAMS**

### **5.01 General Information**

- (1) A successful Wing has a program of activities which will meet the requirements of its wide variety of members as well as serving the community, both locally and nationally. Such a program will have two types of activity:
  - a) internal - social activity for members; and
  - b) external - educational activity for members and the general public (NH 0376).
- (2) The scheduling of Wing programs and activities is a most essential stimuli to Wing development. The name of the game is participation and the involvement of people, by people the inference is to each individual Wing member primarily, but also to the community generally. It is mandatory that team spirit and the feeling of belonging as well as the joy of belonging prevail at all times even after the unavoidable squabbles which do flare from time to time. Wings can be active or inactive as the membership dictates, fortunately no one wants to be inactive (NH 0274).

### **5.02 Activity Areas**

- (1) The following are some of the activities in which Wings may become involved:
  - a) Education in the Field of Aviation and Citizenship
    - i) Acquainting the public with aerospace activity, press releases, speeches, etc.
    - ii) Aviation education courses in other groups.
    - iii) Sponsorship of aerospace libraries.
    - iv) Provision of aerospace books and magazines for libraries.
    - v) Sponsorship of Citizenship courses, seminars, etc.
    - vi) Assisting other organizations in conducting citizenship courses, seminars, etc.

- vii) Sponsorship of cultural events.
  - viii) Assisting other organizations with their cultural events.
- b) Aviation Operations
- i) Provision of airfields and airfield facilities.
  - ii) Maintenance of airfields and airfield facilities.
  - iii) Assistance to the aerospace industry.
  - iv) Support of flying clubs.
  - v) Support of glider programs.
  - vi) Sponsorship of Air Shows, Fly-ins, etc.
  - vii) National Aviation Week programs.
- c) Youth Activities
- i) Sponsorship of Air Cadet Squadrons.
  - ii) Assistance to other sponsors of Air Cadet Squadrons.
  - iii) Participation on Cadet Committees, for sea, land and air cadets.
  - iv) Provision of officers and instructors to sea, land and air cadet squadrons.
  - v) Sponsorship and assistance to Boy Scouts.
  - vi) Provision of Flying Scholarships.
  - vii) Assistance to other organizations in the provision of flying scholarships.
  - viii) Provision of Bursaries.
  - ix) Provision of trophies to any youth activity (other than sports).
  - x) Sponsorship of sports for youth.
  - xi) Sports trophies.
- d) Support for Canada's Air Force
- i) Assistance with Air Force recruiting campaigns.
- e) Protection of the Environment
- i) Conducting anti-pollution programs, etc.
  - ii) Assisting other organizations with their anti-pollution programs.
- f) Welfare and Charitable Projects
- i) Direct assistance to the poor.
  - ii) Clothing drives.
  - iii) Retarded and under-privileged children.
  - iv) Ident-a-Kid™ programs.
  - v) Direct contributions to other charitable agencies.
  - vi) Assistance in fund-raising projects of other organizations.
- g) Support of Ill and Handicapped Persons
- i) Provision of wheel chairs, crutches, etc.
  - ii) Provision and maintenance of specialized hospital equipment.
  - iii) Hospital and home visits.

- h) Veterans
    - i) Assistance to Veterans.
    - ii) Participation in work of the RCAF Benevolent Fund.
  - i) Memorials and Memorial Services
    - i) Provision and maintenance of War Memorials and graves (including provision and maintenance of memorial aircraft).
    - ii) Sponsorship and participation in Memorial Services.
  - j) Provision of Quarters for Others
    - i) Provision of Wing Quarters to cadet squadrons at no charge.
    - ii) Provision of Wing Quarters to other organizations at no charge.
    - iii) Provision of Wing Quarters to other organizations at reduced rates (NH 0274).
- (2) Additional or different activities may be developed based on observed needs by Wing members in the local community and, of course, any activity should be attempted only if it is found to be the best avenue for Wing endeavour and has the unqualified support of Wing members (NH 0274).
- (3) Each Wing should have an objective of adding one new activity each year until the annual programs is well-rounded with activities involving every item possible within the aims and objectives of the Association, having due regard for limitations of the Wing locality (NH 0376).

### **5.03 Theme Ideas**

- (1) Wing events should be based on themes and commemorative dates achieve this end while helping to maintain traditional ties (NH 0376).
- (2) A list of proposed commemorative dates is contained in Annex B. Wings are encouraged to seek out additional dates of local significance (NH 1275).

#### **5.04 Air Cadets**

- (1) It is the duty of every Wing, if not already doing so, to sponsor, raise and actively support an Air Cadet squadron (AM 3/50).
- (2) By actively supporting it is meant to supply the civilian committees in whole or in part, and also the officers and instructors for the Air Cadet squadrons. In some locations air cadet squadrons are already being operated by Service Clubs or other such organizations and in such an instance, if the locale does not lend itself to a second air cadet squadron then the Air Force Association Wing is to support the squadron in every way it can. If however, there is sufficient scope to raise another squadron, then it becomes the paramount duty of the local Wing to do so and further the cause of the Air Cadet Movement in Canada, and thereby encourage and interest in the best place possible, the young men and women of Canada of today who will become the men and women of Canada tomorrow (AM 3/50).
- (3) For information regarding sponsoring or support of Air Cadet Squadrons, Wings should contact the local Provincial Committee of the Air Cadet League of Canada.

### **SECTION 6 - WING FINANCES**

#### **6.01 General Information**

- (1) This section outlines the policy and procedures for handling Wing Finances, including recommendations regarding budgets and cash flow (NH 0376).
- (2) The method of establishing fiscal philosophy is outlined in art 4.03 (NH 0376).

#### **6.02 Fiscal Year**

The fiscal year of a Wing should normally be 1 July to 30 June annually; however, there is no problem involved if another fiscal period is used (NH 0376).

#### **6.03 Fund Raising**

- (1) The energetic programs of Wings will require equally energetic fund-raising projects. These should be built into the strategic five-year plan, the planning for them and their control should be responsible and aimed at both adding to Wing resources and creating a favourable image in the community (NH 0376).
- (2) One source of Wing funds which is often overlooked is the Royal Canadian Air Force Association Trust. The methods of using this Trust to obtain Wing resources are outlined in Booklet 109 (NH 0376).

