

2022

NL Sub-Lieutenant Training Package

NL 550



Navy League Officer Training and Development Program

Sub-Lieutenant Training

Training Prerequisites

You must have successfully completed Training Packages OTS 510, 520, 530 and 540.

Introduction

To the Candidate:

You are now joining the senior ranks of your corps. Now it is time to become a Sub-Lieutenant (NL) and assume more responsibilities.

Here you will find the necessary information to complete this package. Some sections of it are closely related to the Cadet Training Standards. It is important that you read and understand what is being presented. If you have questions – ask. Your senior officers (your instructors) will take the time to patiently teach you this knowledge and to make sure you progress appropriately.

This package contains the National mandatory portion of the training requirements to be recommended for promotion to the next rank. All requirements as stated for promotion in NL 8 must be fulfilled. Divisional Staff validation of this package is required

As part of this phase of your training, your Commanding Officer may include other documentation for you to read, which may amplify the subjects within this package, or subject matter unique to your unit.

To the Commanding Officer:

This package is designed to assist you, the Commanding Officer, in training an Acting Sub-Lieutenant (NL) to become a Sub-Lieutenant (NL) on your staff. You will need to assign instructor(s) to teach the material. Information in this booklet is written in non-specific terms to allow Divisions and Corps to accommodate ongoing practices with those provided here.

Corps are not authorized to add or modify this package.

It is incumbent upon yourself to become familiar with the material provided in this booklet, as ultimately, you are responsible for your officer's learning this material. You are also required to guide the candidate through the material if requested, and you must verify the completion of certain tasks once they have met your standard. The more care that you place in the development of your officer; the more satisfied you will be with their performance.

TABLE OF CONTENTS

Section 1 – Corps Officer Duties and Responsibilities (OTS 551)	1
1. Duties and Responsibilities of Additional Corp Officers	1
2. Duties and Responsibilities of a Corps Supply Officer (SupO).....	1
3. Perform the duties of the Corps Assistant Supply Officer (SupO)	1
4. Duties and Responsibilities of a Corps Training Officer (TrgO).....	1
5. Perform the duties of the Corps Assistant Training Officer (TrgO)	2
Section 2 – Understanding Corps Senior Officer Duties and Responsibilities OTS 552	3
1. Responsibility and Accountability	3
2. Working within the organizational structure of your Corps	4
Section 3 – Chain of Command OTS 553	5
1. Within the rank structure.....	5
2. Division Organization	5
Section 4 – Leadership OTS 554	7
1. Introduction	7
2. Understanding Your Own Leadership.....	7
3. Six (6) Ways to Figure Out What Type of Leader You Are	7
4. Resources to Identify Your Leadership Style.....	9
5. The “Leader Laws”	9
6. Ten (10) Skills & Qualities of a Great Leader.....	10
7. Management & Leadership: What’s the Difference?	13
8. Recognizing and Addressing Conflict	15
Section 5 – Public Speaking OTS 555	18
1. Preparation	18
2. Three Key Parts of a Speech.....	18
3. Coming to the Podium.....	19
4. Body Language	19
5. Visual Aids (As required)	19
6. Practice Time.....	19
7. Let’s Present.....	20
8. After the speech	20
9. Becoming A Master of Ceremonies.....	20
Section 6 – Drill OTS 556	21
1. What are Parade Orders?	21
2. Why are Parade Orders needed?.....	21
Annex A - Example of a Ceremonial Parade Outline	22

Section 1 – Corps Officer Duties and Responsibilities (OTS 551)

1. Duties and Responsibilities of Additional Corp Officers

There are several further positions within the corps that an Officer will fulfill. The NL Cadet Regulations Section 3 para 3.2 gives a list of the different positions.

The NL Cadet Terms of Reference provides additional information for the main Officers within the Corps.

2. Duties and Responsibilities of a Corps Supply Officer (SupO)

Being appointed as the Supply Officer within a Navy League Cadet Corps comes with several important responsibilities. As the Supply Officer, you will be the Officer who is responsible for keeping and maintaining records of inventory and individual loan cards for both the Officers and Cadets. You will have to keep an account of items which are no longer serviceable and require replacement.

One of the main duties is issuing uniforms to Cadets and Officers. Usually, the Officers are issued their uniforms only once unless they are damaged. Cadets, however, are an ever-growing group of children and therefore require constant resizing. You are responsible for the return of uniforms, ensuring they are cleaned and properly stored.

You are ultimately responsible to the CO for the custody, issue, return and accounting of all stores, equipment and property owned by the League, or on loan to the Corps from any other source.

3. Perform the duties of the Corps Assistant Supply Officer (SupO)

Under supervision you will perform the duties of the Assistant Supply Officer as defined in the NL Cadet Officer Terms of Reference and the Commanding Officers' Standing Orders.

There are no test questions for concerning the assumption of SupO.

4. Duties and Responsibilities of a Corps Training Officer (TrgO)

Being appointed as the Training Officer within a Navy League Cadet Corps comes with several challenges and responsibilities. As the Training Officer, you will be the Officer who plans the training of all members of the corps, whether they are Officers or Cadets.

Your main responsibility will be the training of the Cadets. This is accomplished by ensuring that you have an in-depth knowledge of NL 420 - Cadet Training Standards and how to develop a lesson plan for any optional classes you develop. You must ensure that all records for the Cadets and Officers are correct and up to date.

You must ensure that the safety of the Cadets and Officers is primary when developing the Corps training schedule.

You are responsible for planning the yearly training schedule. This also includes the monthly training schedule and assigning qualified instructor to individual course. You must stay informed if there is any change in an instructor's availability to attend their course.

You are ultimately responsible to the Corps Commanding Officer (CO) in matters concerning the planning and implementation of the Corps training program.

5. Perform the duties of the Corps Assistant Training Officer (TrgO)

Under supervision you will perform the duties of the Assistant Training Officer as defined by the NL Cadet Officer Terms of Reference and the Commanding Officers' Standing Orders.

There are no test questions for concerning the position.

Section 2 – Understanding Corps Senior Officer Duties and Responsibilities OTS 552

Introduction

- Moving from a Junior Officer role to a more Senior Officer within the Corps
- What skill sets are required
- What is the role of a senior Officer within the Corps?

Outcomes

- You will be prepared to take on the more senior Corps Officer Role
- Understand the responsibilities
- You will understand the Chain of Command or Chain of Responsibility

As you progress through the ranks from a junior Officer to a more senior Corps Officer, you'll find that your contact with the cadets will lessen but the responsibility and expectations will increase. Becoming a more senior Corps Officer is another learning curve as you start to learn the roles of the CO, XO, AdminO, TrgO and SupO.

It is an expectation that eventually you will aspire to the XO and then the CO of your corps.

You will need to understand several publications and know where to gather information.