#### **6.04 Handling of Wing Funds**

- (1) The handling of Wing funds is a responsible task regardless of the amount of business in which the Wing is involved. However, regardless of the complexity of the operation, it is essential that a certain amount of control as well as safeguards be incorporated in the process of managing Wing funds. Here again many Wings seek guidance from the friendly accountant or bookkeeper who invariably is a member of the Wing. Yet, there are Wings that do and are experiencing difficulties in their financial department, hence it is suggested that a Wing should ensure that:
  - a) All Wing funds are channelled through the Wing Treasurer and that accurate records are kept for all transactions;
  - b) The signing authority for cheques is delegated to two or three members of the executive and as a suggestion, preferably to the President, First Vice-President and Treasurer; in the case of two people, one to be the Treasurer. All cheques for disbursement of funds to be jointly signed by any two members so delegated; and
  - c) Some control of funds is effected on allocation to various committees in the Wing and if necessary, establish a limit to the amount of funds to be allocated and/or held by a committee (NH 0174).
- (2) In addition a system of budgets and cash flow forecasts should be utilized (NH 0174).

#### **6.05 Assets and Liabilities**

The National Executive Council or the Association shall not have any rights in the assets of any such Wing, or be liable for any of the debts or obligations of any such Wing; and no Wing shall have any rights in the assets of, or be liable for any debts or obligations of the Association as a whole or of any other Wing thereof (By-Law 11).

#### **6.06 Remuneration and Expenses**

A salary shall not be paid to any member of ..... a Wing Executive Council and, with the exception of salaried officials and employees, no member shall receive any money for his services on behalf of the Association other than compensation or expense allowance as may be authorized by the NEC (By-Law 18).

### **6.07 Audit of Wing Financial Accounts**

- (1) A certified member of an incorporated and recognized Association of Accountants and Auditors shall be appointed at a meeting of each Wing, for such period as may be determined at such meeting and until their successor is appointed, to audit annually the accounts of the Wing (By-Law 19).
- (2) Any Auditor so appointed shall be required to report annually to the .... Wing Executive Council, which reports shall be tabled at the first regular ..... Wing General Meeting held following receipt of the report(s) (By-Law 19).
- (3) In addition to the audit required by By-Law 19, the accounts of each Wing shall, within one month before the Annual General meeting of the Wing, be examined by a financial committee elected by the Wing and composed of members who are not officers of the Wing (AM 32/72).

### **6.08 Budgets**

Budgets shall be maintained as outlined in article 4.03 (NH 0376).

### **6.09 Cash Flow Diagrams**

Monthly cash flow diagrams shall be maintained for the current fiscal year (NH 0376).

(6.10 to 6.100 inclusive, not allocated)

## **SECTION 7 - PUBLICITY AND COMMUNICATIONS**

### **7.01 General Information**

- (1) This section outlines considerations concerning contact which must be undertaken if a Wing is going to be successful in creating an image in the community, informing its membership and creating a satisfactory image with its most affected critics - its members (NH 0376).
- (2) Each of these factors has a critical potential for advancing or, alternatively, seriously restricting Wing success. Accordingly, it is essential that the publicity and communication function be well organized and dynamically pursued (NH 0376).

## **7.02 External Image Building**

- (1) It must be assumed that the Wing has developed worthwhile programs that will enhance its external image at both the local and national levels. Having developed such programs and implementing them to advantage, they must be exploited in the local media - pictorial, written and oral, to ensure that the Wing receive the utmost advantage from its efforts (NH 0376).

## **7.03 Internal Image Building**

- (1) Wing programs must cater to the wide variety of needs inherent in the Wing membership; however, this is only the beginning of members satisfaction. An internal image building effort must be staged to build on the success of the programs themselves (NH 0376).
- (2) Not only must the member accept that he is satisfied with the programs the Wing offers; in addition, he must be convinced, or, in other words, the Wing in his view must appear to be satisfying his needs (NH 0376).
- (3) This can only be done by inspirational contact either between members through the recollection of either remote or recent successful events, or by the member being told he is participating in a successful venture: assuming of course that the venture demonstrates sufficient success to sell it in this manner (NH 0376).
- (4) One essential ingredient in creating the internal image is communication through the medium of a Wing Bulletin as outlined in the next article (NH 0376).

## **7.04 Communication with Members - The Wing Bulletin**

- (1) Communication with members is necessary to give them a sense of participation and to inform them of upcoming events. It matters little whether the means of informing is a glossy professionally produced rotogravure or a single photocopied sheet. The content is what is important (NH 0376).
- (2) A simplistic typewritten sheet in many instances provides more information that the member needs than do some of the more sophisticated bulletins (NH 0376).
- (3) As a basic requirement each Wing should distribute a single sheet (Bulletin) to its members monthly or bimonthly. In its simplest form it will merely inform of a meeting date - but it will make the member feel wanted (NH 0376).
- (4) Progressive improvements should be attempted until the Wing Bulletin fulfills the several information needs of its members - from the basic to the refined - as follows:
  - a) the basic single sheet;
  - b) local Wing news;

- c) Association news from broader sources such as National or Group meetings; and
  - d) extracts from Association booklets of interest to members (NH 0376).
- (5) Regardless of the content of a Bulletin, its contents should pass the test - does it contain material which will produce a better-informed member without being overburdened with frivolity or gossip? If you can satisfy such a question you will produce a Bulletin which will enhance your Wing regardless of its physical quality or the writing ability of the editor. The aim is to educate the reader about wings, group and national happenings, past present and future (NH 0376).

### **7.05 Wing Telephone**

- (1) Many problems occur because a Wing does not have a telephone listing in their local telephone directory. This can be overcome by the Wing providing a listing, in the local directory even if it should be the home phone of one of the members (NH 0376).
- (2) Wings are most strongly encouraged to ensure that a listing for the Wing is included in the local telephone directory (NH 0376).

(7.06 to 7.100 inclusive, not allocated)

## **SECTION 8 - CORRESPONDENCE**

### **8.01 General Information**

- (1) Correspondence is the lifeline through which contact for effective performance is maintained between NHQ, Groups and Wings. In particular, the NHQ can effectively perform its function only if it is in receipt of timely and correct information. Conversely it is incumbent upon NHQ to provide as much information as possible to ease the administrative load at Group and Wing levels (NH 0376).
- (2) Action at Wing level is critical in ensuring that correspondence in the Association flows as it should. Accordingly, it must be timely. Correspondence which is laid away for another day usually lingers a long time and, as a result, the efficient administration of the whole Association suffers because every effort undertaken by NHQ has "information" as its basic ingredient. Only when the information from all sources is supplied can NHQ provide meaningful input to National Executive Council and Committee decisions (NH 0376).

## **8.02 Wing Postal Arrangements**

- (1) The first requirement in establishing a good correspondence routine in a Wing is to arrange for methodical receipt and dispatch of mail (NH 0376).
- (2) Accordingly the Wing should maintain a permanent address. This is readily achieved by having a Post Office Box. To ensure the proper handling of mail, one individual should be assigned this responsibility so that one person only is responsible for the proper or improper handling of the mail at any specified time. It is safer to rotate this responsibility periodically rather than having it shared concurrently by two or more Wing members (NH 0274).
- (3) Arrangements should normally be to check the Post Box daily. Under no circumstances should more than three days be allowed to pass without it being cleared.