- Navy League Cadet Regulations
- Navy League Administration Orders
- Navy League Cadet Officer Terms of Reference (Mandatory Reading)
- Navy League Cadet Officer Command Team

1. Responsibility and Accountability

a. Terms of Reference

There are no defined Terms of Reference for each rank within the Navy League of Canada. This is due to the diverse dynamics within each Division and Corps.

Terms of reference are defined for Officers with assigned positions in the ***Navy League Officer Terms of Reference***. - In large Corps these are usually headed up by an A/SLt (NL) or SLt (NL) (but certainly have been headed up by CI's and Midshipman (NL)). As well there have been occasions that a SLt (NL) may be appointed as Executive or Commanding Officer. Those appointments are dealt with by another document in this series.

b. Accountability vs Responsibility

As you take on more tasks and assignments you become more responsible for those. One of the hardest concepts within a chain of command is learning the difference between responsibility and accountability.

Responsibility – Is defined as a duty to respond to and complete a specific task.

A task can be a specific objective such as being responsible to ensure Cadets have the proper kit before an event or an ongoing task such as being the Supply Officer. Responsibility can be task orientated and can include your specific role and what is needed to be successful. Responsibility can be assigned to several Officers in order to achieve a common objective. In the big picture you may be assigned to a group with the same responsibility or one specific area and therefore you are one piece of the overall objective.

One of the most important take-a-way is that responsibility cannot be assigned – it must be accepted by the Officer. You must therefore choose to take on a task. This is a hard concept within a military or paramilitary organization. Declining to take responsibility must be negotiated with the person assigning you the task. You must be comfortable when accepting a responsibility especially when your task is part of a bigger objective. You must let your superior know that you are indeed capable and willing to accept that responsibility.

Accountability - Is basically what happens after a task or while each goal of a task is completed.

No completion requires a great deal of accountability. You must be able to report the successes and challenges to the person or person(s) that assigned you the tasks.

2. Working within the organizational structure of your Corps

a. Being A Department Head

- i. A department is defined as a section of the overall cadet corps. Some of the departments are (but not limited to): Training, Supply, Administration, Medical.
- ii. To be the Department Head is further defined as that Officer who is in charge of the department. You may have an assistant or even a group of personnel reporting to you. You are responsible for the duties of the position and accountable for any actions taken.

b. Chain of Command

- i. The **chain of command** is the line of authority and responsibility along which orders are passed between different levels. In more simple terms, the **chain of command** is the succession of leaders through which **command** is exercised and executed.
- ii. Dependent on your position, you will report to someone and others may report to you.

c. Your Authority

Authority is defined as the legitimate power that a person or a group of persons possess and practices over other people.

The terms authority and power are inaccurate synonyms. The term authority identifies the legitimacy which grants and justifies your right to exercise the power of your position; and the term power identifies the ability to accomplish an authorized goal, either by compliance or by obedience; hence, authority is the power to make decisions and the legitimacy to make decisions and order their execution.

Outside of your corps unless you are the Commanding Officer or have permission from your Commanding Officer to do so.

Section 3 – Chain of Command OTS 553

1. Within the rank structure

Chain of Command within the normal rank structure is very basic. It becomes more difficult to understand when someone of junior rank is placed into a position of authority senior to you.

Normally the rank structure is as follows:

- a. **Senior Officer Ranks**
 - Commander (NL)
 - Lieutenant Commander (NL)

- b. **Junior Officer Ranks**
 - Lieutenant (NL)
 - Sub-Lieutenant (NL)
 - Acting Sub-Lieutenant (NL)
 - Midshipman (NL)

- c. **Officer Trainee Ranks**
 - Cadet Instructor

- d. **Other Corps Staff**
 - Cadet Volunteer

- e. **Cadets (All Ranks)**
 - Navy League Cadet

Division/National Level - Over your term as a Navy League Officer, you most likely have become familiar with the structure of your local operation. It is a partnership between Branch volunteers and corps officers to operate the Navy League program locally under the auspices of the national regulations and policies.

The Corps Officers, following the direction of the Commanding Officer, operate and deliver the program to the cadets under the authority and administration of the Branch President and their designated subordinates.

This same structure is used at the Division and National levels of the program.

2. Division Organization

“A Division of the Navy League of Canada is a territorial body, composed of Branches, duly authorized by the National Board of Directors to conduct the affairs of the Navy League and to be responsible for the operation of such Branches within the boundaries set by the National Board of Directors.”

This chart was originally presented to you in the NL 520 Cadet Instructor Package.



Section 4 – Leadership OTS 554

Introduction

- This module discusses skills and qualities that make up a great leader.
- There are scenario examples throughout the module that the instructor may wish to discuss with the class, time permitting.

Outcomes

- Understand the three “Leader Laws”, and their importance.
- Have knowledge of what makes a great leader.
- Understand the difference between a manager and a leader.

Resources

Navy League Cadet Regulations

1. Introduction

The differentiating factor for all organizations is the quality of their leadership.

It’s essential to the success of your team that you build up your leadership skill set.

What makes a leader great?

Empowering people to give and be their very best.

2. Understanding Your Own Leadership

Whether you’re a seasoned leader or a manager-in-the-making, taking a step back to get a comprehensive view of your leadership strengths and weakness is key to moving in the right direction.

You may think you know what you need to work on, or where your strong suits are at, but what does your team think?

3. Six (6) Ways to Figure Out What Type of Leader You Are

a. Know Your Personality Traits

- i. The only way you can truly understand the type of leader you are is to assess your own personality.
- ii. Examine the dominant characteristics of your personality and pay attention to how they emerge in a work, friendship or family environment.
- iii. Our behavioral traits always play a part in how we make our decisions, interact with others and handle stress.
- iv. Think about how often factors such as determination, impulsiveness and patience shape how you act and find resolutions.

b. Know Your Values

- i. People use values to gauge personalities, understand how a person thinks and even evaluate the ways in which they are being perceived and treated.
- ii. Values help us to determine the people we can rely on, how a person might react to a situation and who we want to shoulder our future.
- iii. When people cannot identify the core values of their leader, they’re not only more likely to feel suspicious of the leader’s abilities; they’re also likely to mistrust that person’s direction and agenda.