## **8.03 Correspondence Processing**

- (1) The processing of correspondence is an aspect of managing a Wing which, in some instances, is being handled in a neglectful manner. In an organization such as the Association, correspondence on the whole ranks very high on the totem pole of requirement for good management practice, yet for reasons which remain unclear, many Wings fail to comprehend the need to have an organized routine method for handling correspondence. Of course there is always the chance that the fault lies with the originator. The suggestions in the following paragraphs should assist in developing an adequate system (NH 0274).
- (2) Notwithstanding the recommendations contained in 8.02, para (2) above, National Headquarters will normally address all mail to the home address of the Wing Executive Council member mainly concerned (NH 0392).
- (3) Mail related to the Membership/Return/Response will be forwarded to the address provided from time to time by the Membership Chair (NH 0392).
- (4) National Headquarter's computerized data base, containing the name, address, and phone number of all 15,000 regular wing and MAL members also provides the mailing list for *Airforce* magazine. Utilizing this up-to-date mailing list to reach wing executives at their home addresses has proven to be more efficient than mailing materials to a Wing Post Office box (NH 0494).
- (5) All correspondence addressing should be done using the official Directories "A" and "B" of the Association. Both Directories are updated annually. All addresses in those publications (Booklets 106 and 107), should be accepted as current (NH 0897).

## **8.04 Control of Association Booklets**

- (1) The control of Association booklets is considered to be a function of correspondence management (NH 0376).
- (2) The distribution of booklets within a Wing is the responsibility of the Wing Secretary, who shall ensure that an up-to-date record file of all current booklets is maintained and made available for scrutiny by any Wing member on request (NH 0376).
- (3) In addition, arrangements should be made for briefing sessions for the Wing Executive Council on booklets as they are received (NH 0376).
- (4) Of the three copies of booklets provided to Wings, each should be maintained by the ultimate recipients in loose-leaf booklets so that they may function as an Association manual readily available for use when required (NH 0376).
- (5) In the event that additional booklets are required, they may be provided free of charge to an upper limit of 2% of Wing regular members; however, the Wing Secretary shall be responsible for controlling the issue of extra booklets and will be required to re-order the extra copies required each time a new edition is issued (NH 0376).

#### **8.05 Association Directory**

- (1) The Association Directory is published in the Booklet series as Booklet 106, "Directory A, National/Regional" and Booklet 107, "Directory B, Groups/Wings" (NH 0376).
- (2) Each directory is published annually and it is the responsibility of the Wing Secretary to provide up-dated information to National Headquarters by submitting a completed "Wing Report Part 2" to report any changes in Executives at the Wing. That way, current information may be published. Otherwise there is no possible way for the correct executive personnel and their addresses to be listed in the Directories "A" and/or "B" (NH 0897).

#### **8.06 Transfer of Correspondence Records**

- (1) Upon a change of incumbents in any Wing Executive Council position the Wing Secretary shall ensure that a transfer of records is made so that Wing correspondence continuity will be maintained (NH 0376).
- (2) During incumbency it is the responsibility of each member of the Wing Executive Council to maintain in an effective manner the correspondence relating to the position he/she holds (NH 0376).

(8.07 to 8.100 inclusive, not allocated)

### **SECTION 9 - VISITS**

#### **9.01 General Information**

- (1) Visits are an important factor in Association life whether they be official visits to Wings by National or Group Executives, invitational visits to Wings by speakers or guests, visits of a Contact or Liaison nature by Air Force personnel, visits between Wings for educational, recreational or social events, or the periodic visits to Wings by members-at-large and other potential Wing members (NH 0376).
- (2) This section contains policy and procedures related to visits to and between Wings (NH 0376).

## **9.02 Official Visits**

- (1) Official visits by National and Group Executives are established on a requirement basis by the NEC or the Group Executive Council and Wings are provided whatever advance notice and options as are available in the circumstances (NH 0376).
- (2) The costs of official visits are a charge to the budget of the organization initiating the visit, the National Headquarters budget for official visits by National Executives and the Group budget for official visits by Group Executives (NH 0376).

## **9.03 Invitational Visits**

- (1) When a Wing invites an executive from National or Group, either as a speaker or as a guest to a Wing function, there should be a clear-cut decision on the proportion of the costs which are to be borne by the Wing and by the National Headquarters or Group (or the individual in the event that budget funds are not available for the purpose) (NH 0376).
- (2) Normally, National Headquarters or the Group, as applicable, will be responsible for transportation and the Wing will be responsible for accommodation and meals; however, a decision and an understanding must be made in each case well in advance of the visit. The reason for Wings being required to pay all or a portion of the costs is based on the difference between official and invitational visits. It is expected that official visits will be covered by the membership generally, thus a charge to the budget concerned; however, the general membership cannot be expected to cover events that a single Wing generates. Accordingly, decisions must be made based on the relative number of invitations involved. Some Wings have many functions - some few, and the costs of visits have to be allocated accordingly (NH 0376).
- (3) The decision on whether the cost of transportation will be a charge against the budget of the visitor rather than the Wing will normally depend on whether sufficient advance notice is given to enable arrangements to be made for complimentary transportation. If so, the cost to Wings will be minimized (NH 0376).
- (4) The practice at National Headquarters is to invoice Wings for the portion of costs attributed to them in the event that the visitor is required to pay for room, meals, etc. as

out-of-pocket expenses during the visit and is compensated by a claim paid by National. This invoice can be expected within 10 days after the event (NH 0376).

#### **9.04 Visits by Military Personnel**

- (1) Generally speaking, arrangements for visits by military personnel follow the same policies and procedures as outlined above. There should be a clear understanding prior to the visit concerning the division of costs (NH 0376).
- (2) See Section 3 regarding the channels of communication to be followed in arranging for visits by military personnel (NH 0376).

#### **9.05 Planned Visits Between Wings**

Visits between Wings by groups of members are encouraged and arrangements should be made direct between the Wings concerned. Likewise, multi-Wing participation in recreational and social events should be programmed to coincide with business meetings where possible (NH 0376).