- iv. Respect, impact, authenticity, courage and integrity are all examples of core values that affect how you will consciously and subconsciously lead your team.
- c. **Identify Your Weakness**
- i. To be a truly great leader, you have to be able to understand your weaknesses as well as your strengths and learn how they will affect your leadership role.
 - ii. Once you identify them, you can use that knowledge to improve your leadership style.
 - iii. Not only will this help you to strengthen your weaknesses; it will also assist in getting your team to recognize your competence and authenticity.
 - iv. Being transparent about the flaws you hope to overcome can help inspire your team to improve themselves as well.
- d. **Ask for Feedback**
- i. You will never gain a full understanding of the type of leader you are without feedback from those you lead.
 - ii. Getting your colleagues' opinions of your leadership style will give you valuable insight into behaviors you might have never picked up on otherwise.
 - iii. Additionally, building a culture of feedback among your colleagues can help you improve how you address and interact with your team.
- e. **Assess Your Ability to Delegate**
- i. A strong indicator of leadership lies in a person's ability to entrust others with complex details.
 - ii. As you try to figure out what type of leader you are and formulate a way to improve your leadership style, consider the tasks you could authorize to others.
 - iii. Not only will leaving these jobs to others help you to focus your efforts; it will also help you to establish a sense of trust among your team.
- f. **Observe Your Leaders**
- i. Most people's personalities are shaped by those who hold an influence over them.
 - ii. Initially, these people are our parents and teachers; eventually, they are leaders like our bosses and managers.
 - iii. Whether we realize it or not, the traits of these influencers impact how we make decisions, behave under pressure and address problems.
 - iv. As you try to figure out what type of leader you are, take some time to think about the leaders in your life whose qualities are most like your own.
 - v. While analyzing the skill packages of the leaders you have worked with, pinpoint what traits of theirs have affected your role as a leader.

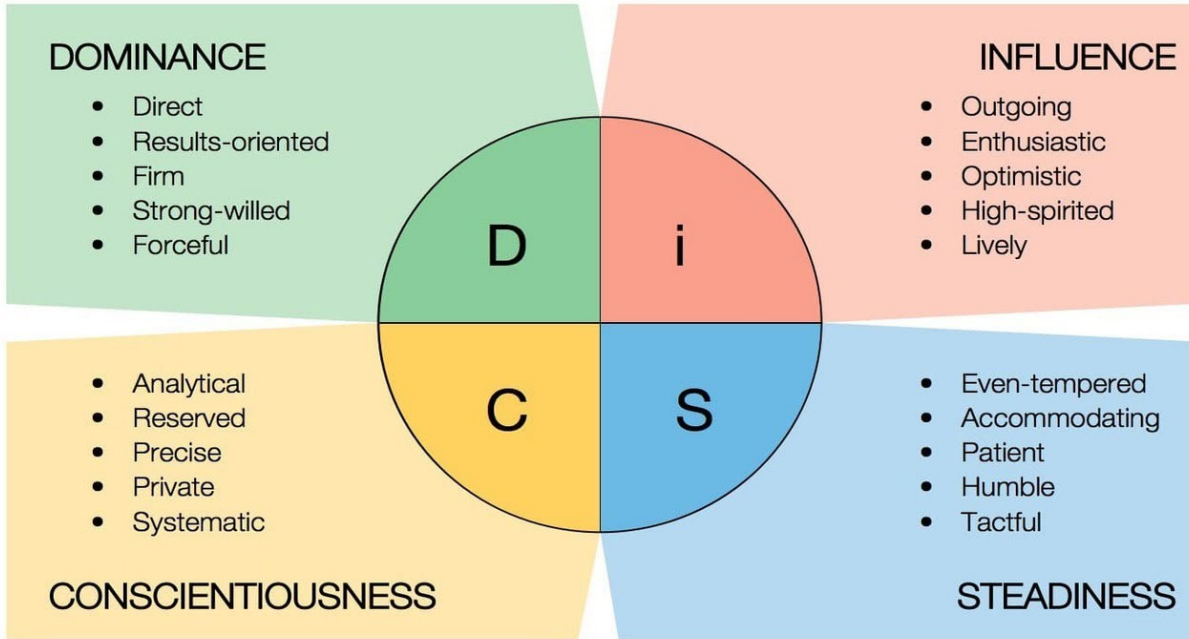
One of the most amazing things about working on your leadership skills is that you'll get to see yourself transform as a person overall. Leadership is founded in relationships and developing people (including yourself). It's a human based role, so this journey toward betterment as a leader is one of personal discovery, understanding and becoming the best version of yourself.

As you develop your skills as a leader, this usually will inadvertently awaken the inner leader in those around you. You'll have the will to lead and an inclination to help others reach their potential, anyone can be a leader.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

Simon Sinek

4. Resources to Identify Your Leadership Style

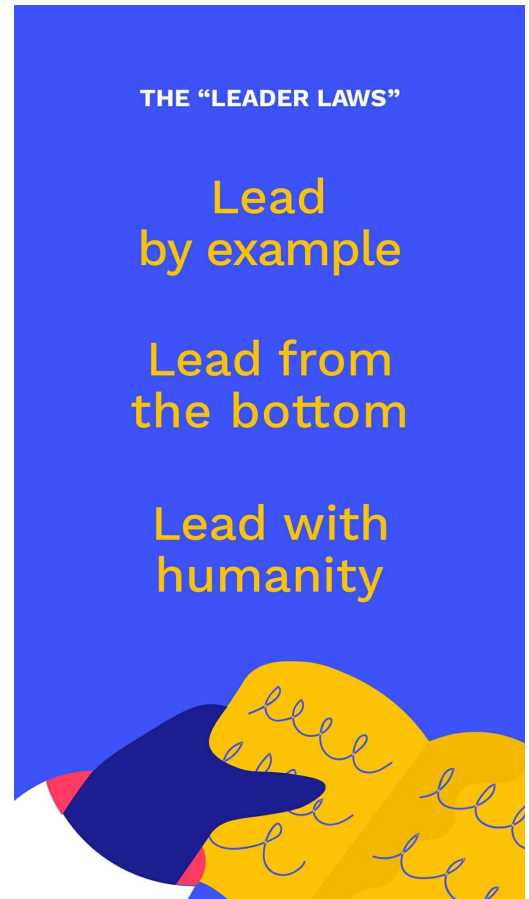


The Dominant influence Steadiness and Conscientiousness (DiSC) Assessment is probably the one of the most popular of the top leadership assessment tools currently being used.

- It's been completed by over 40 million people.
- In a DiSC Assessment you get info about:
 - Communication Style Strengths
 - Specific Talents and Value Bring to Work
 - 'Do's and Don'ts' for Communicating with Other Styles
 - Ideal Work Environment
 - insight into Others' Perceptions
 - Keys to Motivating and Managing
 - Areas of Improvement
 - How to Communicate More Effectively with Others

5. The “Leader Laws”

- The following three “Leader Laws” should guide the way you handle situations, make calls and interact with people every day.
- Memorize them, live them, breathe them... even recite them in the mirror every morning.
- Essentially, these are the uncompromising principles of great leadership that must always stay in check.



a. Lead by Example

- i. Whatever you preach, you must also practice.
- ii. For people to buy into your vision, you need to walk the talk.
- iii. If you want your team to trust you, you have to trust them.
- iv. If you want your team to admit to mistakes, you have to do the same.
- v. If you preach work-life balance, show them that you follow your own advice.
- vi. Be the change you want to see, and whenever you're unsure about what you're asking from your team, ask yourself, do I do this?

b. Lead from the Bottom

- i. The role of the leader is to guide people, not command them. The days of top-down structures are long gone, and it's time for all leaders to assume their proper place.
- ii. Nelson Mandela famously equates a great leader with a shepherd who "stays behind the flock, letting the nimblest go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind."
- iii. A leader's job is to support and guide from the bottom - to help lift others, not themselves, up into the spotlight.

c. Lead with Humanity

- i. It is an uncompromising law of leadership that all leaders must see their subordinates as people, not just workers.
- ii. The future of work demands that we put people at the center of every organization by encouraging them to bring their whole selves to work.
- iii. The Navy League of Canada is in need of inclusive leaders who lead from the heart and consistently prioritize people.
- iv. Our organization is nothing without the people who are part of it, and the best leaders ensure that the practices of the organization and the team reflects this, always.