#### **9.06 Individual Visits to and Between Wings**

- (1) Any regular member, either a Wing member or member-at-large in good standing, upon production of a current membership card shall be entitled to the privileges of membership in any Wing at any point at which he/she may be a visitor (AM 32/72).
- (2) No member shall be entitled to exercise continuous visitor's privileges at any one point for a period exceeding 30 days after which membership in the Wing shall be required to continue privileges (AM 32/72).
- (3) Notwithstanding the above, regular members-at-large residing in excess of 20 miles from a Wing may visit that Wing on two occasions in each calendar year, and may visit more often on invitation of the Wing Executive Council (AM 32/72).
- (4) Arrangements should be made for access to Wings by potential members (NH 0376).
- (5) In the event that local licensing arrangements require that Wing visitors be sponsored, Wings are required to make arrangements to meet the intent of this article to enable access by those for whom an entitlement is shown (NH 0376).

#### **9.07 Visits to Other Clubs or Veterans Groups**

- (1) There exists no formal agreement whereby an up-to-date Association membership card entitles the bearer to enter into other clubs (RCL, ANAFVets, RAFA, USAFA, American Legion or VFW) (NH 0897).

(9.08 to 9.100 inclusive, not allocated)

## **SECTION 10 - WING ARCHIVES**

### **10.01 General Information**

- (1) There are many occasions when National Headquarters is asked for historical material concerning individual Wings. In most cases this information is not available because it was local information initially and, as such, not recorded at National Headquarters (NH 0376).
- (2) Each Wing should have an Archives established and close attention should be paid to its upkeep. At the simplest it should be a record of all persons who have been members, a historical record of succeeding Wing Executive Councils and correspondence of historical value. At its ultimate, it can be a full fledged museum. Regardless of its character it should be recognized as an important Wing function and its maintenance should be allotted as a responsibility of one member of the Wing Executive Council (NH 0376).

(10.02 to 10.100 inclusive, not allocated)

## **SECTION 11 - WING REPORTS**

### **11.01 General Information**

- (1) In 1995, the "two-parted" Wing Reports 1 and 2 were revised, updated and simplified. Happily, as a direct result of that procedure, we were able to eliminate completely Booklet 114, last revised in 1994.
- (2) For the sake of convenience and communication, Wing Reports Parts 1 and 2 are reproduced here as Annexes "C" and "D".
- (3) Thus, the reports can be photocopied for use locally, although that should be unnecessary in the normal course of events, as National HQ annually distributes blank forms along with the Spring Membership Report (NH 0897).

(11.02 onward, not allocated)

## **SECTION 12 - STATEMENTS OF DUTIES**

### **12.01 General Information**

The statements of duties contained in the following paragraphs should be read in conjunction with Annex A, Wing Organization Chart (NH 0276).

## **12.02 Statement of Duties and Responsibilities, Wing President**

- (1) The Wing President shall:
  - a) Have general supervision over the affairs of the Wing to ensure that the Constitution and By-Laws, Rules and Regulations are enforced, and call Special Meetings when necessary;
  - b) Be ex-officio, a Member of all Wing Committees;
  - c) Endeavour to maintain coordinated action in all activities of the Wing and to promote and stimulate the growth and expansion of the Wing;
  - d) Ensure that all Past Presidents of the Wing are invited to serve on the Advisory Committee; and
  - e) Ensure that all incoming correspondence, particularly from National Headquarters, a member or members of the National Executive Council, the Group or another Wing of the Air Force Association of Canada, is handled with care and dealt with expeditiously as the situation warrants (NH 0174).
- (2) The Wing President will be responsible to the Group President, through the Group Regional Vice-President as applicable, for all activities of the Wing which have a bearing on activities of the Group or the National organization or issue from the Wing Charter or the National Constitution, By-Laws and Regulations (NH 0276).
- (3) The Wing President will be responsible for the Immediate Past President First Vice-President, Second Vice-President, Wing Treasurer and Wing Secretary (NH 0276).

### **12.03 Statement of Duties and Responsibilities, Immediate Past President**

- (1) The Immediate Past President shall:
  - a) Assist the Wing President in the general supervision of the Wing;
  - b) Primarily, act as Director of Membership by coordinating the efforts of the Membership Chair and the Publicity Chair in their endeavours to maintain a stabilized and orderly growth in Wing membership, and acting in behalf of either or both in cases of absence and illness (0692);
  - c) Assist in planning, organizing and scheduling periodic Wing membership campaigns;
  - d) Ascertain that all Association-recommended projects are studied, investigated and upon Wing approval, implemented. Particular consideration is to be given to the sponsoring of an Air Cadet Squadron by the Wing. In the case of the Wing not sponsoring a Squadron, the Immediate Past President should encourage or invite the Second Vice-President to join with him in pursuing a feasibility study on the sponsoring of a Squadron;
  - e) Establish and maintain a good relationship with the local representative of the RCAF Benevolent Fund, also with various local veterans organizations and encourage the interest of the Wing in ways and means of supporting these organizations toward the attainment of their objectives;
  - f) Establish and manage sub-committee(s) and/or formulate any other Wing Committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
  - g) Consult, with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - h) Report to the Wing Executive Council in accordance with Wing policy;
  - i) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary; and
  - j) Ensure that the Wing participates in all activities promoted by the Association (NH 0174).
- (2) The Immediate Past President will be responsible to the Wing President for the pursuit of these activities (NH 0276).
- (3) The Immediate Past President will be responsible for the Membership Administration Chair and the Membership Campaign Chair (NH 0276).

## **12.04 Statement of Duties and Responsibilities, First Vice-President**

- (1) The First Vice-President shall:
  - a) Assist the Wing President in the general supervision of the Wing and preside in his/her absence;
  - b) Primarily, act as Director of Public Relations for the Wing by directing information for promulgation to the Bulletin and Publicity Chairs, guiding them if necessary in the execution of their duties and acting in behalf of either or both in cases of absence or illness;
  - c) With the assistance and cooperation of the Air Force Contact or Liaison Officer, plan and organize schemes, functions or projects that will in the main, foster a good relationship between the Wing and the Canadian Forces in general and military aviation in particular;
  - d) Maintain a list of Federal, Provincial and Civic officials, particularly if any of these are known to be former Air Force or of an aviation background, who should be invited to attend the main annual function of the Wing. The list could include the Mayor, Chief of Police, Provincial and Federal MPs, Canadian Forces Base Commanders in the area and other dignitaries of the Wing's choice, and executive officers of the Association;
  - e) Arrange for Guest Speakers to meet the Wing program of activities, particular interest to be paid to local Welfare organizations in order to ascertain information regarding possible means whereby the Wing can assist financially or otherwise.
  - f) Chair the Aviation Affairs Committee;
  - g) Establish and/or promote a good relationship between the Wing and all aviation and/or aerospace organizations or business establishments operating in the local community. Areas of interest to include, flying clubs, glider clubs, commercial airlines, factories concerned with the aviation industry, flying schools, etc. Include representatives on the Wing guest list as well as the guest speaker list;
  - h) Establish and manage sub-committee(s) and/or formulate any other Wing committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
  - i) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary;
  - j) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds; and
  - k) Report to the Wing Executive Council in accordance with Wing policy (NH 0174).
- (2) The First Vice-President will be responsible to the Wing President for the pursuit of these activities (NH 0276).
- (3) The First Vice-President will be responsible for the Bulletin Chair and the Publicity Chair (NH 0276).