6. Ten (10) Skills & Qualities of a Great Leader

a. Create a Communication-Friendly Environment

- i. Give & receive effective feedback
- ii. Practice active listening
- iii. Master verbal & nonverbal communication
- iv. Tackle difficult conversations
- v. Create psychological safety
- vi. Constant communication is a foundational skill in any relationship, but on teams, the absence of communication is a sure sign of trouble.
- vii. As a leader, you want to create a communication-friendly space where it's safe to express oneself and share ideas without fear or embarrassment.
- viii. Leaders must facilitate open communication by promoting the expression of differing thoughts and perspectives. The best way to do this is to model the behaviour yourself.
- ix. Always communicate constantly, clearly, and openly.

b. Be Vulnerable & Build Trust

- i. Be human & true to yourself
- ii. Exercise self-disclosure
- iii. Be your authentic self
- iv. Emotional openness
- v. Offer trust by default

- vi. The strong and infallible leader is outdated, and trying to be one can be detrimental to your success, which goes hand-in-hand with the success of your team.
- vii. If you're not able to be vulnerable and open with your team, they won't be vulnerable with you, either.
- viii. But before anyone can be vulnerable, there has to be mutual trust.
- ix. The best way to earn trust is to offer it out for free, so trust in your team members by default, to build solid foundations in all of your relationships.
- x. Admitting to your own imperfections will earn you the trust and respect of those who report to you and those who you report to.

“People need to feel safe experimenting, failing and speaking up when they see problems or learn something new. That takes an environment of trust and for that to exist it starts with leadership being vulnerable enough to own up to failures and be open with their weaknesses.”

Amanda Wood (Employee Experience Specialist @ Shopify)

c. Motivate People to Move in the Same Direction

- i. Intrinsic & extrinsic motivation
- ii. Align people around common goals
- iii. Give meaningful recognition
- iv. A huge part of leadership is inspiring and motivating your team toward a shared vision and common goals.
- v. People are motivated when they feel their hard work serves a larger purpose, so take the time to demonstrate how their tasks are connected to the bigger picture.
- vi. When everyone on the team has the same mission in mind, collaboration and teamwork will be their strongest.
- vii. And of course, make sure everyone is receiving frequent and meaningful recognition for their efforts.

d. Develop Your Emotional Intelligence

- i. Self-Awareness
- ii. Self-Regulation
- iii. Empathy
- iv. Motivation
- v. Social Skills
- vi. In a position founded in relationships, you must develop soft skills and emotional intelligence to navigate the human elements of your role (lead with humanity).
- vii. It starts with getting to know yourself better, and then you can become more conscious of how your emotions influence your behaviour — and how your behaviour influences other people's emotions.
- viii. This includes the ability to identify what shapes your opinions, and avoid projecting them onto other people (or groups of people).
- ix. It can be hard to understand the way that others think and feel, but working on this will help you to best address the needs of your team members in an effective way.

e. Prioritize People Over Everything Else

- i. See people as people, not just subordinates
- ii. Foster an inclusive environment on your team
- iii. Facilitate relationship building on your team
- iv. Never sacrifice the wellbeing of your team for results
- v. Putting people first is essential to modern leadership.

- vi. The better you know your team members on a personal level, the better you'll be able to guide them professionally, as well as tap into their unique ideas and perspectives.
 - vii. Take it a step further by encouraging that same relationship building among team members for stronger creative collaboration and problem solving.
- f. Have Humility & Stay Humble**
- i. Don't chase after perks or status
 - ii. Be part of the team, not separate from it
 - iii. Know that you don't know everything
 - iv. Don't let your ego get in the way
 - v. Give credit & take blame
 - vi. The strongest leaders are humble; they are not in it for the title or the status.
 - vii. Strong leadership is about empowering others, not being in a position of power.
 - viii. You need to see your team members as equals and recognize that you have something to learn from each and every one of them. This means having enough self-assurance to focus more on the success of your team than any personal gain (lead from the bottom).
 - ix. The magical part is that when you take on such a selfless role, you end up discovering a lot about yourself in the process.
- g. Coach & Empower Others (& Yourself)**
- i. Develop people professionally & personally
 - ii. Build confidence in your team members
 - iii. Encourage & validate the efforts of your team
 - iv. Mentor others
 - v. Self-development
 - vi. As a leader, you're only as strong as your team, so you want to build them up as best you can
 - vii. Part of this is helping them develop their technical skills, but you also want to help them develop their soft skills and their confidence
 - viii. Coaching your subordinates directly is a great way to connect with them if you have the time and expertise, but if not, it's important to set them up with the right person for the task
 - ix. You should also always be striving to develop your own skills and become a better leader; this is a great way to be a role model to your team (lead by example)
- h. Foster a Learning Environment**
- i. Ask questions instead of giving answers
 - ii. Facilitate growth & development
 - iii. Help people find solutions on their own
 - iv. Give autonomy & avoid micromanaging**
 - v. Encouraging curiosity and learning won't just keep the people on your team engaged, it will also lead to the innovative ideas that will set your corps apart
 - vi. You want to create a space in which people feel safe to think outside the box, test new approaches, and yes, even fail
 - vii. Your role in this as a leader is to encourage calculated risk taking and help everyone find the lessons to be learned, regardless of whether you win or lose.

** Micromanagement is where managers feel the need to control aspects of their employee's work & decision-making to an extreme degree - more than is necessary or healthy for a usual working relationship.

i. Be accountable & transparent

- i. Admit to your mistakes and own your decisions
- ii. Keep your word • Hold others accountable
- iii. Share important information, good or bad
- iv. It's not easy to admit that you messed up, or take the blame when things go wrong, but as a leader it's essential to upholding your integrity
- v. When you make a decision, you have to own the outcome, good or bad
- vi. People value honesty and no one likes the feeling of being the last to know, so make sure you're updating your team on anything that will affect their work as soon as it comes up
- vii. You can't expect your team members to be accountable and transparent with you if you aren't with them.

j. Lead Through Change & Adversity

- i. Adaptability & flexibility
- ii. Facilitate agile work methods
- iii. Reassess & redefine goals and tactics frequently
- iv. Implement new processes
- v. Maintain optimism
- vi. Great leaders need to be agile, and build agile teams that can navigate the uneven terrain.

This means reassessing and redefining goals and tactics regularly.

A process that your team perfected six or even three months ago may no longer work, and your team will have to adapt on the fly.

You want to inspire them to embrace change with open arms. That way, you and your team will be up for the challenge when adversity strikes.

k. Management & Leadership: What's the Difference?

- Not all leaders are managers, but all managers must be leaders.
- The role of a manager is complex. It's a two-in-one position that requires both management and leadership skill sets. The trick is finding the sweet spot between the two, and this balance, like most things, comes with practice.
- At its base, Management is about the "how" you do things (the technical elements, the planning, the processes and the organization), whereas Leadership is about the "why" (engaging people by connecting everything to a larger mission, and thinking beyond the now to what could be).

<u>Management</u>	<u>Manager</u>	<u>Leadership</u>
<ul style="list-style-type: none"> • Small picture • Deal with the "now" • Set, measure & help achieve goals • Organize & plan • Mediate & moderate • Train subordinates • Facilitate problem solving • Time management 	<ul style="list-style-type: none"> • Align team around goals • Simplify needs • Build relationships with team members & help them connect with each other • Coach others to develop professionally & personally • Engage team members by connecting their day-to-day work with the larger vision 	<ul style="list-style-type: none"> • Big picture • Think ahead to "what could be" • Inspire & motivate • Create & demonstrate vision, mission, values • Guide others to greatness • Self-motivated & motivating others • Lead through change

<ul style="list-style-type: none"> • Build systems & processes • Plan budget 		
--	--	--

As you can see, both areas of focus are equally important! No manager (no human being) is perfect, so it's inevitable that you'll have to work on building up some of your skills on both sides of the coin.

Hopefully, these lists will help you figure out where the best place to start is for you

a. Ways to Become a Strong Leader

i. Identify Your Passion

- Making a difference usually requires you to go above and beyond expectations.
- To rise above expectations, you must have something that motivates you.
- Identify your passion. What is it that excites you? Is it women's equality, criminal justice reform or education? What is it that you can't get enough of?
- Intrinsic motivation is what will drive you to make a difference and lead. You will add more value when you are working on something that excites you.

ii. Don't Depend on Other People to Act

- Most people are great, and many do wonderful things. But there are many people who do nothing. They complain and expect others to fix things. Don't be that person.
- Everyone has ideas, but few do anything with them.
- If you see a problem, fix it. Don't wait for someone else to do it because that person may never come along. • Bet on yourself. It's the safest risk.

iii. Rethink Risk

- You may be thinking, "There has to be a catch, right? If most people don't act, there must be a reason. It must be risky." Wrong. Inaction can be riskier than action.
- Making a difference often involves an issue greater than you alone. You are focused on making a difference in the life of others. That's your opportunity.
- You might then ask yourself, "So how does making a difference help to advance my career?" When you put others first, people will begin to see leadership qualities in you.

iv. Pursue Respect, Not Likability

- If you live your life making decisions based on what others think of you, you will not lead your own life. If you can't lead your own life, you can't make an impact on others.
- Stop worrying about being liked by others and start focusing on being respected.
- Leaders make decisions, and not all of them are well received. But they make decisions regardless, because they believe it is the right thing to do.
- Whatever path you take; someone will be there to criticize you. You can't live life not doing anything out of fear of disapproval.

"Do what you feel in your heart to be right; for you'll be criticized anyway."

Eleanor Roosevelt

v. Know What You Want People to Remember You By

- If there ever was a phrase to light a fire under you and make things happen, it is a line in Megyn Kelly's book, *Settle for More*: "Hurry up, you're dying." The NBC News anchor and journalist shared that she even thought about making that the title of her book but concluded that "it might be a smidge too alarming."
- Sometimes you need to be startled to act.

- The time is now to make a difference and lead. Don't wait. And don't wait for permission. You will be waiting a long time. Act now and start creating the narrative that you want people to remember about you.
 - Making a difference requires leadership. Understand what motivates you and act.
 - Develop the ability to lead yourself so you can lead others and make an impact.
 - The time to make a difference is now.
- vi. **Last but Not Least (Because 'Leaders Eat Last')**
- Becoming a leader is a continuous process.
 - The more experiences you have and challenges you face, the more you'll grow.
 - Being open to learning is paramount to your success.
 - When in doubt, consult the Leader Laws.
 - A true leader is one that leads by example, leads from the bottom, and leads with humanity.

“Great leaders are lifetime learners. They should study leadership through books and courses and ideally get a coach who can offer specific guidance.”

Kevin Kruse (New York Times bestselling author, Founder and CEO of LEADx)

I. **Recognizing and Addressing Conflict**

- No matter how much people like each other, or how well everyone gets along, every team will experience varying degrees of conflict as the work to operate corps and grow the cadet program.
- Making excuses for bad behaviour, pretending the issues are not there, “liking” someone too much to want to address issues because you don't want to hurt the friendship, or telling people they just have to get along, will turn small issues into large ones.
- Poorly managed conflict can be poisonous, creating a toxic corps/officer cadre in a very short period of time.
- The goal for every corps should be to develop the officer cadre into a high impact team, defined by collaboration and transparent interaction. To achieve this, the leaders must have a strategy for healthy conflict resolution.
- There are many excellent resources to assist you in resolving conflict and over your lifetime you will likely use many of them, often without even realizing you are using a specific conflict resolution strategy. As you develop your conflict resolution skills and learn a wider variety of models and approaches, you become more in tune to the approach needed for the circumstances at hand.

Although there is no one magic approach that will fit every situation, the following three step model provides a good place to start.

a. **Identify The Underlying Cause**

Often, the issue that triggers a conflict is not the underlying cause. The most common causes of conflict are:

- i. **Interpersonal Relationships**
- Sometimes people just don't like each other.
 - This can be the result of personality conflicts, leadership styles, unresolved earlier conflicts, etc.
 - Provide your team with tools to understand the various personality types on the team, as well as tools for relating to each other's strengths and weaknesses, promotes healthy relationships and problem solving.

ii. **Change**

- Most people like things the way they are. They joined the corps because they knew what to expect. They felt comfortable and secure.
- Change destabilizes all of these things.
- Leaders must be careful to control the rate of change and how change is introduced. When change is too rapid or members don't have an opportunity to buy-in, conflict is inevitable.
- In the NL world, change can come from outside the corps, often from National and often have to be implemented quickly. When this happens, prepare your team as much as possible. Allow them to discuss how the change will impact the corps, allow them to be heard.

iii. **Poor Communication**

- When leaders fail to effectively communicate, the result is often distrust and resistance.
- Leaders must paint the picture of where the corps is headed, and engage the team in determining how to move forward. This allows individuals to buy into the vision, then join in creating a strategy to make it a reality.
- During times of conflict, communicating in person will lead to acceptable resolutions much more effectively than emails or text messages, where tone and context can be misinterpreted, leading to more conflict, not less.

b. **Breath, and Listen to the Opposing Point of View**

- In the middle of a conflict, we are often so focused on explaining our own position we fail to hear the other person.
- There are two primary roles in conflict resolution: speaker and listener. One of the most important lessons leaders can learn is they can't fill both roles simultaneously.
- Take a breath. Your time to speak will come, and by focusing on listening to the other person, you build credibility for negotiation when you arrive at that point.