## **12.05 Statement of Duties and Responsibilities, Second Vice-President**

- (1) The Second Vice-President shall:
  - a) Assist the Wing President in the general supervision of the Wing and preside in the absence of both the Wing President and the First Vice-President;
  - b) Primarily, act as Director of Housing and Program by coordinating a scheduled program of activities with the assistance of the Housing and Program Chairs, guiding these two Chairs if necessary, in the execution of their duties and acting in behalf of either or both in cases of absence or illness;
  - c) Encourage the Wing to consider taking steps at its earliest convenience to becoming an incorporated body and on becoming incorporated, or if the Wing is already incorporated, to ensure that the regulations as constituted in the appropriate Provincial act are adhered to;
  - d) Assist the Housing Chair to ensure the availability of adequate quarters for all Wing functions and on the approval of the Wing Executive Council, to finalize and manage any arrangements entered into by the Wing regarding renting, purchasing or leasing of such quarters;
  - e) Assist both the Housing and Programs Chairs in preparing for approval of the Wing Executive Council, a scheduled annual program for the Wing with the available quarters to cover such activities as regular general meetings, social functions and special events as planned;
  - f) Encourage, promote and coordinate the involvement of Wing members in recreational activities such as, tennis, badminton, golf, bowling, curling, etc., as well as the involvement of the Wing in any community program designed to develop the physical, mental and moral welfare of our nation's youth;
  - g) Establish and manage sub-committee(s) and/or formulate any other Wing committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
  - h) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - i) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary; and
  - j) Report to the Wing Executive Council in accordance with Wing policy (NH 0174).
- (2) The Second Vice-President will be responsible to the Wing President for the pursuit of these activities (NH 0276).
- (3) The Second Vice-President will be responsible for the Housing Chair and the Program Chair (NH 0276).

## **12.06 Statement of Duties and Responsibilities, Wing Treasurer**

- (1) The Wing Treasurer shall:
  - a) Assist the Wing President in the general supervision of the Wing;
  - b) Primarily, act as Director of Finance by accurately recording, monitoring, and controlling the flow of funds in the Wing, guiding the Resources and Projects Chair if necessary, in the execution of his/her duties and acting in his/her behalf in case of absence or illness;
  - c) Receive collected membership fees from the Membership Campaign Chair, take charge of all the funds and securities of the Wing, receive all monies due, deposit them to the credit of a chartered Bank designated by the Wing Executive Council and disburse out of funds, payment of all bills that are approved by the Wing Executive Council and authorized for payment;
  - d) Keep a faithful account of all expenditures and receipts in a book belonging to the Wing and ensure that all cheques presented for payment by the Wing are jointly signed by the Treasurer and one other member delegated by the Wing or any other two members delegated by the Wing;
  - e) Assist the Resources and Projects Chair in planning and organizing fund raising events for the Wing and keep an accurate record to cover such events;
  - f) Ensure that all Wing accounts are presented for an annual audit in accordance with the Wing policy or Association By-Laws, as applicable;
  - g) Establish and manage sub-committee(s) and/or formulate any other Wing committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
  - h) Consult with the Wing Executive Council in accordance with Wing policy, including the current financial standing of the Wing; and
  - i) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0174).
- (2) The Wing Treasurer will be responsible to the Wing President for the pursuit of these activities (NH 0276).
- (3) The Wing Treasurer will be responsible for the Resources and Projects Chair (NH 0276).

#### **12.07 Statement of Duties and Responsibilities, Wing Secretary**

- (1) The Wing Secretary shall:

- a) Assist the Wing President in the general supervision of the Wing;
  - b) Primarily, act as Director of Information and Communication by taking charge of all correspondence for the Wing, ensuring action as required and the dissemination of information in general, guiding if necessary, the Recording Secretary and the Wing Welfare Chair in the execution of their duties and acting in behalf of either or both in cases of absence or illness;
  - c) Receive Association Booklets, maintain a control file and issue as required;
  - d) Attend Wing Executive Council general and special meetings, keep a true and faithful record of all meetings and the deliberations thereof and in the case of unavoidable absence or illness to delegate the Recording Secretary or another Wing member to carry out those duties;
  - e) Issue notices of all meetings, whether of the members of the Wing, or of the Wing Executive Council, as directed by the Wing President or the Wing Executive Council and ensure that an invitation is extended to the Air Force Contact or Liaison Officer in accordance with Wing policy;
  - f) Ensure that any changes in Wing Executives are reported in a timely manner, through completion and on-pass of Wing Report, Part 2, with copies mailed or faxed to Group and to National HQ (NH 0897).
  - g) Establish and manage sub-committee(s) and/or formulate any other Wing committee(s) as the workload warrants, to ensure effectiveness in the pursuit of all objectives and commitments;
  - h) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - i) Ensure that all correspondence directed to the Wing or to a member of a member of the Wing Executive Council is handled with care and dealt with expeditiously. When necessary, to ensure that correspondence for information to the Wing membership is directed to the Bulletin Chair for publication;
  - j) Take charge for safe-keeping, all books, correspondence and records of the Wing, these to be kept safely at a place designated by the Wing Executive Council; and
  - k) Report to the Wing Executive Council in accordance with Wing policy (NH 0174).
- (2) The Wing Secretary will be responsible to the Wing President for the pursuit of these activities (NH 0276).
- (3) The Wing Secretary will be responsible for the Recording Secretary and the Wing Welfare Chair (NH 0276).

## **12.08 Statement of Duties and Responsibilities, Bulletin Chair**

- (1) The Bulletin Chair shall, as Committee Chair:
  - a) Edit and publish a Wing Bulletin incorporating all, if possible, reports and/or information submitted for publication by the members of the Wing Executive Council on a periodic basis in accordance with Wing policy;
  - b) With the approval of the Wing Executive Council, establish and maintain a good business relationship with a printing firm or organization to handle the printing of the Bulletin;
  - c) With the assistance of the First Vice-President, establish a format for the Bulletin to ensure that the more essential items of news are published from time to time with particular emphasis being placed on programs of activities relating to Wing, Region, Group and National functions involving membership participation;
  - d) Prepare and maintain an established mailing list for the Wing to include each individual Wing member and any other personnel or organization approved by the Wing Executive Council;
  - e) Under the guidance of the First Vice-President, establish and/or organize any necessary sub-committee(s) as the workload warrants and to ensure that both the President and First Vice-President are invited to attend all sub-committee meetings as well as meetings of the Bulletin Committee;
  - f) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - g) Ensure the regular distribution of the Bulletin (by mail, fax, e-mail or otherwise) to meet any deadline as may be established by the Wing Executive Council;
  - h) Report to the Wing Executive council in accordance with Wing policy;
  - i) Advise the First Vice-President whenever due to illness or unavoidable absence, he/she is unable to perform any required duties; and
  - j) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0174).
- (2) The Bulletin Chair will be responsible to the First Vice-President for the pursuit of these activities (NH 0276).
- (3) The Bulletin Chair will be responsible for members of the Bulletin Committee (NH 0276).

## 12.07 Statement of Duties and Responsibilities, Publicity Chair

- (1) The Publicity Chair shall, as Committee Chair:
  - a) Establish and maintain good liaison between the Wing and local newspaper, as well as local radio and television stations, to ensure that Wing meetings, functions and other activities are given adequate publicity through the news media;
  - b) Arrange for attendance by a photographer as well as other representatives of the new media at special occasions and/or functions of the Wing;
  - c) With the assistance of the First Vice-President, pursue the improvement of relations with the news media by recommending the extension of complimentary, honorary or associate Wing membership to representatives of the local news media, such representatives to be selected with the agreement of the Wing Executive Council;
  - d) Ensure that all worthwhile channel of publicity for the Wing are used advantageously, including the Wing Bulletin, *Airforce* magazine, Group Bulletins, Recruitment Brochures, etc.;
  - e) Under the guidance of the First Vice-President, establish and/or organize any necessary sub-committee(s) as the workload warrants and to the Wing President, the First Vice-President and the Membership Chair are invited to attend all sub-committee meetings as well as meetings of the Publicity Committee;
  - f) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - g) Work closely with the Membership Chair to institute ongoing Recruitment campaigns (NH 0897);
  - h) Report to the Wing Executive Council in accordance with Wing policy;
  - i) Advise the First Vice-President whenever due to illness or unavoidable absence, he/she is unable to perform any required duties; and
  - j) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0174).
- (2) The Publicity Chair will be responsible to the First Vice-President for the pursuit of these activities (NH 0276).
- (3) The Publicity Chair will be responsible for members of the Publicity Committee (NH 0276).

## 12.10 Statement of Duties and Responsibilities, Housing Chair

- (1) The Housing Chair shall, as Committee Chair:
  - a) With necessary assistance and guidance from the Second Vice-President, make all arrangements to provide adequate quarters for the Wing to meet the requirements and needs specified by the Wing Executive Council, such as for the purpose of holding General and Executive Meetings, social functions, recreational activities and special events;
  - b) Arrange furniture in quarters as may be suitable for particular occasions of use, and ensure that an adequate public address system is made available at all Wing functions requiring this facility;
  - c) Prepare and maintain a complete inventory of all items of furniture, hospital equipment and articles of value known to be Wing assets and control the movement of these items in accordance with instructions of the Wing Executive Council;
  - d) In addition to arranging quarters, on the request of the Program Chair, to meet requirements for the following:
    - i) book orchestras,
    - ii) obtain banquet permits
    - iii) procure suitable beverages, and
    - iv) engage Bar Steward services;
  - e) Ensure the availability of the Wing Attendance Register, the Wing Banner and other ceremonial regalia for desired occasions;
  - f) Ensure that adequate house rules are provided to maintain proper care and maintenance of all facilities as well as to regulate the desired behaviour of Wing members and guests;
  - g) Under the guidance of the Second Vice-President, establish any necessary sub-committee(s) as the workload warrants and to ensure that both the President and Second Vice-President are invited to attend all sub-committee meetings as well as meetings of the Housing Committee;
  - h) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - i) Report to the Wing Executive Council in accordance with Wing policy;
  - j) Advise the Second Vice-President whenever, due to illness or unavoidable absence, he/she is unable to perform any required duties; and
  - k) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0174).
- (2) The Housing Chair will be responsible to the Second Vice-President for the pursuit of these activities (NH 0276).
- (3) The Housing Chair will be responsible for members of the Housing Committee (NH 0276).

### **12.11 Statement of Duties and Responsibilities, Program Chair**

- (1) The Program Chair shall, as Committee Chair:
  - a) With necessary assistance and guidance from the Second Vice-President, prepare a program of entertainment and special events preferably projected to cover a period of a year, and present it for approval by the Wing Executive Council in accordance with Wing policy;
  - b) Ensure that the program includes functions designed to meet the requirements of all members of the Wing Executive Council and takes cognizance of such occasions as Battle of Britain, Wing Charter Night, Armistice Day, Installation of New Executive, Fund Raising ventures; and special aviation functions, as well as the popular social occasions;
  - c) Establish and maintain a good business relationship with a printing firm or organization to handle the printing of tickets, invitation cards, pamphlets, etc. (see the Bulletin Chair for a possible contact);
  - d) In organizing functions to ensure that the following are arranged:
    - i) Ticket printing and distribution,
    - ii) Food provisioning,
    - iii) Door Prizes,
    - iv) Program for the function,
    - v) The Housing Chair is alerted to make quarters available, book orchestra and set up bar requirements, and
    - vi) The Wing Welfare Chair is alerted to delegate members as hosts/hostesses to special guests as the situation warrants;
  - e) Prepare and submit to the Wing Treasurer a detailed report of receipts and disbursements covering each Wing function. Reports preferably to be prepared in duplicate, one copy for the Treasurer and the other for retention by the originator;
  - f) Under guidance of the Second Vice-President, establish and/or organize any necessary sub-committee(s) as the workload warrants and to ensure that both the President and the Second Vice-President are invited to attend all sub-committee meetings as well as meetings of the Program Committee;
  - g) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - h) Report to the Wing Executive Council in accordance with Wing policy;
  - i) Advise the Second Vice-President, whenever, due to illness or unavoidable absence, he/she is unable to perform any required duties; and
  - j) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0276).
- (2) The Program Chair will be responsible to the Second Vice-President for the pursuit of these activities (NH 0276).
- (3) The Program Chair will be responsible for members of the Program Committee (NH 0276).