In order to be a good listener, leaders need to develop:

i. **Focus**

- We must be active listeners in order for the other person to be valued.
- This means maintaining eye contact, assuming non-threatening body language, and visually responding to the points they are making.

ii. **Openness**

- Good listening involves being open to new ideas and perspectives.
- Not only does this add value to the other person, it also creates learning opportunities to identify solutions you might have missed.

iii. **Affirmation**

- Positive affirmations such as nodding your head and making eye contact let the speaker know you are engaged with what they are saying.
- Avoid thinking through your response while they are talking. This distracts you from listening, and the speaker notices it easily.

iv. **Summarize & Confirm Understanding**

- Once the speaker has finished, summarize what you've heard.

- Restate important points and begin with the statement, “What I heard you say was...” Ask the other person to confirm that you heard them correctly. If you did not, ask for clarification.

c. Find Common Ground

- Too often, leaders adopt a win-at-all-cost mentality when faced with conflict.
- However, our short-term “win” can have devastating long-term consequences, such as damaged relationships and decreased morale.
- Taking time to understand another’s point of view will help create an environment to find a collaborative solution in which everyone can accept. This involves focusing on a common goal, identifying action plans that both parties can live with, then moving forward in tandem to accomplish the task at hand.
- While conflict is inevitable, it does not have to be unhealthy. More importantly, when we intentionally identify the underlying causes of the conflict, take time to listen to all sides, then work to find common ground, conflict can serve as a building block for innovative and creative solutions to difficult problems.
- Is it easy? No. But the rewards of a unified team, working together with a common purpose are well worth the effort.

In the event the corps has done everything possible to resolve the conflict at the lowest level (within your own team), your Division Officer can be consulted to discuss if outside mediation is the only option left. The engagement of a mediation team is the responsibility of the Division Executive. It can be a valuable tool when needed, but appropriate internal avenues should be utilized first.

This section was developed by The Navy League of Canada, Alberta Division (2019)

Section 5 – Public Speaking OTS 555

Introduction

- Public Speaking is the number one fear for people.
- As Senior Officers you will be required to create and present a speech. This could be acting as the Master of Ceremonies (MC) for your Annual Ceremonial Review (ACR).
- Becoming a great speaker takes time, effort and practice. A professional once said when he goes to make a speech and isn't a little nervous that's when he feels he didn't do a great job.

Outcomes

- The ability to write and create a speech that folks will remember.
- Enunciation and body language.
- The art of not becoming robotic.
- The proper use of visual aids.
- Presenting a good speech.

1. Preparation

- What is your topic?
- Know your topic
- What research needs to be done?
- How long do you need to speak?
- What stories would you like to share?
- Who is your audience?
- Do you have time or need visual aids?
- Use cue cards as required (strongly suggested).
- Practice but don't over practice.

2. Three Key Parts of a Speech

a. Introduction (Beginning)

- i. Introduce yourself
- ii. Grab the audience's attention
- iii. Connect yourself to the topic. ("Good Afternoon I'm S/Lt Jones and I'm here to day to talk to you about the Navy League of Canada and why your child should become a member")
- iv. People love stories (I was a Navy League Cadet when I was 10 and I would like to share one of my experiences or how you saw a cadet blossom)

b. The Body (Middle)

- i. More information (What are our goals with in the NL Program)
- ii. Add a story
- iii. Use three main points about the topic

c. The Conclusion (End)

- i. Signal the end ("in conclusion", "in summary")
- ii. Give the audience a take away (action item, what do you want them to do)
- iii. Any final thoughts
 - This isn't the time to try out your new comedic material.
 - Know your audience.

- iv. People often remember first what they heard last.
 - Make that final conclusion count.
 - Be sure to thank people.

3. Coming to the Podium

- Adjust the mic before talking.
- Make sure the podium is the right height. Nothing worse than seeing two little eyes looking over the podium. You can stand beside the podium leaving your notes as long as you have access to the mic.
- Get comfortable at the podium a few seconds won't hurt anyone.
- Try not to lean on the podium, you'll give the audience the feeling either you're about to pass out or you've had too much to drink.
- Podiums sometimes will create a barrier between you and the audience.
- When using a microphone hold it firmly.
- Speak in a normal tone and don't eat the mic.
- If the mic isn't working pause and don't panic.
- Never use the mic as a pointer this will make your voice fade in and out.

4. Body Language

- Body language is non-verbal communication
- Facial Expressions is one of the biggest forms of Body Language
 - Happiness, sadness, anger, fear, confusion disgust is just a few of a person's facial expressions. Don't be afraid to use them.
- Facial expressions help us decide whether we believe what they are saying is true. It can also spark audience emotion on what they are hearing.
- People who smile makes a connection with the audience.\
- Keeping your hands open and making eye contact also creates that connection with your audience.
- The worst speakers are presenters who don't use body language or talk in a monotone voice.
- Bad Body Language
 - Turning your back to the audience. Speakers often do this during a power point demonstration.
 - Moving around too much. Your audience feels they just ran a marathon with you.
 - Remove barriers between you and your audience.

5. Visual Aids (As required)

- When using power point keep your points simple and clear.
- No more than 4-5 points per page.
- Make sure your backgrounds don't overpower your fonts.
- Keep your fonts consistent
- Give extra information, people should know how to read so don't read the power point to them.
- Don't turn your back to your audience.

6. Practice Time

- Present your speech in front of a mirror.
- Ask a friend or family member to act as an audience.
- Video yourself and watch it back.
- You are your own worst critic.

7. Let's Present

- Come early so you can familiarize yourself to the room.
- When presenting find friendly faces throughout the room and talk to them.
- Remember to use body language.
- Talk clearly and don't rush.
- Remember they've asked you to present. You have something to say.

8. After the speech

- Did you feel you were prepared?
- How do you feel it went?
- Were you excited or nervous?
- Did you display your body language?
- Was your voice clear, loud and understandable?
- How could you improve?

9. Becoming A Master of Ceremonies

- Know your audience.
- Be prepared especially when it comes to awards. Nothing worse than making a mistake at an awards ceremony.
Example: At a cadet award night an award was introduced. A cadet was called up and the MC had the wrong name. He told the cadet he had the wrong name and the cadet was sent back to the ranks. The crowd gasped and felt for this young person as they saw him holding back tears.
- When introducing your guests make sure you know who they are, proper pronunciation of their name and make sure you introduce every VIP.
- Make sure you go in order of importance when introducing your VIP's.
- Your CO or XO should have arranged to have any VIP or Award Presenter to say a few short words.
- Remember many of your guests won't know certain protocols or the meaning of certain terms that we use. During the lulls don't be afraid to use that time to educate your guests ie the history of the corps or the personal history of your RO.
- The MC can either make or break an event, so make sure you practice and have all your ducks in a row.

Section 6 – Drill OTS 556

Introduction

- As a senior staff member you will be called upon to take up positions during a Regular or Ceremonial Parade ie: ACR.
- You need to be fully aware of the parade state and have the ability to use your Power of Command clearly and audibly.
- This can be challenging just like public speaking.

Outcomes

- Understand what are parade orders.
- How to work within the parade orders.
- Preparing for a Ceremonial Parade.

1. What are Parade Orders?

- It is instruction down to the minute detail of a parade.
- Provides the orders needed to execute a parade.

2. Why are Parade Orders needed?

- It informs all senior staff on parade what needs to be done and what order it needs to be done in.
- Puts everyone on a level playing field and doesn't give Parade Commanders the opportunity for interpretation.
- The whole Ships Company moves with precision and smartness.

3. How do we implement Parade Orders?

- With complex orders such as Ceremonial Divisions do a verbal rehearsal with all the personnel involved.
- Then move to the Parade Deck without Cadets. Have your Officers and Senior NCO's use their Power of Command voices and go through a dress rehearsal. The first dress rehearsal may require several attempts while the Officers and Senior Cadets get accustomed to the Parade Orders.
- Once you have gone through a couple of runs then introduce the Cadets. The same process will need to be used when you practiced without the cadets.
- The Ceremonial Parade routine should be practiced several times through-out the training year to allow all participants to become familiar with the movements. The use of CO's Parades or the invitation of special guests to review the corps can be used to achieve this. It is easy to tell the difference between corps that have practiced though-out the year from ones that only began a few weeks in advance.

Annex A - Example of a Ceremonial Parade Outline

Item	Given By	Command	Action
1			COX'N takes position at center front of the parade deck, Cadets will be on the edge of the parade deck. COX'N will pipe THE STILL.
2			Ship's Company will come to ATTENTION.
3	Cox'n	Markers and Special Duty men FALL IN	
4	Markers and Special Duty men	AYE, AYE Coxswain	Markers and Special Duty men will march into their positions and STAND AT EASE.
5	Cox'n	Ship's Company FALL IN	
6	Ship's Company	AYE, AYE Coxswain	Ship's Company will march onto their respective markers, FALL IN, and STAND AT EASE. DPO's will assume positioning front of their Divisions facing forward.
7	Cox'n	Ship's Company ATTENTION	Ship's Company will comply.
8	Cox'n	Ship's Company RIGHT DRESS	Ship's Company will comply, DPO's will ABOUT TURN and face their Division, Dressing Markers Accordingly, When Ship's Company is Still, COX'N will carry on.
9	Cox'n	Ship's Company EYES FRONT	Ship's Company will comply, DPO's will remain facing their Divisions.
10	DPO A Company 1 Division	A Company STEADY	
11	DPO B Company 1 Division	B Company STEADY	
12	Cox'n	Ship's Company STEADY	DPO's and COX'N will about turn and face the DIAS.
13			OOD will now March onto the Parade and halt 2 paces in front of the COX'N. The COX'N will salute and report.
14	Cox'n	Ship's Company, is mustered and correct for Role Call Sir/Ma'am, permission to carry on.	

15	OOD	CARRY ON	Cox'n will wheel to his/her right and halt.
16	Cox'n	Ship's Company STAND AT EASE	Ship's Company will comply. COX'N will march to his/her position beside the right marker of # 1 Division A Company.
17	OOD	Ship's Company ATTENTION	Ship's Company will comply.
OPTION 18: Supernumerary Officers either Fall In or are Marched On.			
a.1			All Supernumerary Officers FALL IN on either the left or the right side of the deck.
OR			
b.1	SNO	Officers ATTENTION	Supernumerary Officers (SNO) will comply.
b.2	OOD	March on the Officers	SNO (in command) will SALUTE and reply...
b.3	SNO	AYE AYE SIR/MA'AM. Officers, by the left, QUICK MARCH	Supernumerary Officers will comply and march to their position on either the left side or the right side of the deck.
b.4	SNO	Officers HALT	Supernumerary Officers will comply.
b.5	SNO	Officers, LEFT/RIGHT TURN	Supernumerary Officers will comply.
END OPTION 18			
19	OOD	Divisional Officers FALL IN	
20	DO's	AYE, AYE SIR/MA'AM	DO's take one pace forward, Salute, and March to the right hand side of their division and halt. At the same time the DPO's will turn to the right and march into their position between the right marker and the 2nd cadet. DPO will take 1 pace forward, salute the DO and the DO will return the salute. DPO will report the Division to the DO.
21	DPO's	<i>LC Chandler</i> reporting for <i>Stadacona</i> Division. <u>XX</u> cadets mustered and correct for role call. Permission to CARRY ON?	
22	DO's	CARRY ON	DPO's will turn towards the Division and ...

23	DPO's	Division STAND AT EASE	Division will comply. DPO's will then march to the rear of the division (clockwise around the Division) and halt 1 pace from the division and in the centre. At the same time the DO's will march into place 2 paces in front and centre of the division.
24	DO's	Division ATTENTION	Division will comply.
25	DO's	Division Answer to your name STAND AT EASE	Division will comply, DO's will then take roll call of their Cadets; Cadets will come to attention when their name is called, say "SIR or MA'AM" and then STAND AT EASE. DO's must be loud and clear. They should repeat each name twice, should no one respond. Officers are to do a physical head count to confirm attendance numbers.
26	DO's	Division ATTENTION	Division will comply.
27	DO's	Division STAND AT EASE	Division will comply. If time permits DO's will do a quick inspection of their division. And then face the Dias.
28	OOD	Divisional Officers Report your Divisions	DO's will come to attention, about turn, and face their division.
29	DO's	Division ATTENTION	Division will comply. DO's will then march to the OOD and HALT in front of Him/Her and report.
30	DO's	<i>Lt Smith</i> reporting <i>Stadacona</i> Division. ## cadets on parade, permission to carry on Sir/Ma'am.	
31	OOD	CARRY ON	DO's will then return to their division.
32	DO's	Division STAND AT EASE	Division will comply. DO's will about turn and stand at ease. When all DO's have returned to their divisions the OOD will carry on.
33	OOD	Ship's Company ATTENTION	Ship's company will comply.
34	OOD	MESSENGER	
35	Messenger	SIR/MA'AM	Messenger will march forward, halt in front of the OOD, and salute.
36	OOD	Please give my compliments to the XO. Ship's company mustered and correct for	Messenger will then wheel right and march off to report to the XO.