### **12.12 Statement of Duties and Responsibilities, Resources & Projects Chair**

- (1) The Resources and Projects (Way and Means) Chair shall, as Committee Chair:
  - a) With necessary assistance and guidance from the Treasurer as well as the members of the Resources and Projects Committee, investigate recommend, plan, organize and manage projects or programs which are carried out by the Wing with a view to providing funds that may be required to meet financial obligations of the Wing or may be conducive to financial gain for the Wing or to the Association as a whole;
  - b) Ensure that all endeavours undertaken are given wide publicity through the assistance of the Publicity and Bulletin Chair. For consideration, such endeavours could include, Auction Sales, Bingos, Raffles, Weekly or Periodic Draws, or a Wing Investment program promoting the sales of shares or debentures to meet long-term requirements of the Wing;
  - c) Prepare and submit to the Wing Treasurer detailed reports of receipts and disbursements covering the managing of any fund raising scheme or project undertaken by the Wing. Reports preferably to be prepared in duplicate, one copy for the Wing Treasurer and the other for the retention of the originator;
  - d) Under guidance of the Wing Treasurer, establish and/or organize any necessary sub-committee(s) as the workload warrants and to ensure that both the Wing President and the Wing Treasurer are invited to attend all sub-committee meetings as well as meetings of the Resources and Projects Committee;
  - e) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such entails the use of funds;
  - f) Report to the Wing Executive Council in accordance with Wing policy;
  - g) Establish and maintain a good business relationship with a printing firm or organization to handle the printing of tickets, pamphlets, etc., as may be required for any project or scheme (See the Bulletin Chair for a possible contact);
  - h) Advise the Treasurer, whenever, due to illness or unavoidable absence, he/she is unable to perform any required duties; and
  - i) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0276).
- (2) The Resources and Projects Chair will be responsible to the Wing Treasurer for the pursuit of these activities (NH 0276).
- (3) The Resources and Projects Chair will be responsible for members of the Resources and Projects Committee (NH 0276).

### **12.13 Statement of Duties and Responsibilities, Membership Administration**

- (1) The Membership Administration Chair (Membership A Chair) shall, as Committee Chair:
  - a) With necessary assistance and guidance from the Immediate Past President, establish and maintain, with the approval of the Wing Executive Council, a firm policy with regard to membership fees, membership entitlements and obligations to cover the various types of memberships in the Wing;
  - b) Receive from the Membership C Chair lists of paid members, issue membership cards and complete administrative follow-up;
  - c) Obtain from the Treasurer a cheque to cover that portion of the fees collected that must be forwarded to National Headquarters;
  - d) Receive the NHQ Membership Return Notice and return it monthly with a cheque and accompanying Membership Return Form by the date required;
  - e) Arrange and organize initiation ceremonies for all new members and in the case of transfers submit the necessary forms to National Headquarters and, where applicable, to the Wing in the area to which a member is transferred;
  - f) Prepare and maintain an accurate Wing Membership Journal and other records of payment of fees by each Wing member and maintain an up-to-date membership list showing the name, address and phone number of each Wing member; a copy of this list to be made available to the Wing Secretary, Bulletin Chair and to any other member or committee of the Wing as may be deemed necessary;
  - g) Under the guidance of the Immediate Past President, establish and/or organize any necessary sub-committee(s) as the workload warrants and to ensure that both the Wing President and the Immediate Past President are invited to attend all sub-committee meetings as well as meetings of the Membership Administration Committee;
  - h) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - i) Report to the Wing Executive Council in accordance with Wing policy;
  - j) Advise the Immediate Past President whenever, due to illness or unavoidable absence, he/she is unable to perform these duties; and
  - k) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0276).
- (2) The Membership Administration Chair will be responsible to the Immediate Past President for the pursuit of these activities (NH 0276).
- (3) The Membership Administration Chair will be responsible for members of the Membership Administration Committee (NH 0276).

## 12.14 Statement of Duties and Responsibilities, Membership Campaign Chair

- (1) The Membership Campaign Chair (Membership C Chair) shall, as Committee Chair:
  - a) With necessary assistance and guidance from the Immediate Past President as well as from the Membership Campaign Committee, carry out a continuous study in ways and means of increasing the membership strength of the Wing and preferably to promote and encourage the participation and involvement of all Wing members in any program implemented for this purpose;
  - b) Write or contact all prospective members and maintain a list of such members with a view to formally introducing all prospects to the Wing in the hope of recruiting them as members;
  - c) Arrange and organize a telephone committee within the Wing through which the Wing Executive Council may maintain ready contact with all Wing members for the purpose of general interest, emergency requests and for encouraging maximum membership participation for special occasions and events;
  - d) Ensure that various activities and/or special programs are arranged periodically for the purpose of promoting membership expansion in the Wing and that all recommendations and suggestions from National Headquarters in this regard are given full consideration in the Wing;
  - e) Utilize generic Recruitment Brochures available in quantity from National Headquarters (NH 0897).
  - f) Maintain very close liaison with the Membership Administration Chair and assist, particularly, in preparing and distributing Membership Statements to members in arrears and in each case of non-renewal to contact such a member to ascertain the reason for discontinuing membership and as much as in humanly possible attempt to avert such a decision;
  - g) Collect all membership fees and issue receipts;
  - h) Pass fees collected to the Wing Treasurer supported by a member listing;
  - i) Provide paid member listing to the Membership Chair for issue of membership cards and follow-up;
  - j) Under the guidance of the Immediate Past President, establish and/or organize any necessary sub-committee(s) as the workload warrants and to ensure that both the Wing President and Immediate Past President are invited to attend all sub-committee meetings as well as meetings of the Membership Campaign Committee;
  - k) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - l) Report to the Wing Executive Council in accordance with Wing policy;
  - m) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary; and
  - n) Advise the Immediate Past President whenever, due to illness or unavoidable absence, he/she is unable to perform these duties (NH 0276).
- (2) The Membership Campaign Chair will be responsible to the Immediate Past President for the pursuit of these activities (NH 0276).
- (3) The Membership Campaign Chair will be responsible for members of the Membership Campaign Committee (NH 0276).

### **12.15 Statement of Duties and Responsibilities, Recording Secretary**

- (1) The Recording Secretary shall, as an Assistant to the Wing Secretary:
  - a) With necessary guidance from the Wing Secretary, assist in handling the affairs of the Wing and to act on behalf of the Secretary on request by the Secretary or in cases of absence or illness of the Secretary;
  - b) As a member of the Wing Executive Council attend Wing Executive Council, general and special meetings and assist the Wing Secretary, as necessary, in the recording to the Minutes of such meetings and to ensure that all notes are made available to the Wing Secretary for compiling the Minutes of the Meeting;
  - c) Ensure that the Air Force Contact and/or Liaison Officer is notified of all Wing General Meetings;
  - d) Under the guidance of the Wing Secretary, establish and/or organize any necessary sub-committee(s) as the workload warrants and to ensure that both the Wing President and the Secretary are invited to attend all sub-committee meetings as may be called;
  - e) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - f) Report to the Wing Executive Council in accordance with Wing policy;
  - g) Advise the Wing Secretary whenever, due to illness or unavoidable absence he/she is unable to perform any required duties; and
  - h) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0174).

NOTE: As a suggestion, it is recommended that this position be assigned preferably, though not necessarily, to someone with a knowledge of Shorthand and Typing (NH 0174).

- (2) The Recording Secretary will be responsible to the Wing Secretary for the pursuit of these activities (NH 0276).
- (3) The Recording Secretary will be responsible for persons on an Assistant Secretary roster (NH 0276).

### **12.16 Statement of Duties and Responsibilities, Wing Welfare Chair**

- (1) The Wing Welfare Chair shall, as Committee Chair:
  - a) With necessary assistance and guidance from the Wing Secretary as well as from members of the Wing Welfare Committee, continuously monitor the operation of the Wing on the Whole and of the Wing Executive Council in particular with a view to ensure that the operational methods of the Wing remain functional and that membership requirements and needs are given full consideration;
  - b) Ensure that all members of the Wing Executive Council are provided with an adequate supply of stationary and office supplies. Items to be made available could include, file folders, Wing letter-head, writing paper and envelopes, receipt books, stamps, the Canadian Tablet of Invoice Forms or equivalent, note books, etc., and any other items as may be approved by the Wing Executive Council;
  - c) Maintain an adequate supply of personal cards for use in cases of illness of members or for congratulatory purposes, and maintain a group of members to act as a Sick and Visiting sub-committee for hospital visits to members or veterans;
  - d) Ensure that the Wing is kept informed regarding the availability of inventory items at National Headquarters and requisition items on request;
  - e) Undertake a sales program of regalia and commemorative items;
  - f) At the request of the Program Chair or the Wing Executive Council, organize a group of Wing members to act as hosts and hostesses to visiting guests to the Wing or on occasions of special events and functions;
  - g) Ensure that whenever a member of the Wing Executive Council relinquishes or changes office, that all files and items in his/her possession deemed to be the property of the Wing, be handed over to the Wing Welfare Chair or to a Wing member delegated by the Wing Executive Council and subsequently handed over to the successor in the office;
  - h) Consult with the Wing Executive Council to obtain approval of any action to be taken, particularly if such action entails the use of funds;
  - i) Report to the Wing Executive Council in accordance with Wing policy;
  - j) Advise the Wing Secretary whenever, due to illness or unavoidable absence he/she is unable to perform any required duties; and
  - k) Ensure that all business correspondence is channelled through and/or directed to the attention of the Wing Secretary (NH 0276).
- (2) The Wing Welfare Chair will be responsible to the Wing Secretary for the pursuit of these activities (NH 0276).
- (3) The Wing Welfare Chair will be responsible for members of the Welfare Committee (NH 0276).

(2.17 onward, not allocated)

## **WING ORGANIZATION CHART**

(Paste in chart from MSPowerpoint in Booklet directory)

## COMMEMORATION DATES

<u>DATE</u>	<u>EVENT</u>	<u>DESCRIPTION</u>
23 Jan	Anniversary of Jet Flying in Canadian Forces	RCAF took delivery of first jet aircraft Vampires 23 Jan 1948
18 Feb	Anniversary of the Canadian Air Force	An order in Council authorized a new CAF in Canada with 1340 officers and 3905 airmen 18 Feb 1920
23 Feb	Anniversary of Flight in Canada	JAD McCurdy flew the "Silver Dart" biplane one-half mile at Baddeck, N.S. 23 Feb 1909
25 Mar	Anniversary of first "Arrow" Test Flight	The "Arrow" made its first test flight at Malton 25 Mar 1958
1 Apr	Anniversary of the Royal Air Force	Formed by amalgamation of the Royal Flying Corps and Royal Naval Air Service 1 Apr 1918
1 Apr	Anniversary of the Founder's Day of Royal Canadian Air Force	The title "Royal" conferred 15 Feb 23 and came into use on month later. The RCAF was officially established 1 Apr 1924
13 Apr	Anniversary of Royal Flying Corps	Formed by Royal Warrant 13 Apr 1912
17 May	Anniversary of Golden Hawks Inauguration	The RCAF aerobatic team. "The Golden Hawks" began its first nation-wide tour with a display at Torbay, NF 17 May 1959
17 May	Anniversary of the Argus aircraft	Delivery of Argus aircraft to Maritime Air Command began 17 May 1958
21 May	Anniversary of the Royal Canadian Air Force Association	Formed by Order-in-Council 21 May 1948
June	Anniversary RCAF Ensign	RCAF Ensign was Royally approved by King George VI June 1940
1 Jun	Anniversary Commonwealth Air Forces Memorial	Her Majesty Queen Elizabeth II and His Royal Highness Prince Philip unveiled the Commonwealth Air Forces Memorial at Green Island Ottawa 1

<u>DATE</u>	<u>EVENT</u>	<u>DESCRIPTION</u>
		June 1959
14 Jun	Anniversary of First "Air Force Day"	The first Air Force Day across Canada was held 14 June 1947
1 Jul	Air Force Association of Canada	Adoption of new name "Air Force Association of Canada" (incorporating the RCAF Association) 1 July 1994
1 Jul	Anniversary of Royal Naval Air Service	Formed 1 July 1914
Sep	Anniversary Association Ensign	The RCAF Ensign was Royally approved as the "Association Ensign" September 1973 (It was officially "Trade-Marked" under that name, 24 years later, 01 January 1997)
1 Sep	Anniversary of opening RCAF Station Trenton	Opened 1 Sep 1931
16 Sep	Anniversary of the Canadian Aviation Corps	The Canadian Aviation Corps consisting of two officers and one aeroplane was founded 16 September 1914
Sep	Battle of Britain Sunday	Commemorated annually on the Sunday that falls within 15/21 September (ACO 61-9/Mar 82)
20 Oct	Anniversary of first mercy flight in Canada	Flight from Victoria Beach to Norway House with antitoxin 20 October 1924
28 Oct	Anniversary of Hercules	The RCAF's first bulk-cargo and troop carrier, the Hercules was officially accepted at Uplands 28 October 1960
11 Nov	Anniversary of the Armistice	World War I ended with the Armistice 11 November 1918
17 Dec	Anniversary Inauguration of British Commonwealth Air Training Plan	Agreement signed in Ottawa, 17 December 1939
20 Dec	Anniversary of first RCAF "Wings Parade"	Camp Borden 20 December 1924

Insert Wing Report Part 1 from Tracy's system

Insert Wing Report Part 2 from Tracy's system