		colours and prayers.	
37	OOD	Ship's Company STAND AT EASE	Ship's Company will comply.
38			When the messenger returns he/she will assume their position at the Quarterdeck. As the XO approaches the deck...
39	QM	XO approaching, five minutes to colours Sir/Ma'am.	
40	OOD	Ship's Company ATTENTION	Ship's Company will comply. OOD will about turn, As the XO enters the Quarterdeck he/she will march to and halt 2 paces in front of the OOD. The OOD will Salute the XO and then will report...
41	OOD	<i>A/SLT Smith</i> reporting for #212 NLCC XYZ, <u>XX</u> cadets mustered and correct for Colours and Prayers. Permission to carry on.	
42	XO	CARRY ON	At this the OOD will wheel to the right and halt facing the ship's company.
43	OOD	Ship's Company STAND AT EASE	Ship's Company will comply; OOD will now march off to his/her position at the Q/D and STAND AT EASE.
44	XO	Ship's Company ATTENTION	Ship's Company will comply.
OPTION 45: Parading a Boat Crew (and Band) use 'a,' Band only use 'b,' if neither, proceed to step 46.			
a.1	XO	March on the Boat Crew (and Band)	
a.2	BOAT CREW DO	AYE AYE Sir/Ma'am. (Salute) Boat Crew (and Band) by the center QUICK MARCH	
OR			
b.1	Drum Major	AYE AYE Sir/Ma'am.	Salute and march on the Band.

END OPTION 45			
46	QM	One Minute to colours Sir/Ma'am.	
47	XO	Very Good, CARRY ON	
48	XO	Supernumerary Officers OUTWARDS TURN	Supernumerary Officers will comply.
49	QM	Colours Sir/Ma'am	
50	XO	Make It So	
51	QM	AYE, AYE Sir/Ma'am	QM will sound the Ship's Bell 8 times (representing 8 am)
OPTION 52: For Boat Crew and Band use 'a,' Boat Crew only use 'b,' and for situations with no Boat Crew, omit steps .1 & .5.			
a.1	BOAT CREW DO	Boat Crew GENERAL SALUTE PRESENT ARMS	Boat Crew will comply.
a.2	BAND		Begin playing O Canada.
a.3			All Officers will Salute as the colour party raises the Ensign
a.4	BAND		Finishes playing O Canada. All Officers will complete their salute.
a.5	BOAT CREW DO	Boat Crew SHOULDER ARMS	Boat Crew will comply.
OR			
b.1	BOAT CREW DO	Boat Crew GENERAL SALUTE PRESENT ARMS	Boat Crew will comply.
b.2	COX'N or Duty Piper		PIPE THE STILL.
b.3			All Officers will Salute as the colour party raises the Ensign
b.4	Cox'n or Duty Piper		PIPE THE CARRY ON. All Officers will complete their salute.
b.5	BOAT CREW DO	Boat Crew SHOULDER ARMS	Boat Crew will comply.
END OPTION 52			

53			All Officers will complete their salute. XO will turn and face Ship's Company.
54	XO	Colour Party, SECURE COLOURS	
55	Colour Party	AYE, AYE Sir/Ma'am	Colour Party will comply.
56	XO	Supernumerary Officers INWARDS TURN	Supernumerary Officers will comply.
57	XO	Ship's Company REMOVE HEAD DRESS	Male Cadets and Officers will remove head dress. COX'N to disregard this command, and take his/her position to the right of the Dias.
58	XO	Ship's Company STAND AT EASE	Ship's Company will comply.
59	XO	Ship's Company STAND EASY	Ship's Company will comply. XO and COX'N will remove head dress and STAND EASY.
60	Cox'n	Join me in the Naval Prayer.	Ship's Company will comply with the TRADITIONAL NAVAL PRAYER.
OPTION 61: The Band Plays the Naval Hymn or proceed to step 62.			
a.1			The Band will Play the NAVAL HYMN.
END OPTION 61			
OPTION 62: Corp's may recite the CADET PROMISE at this point or proceed to step 63.			
a.1			The Ship's Company will carry on with the CADET PROMISE
END OPTION 62			
63			The XO will come to ATTENTION and REPLACE HEADRESS.
64	XO	Ship's Company ATTENTION	Ship's Company will comply.
65	XO	Ship's Company REPLACE HEAD DRESS	Ship's Company will comply. COX'N will return to his/her position beside A Company
66	XO	Ship's Company STAND AT EASE	Ship's Company will comply.
67	XO	Square Off Your Caps	Ship's Company will comply.
68	XO	Ship's Company ATTENTION	Ship's Company will comply.

69	XO	Colour Party and Extra Duty men FALL IN	
70	Colour Party and Extra Duty men	AYE, AYE Sir/Ma'am	Colour Party and Extra Duty men will comply.
71	XO	Ship's Company OPEN ORDER MARCH	Ship's Company will comply.
72	XO	Ship's Company RIGHT DRESS	Ship's Company will comply.
73	XO	Ship's Company EYES FRONT	Ship's Company will comply.
74	DO A Company 1 Division	A Company STEADY	
75	DO B Company 1 Division	B Company STEADY	
76	XO	Ship's Company STEADY	DO's will about turn and face the DIAS.
77	XO	MESSENGER	
78	Msgr	Sir/Ma'am	Messenger will march forward, halt in front of the XO, and salute.
79	XO	My compliments to the reviewing party. Ship's Company is mustered and correct for Inspection.	Messenger will then wheel right and march off to report to the Reviewing Party.
80	XO	Ship's Company STAND AT EASE	Ship's Company will comply.
81			When the messenger returns, he/she will fall in to a division or in at the Quarterdeck. As the review party approaches the deck...
82	QM	Reviewing Party Approaching Sir/Ma'am	
83	XO	Ship's Company ATTENTION	Ship's Company will comply.
84	XO	Boat Crew SHOULDER ARMS	Boat Crew will comply.

85	XO or Master of Ceremonies	Guests Please Rise	
86			When the review / Party arrives on the deck the Reviewing Officer will take the dias, And face the ships company.
OPTION 87: Boat Crew is on parade or XO in place of no Boat Crew.			
a.1	BOAT CREW DO	Boat Crew GENERAL SALUTE PRESENT ARMS	Boat Crew will comply. All Officers and DPO's on deck will salute. Supernumerary Officers, Staff Cadets, and Gunnery Instructors are now off deck and will not salute.
a.2	BOAT CREW DO	Boat Crew SHOULDER ARMS	Boat Crew will comply.
OR If there is no Boat Crew on parade.			
b.1	XO	Ship's Company GENERAL SALUTE, SALUTE	All Officers and DPO's on deck will salute. Supernumerary Officers, Staff Cadets, and Gunnery Instructors are now off deck and will not salute. UP 2,3 DOWN.
END OPTION 87			
OPTION 88: Inspection of the Boats Crew (if on parade).			
a.1	BOAT CREW DO	SLt SMITH Reporting your Boat Crew, XX cadets mustered and correct for your inspection Sir/Ma'am. Do you wish to inspect?	As the Reviewing Officer steps off the Dias, the Boat Crew DO will continue.
a.2	BOAT CREW DO	Boat Crew ORDER ARMS	Boat Crew will comply. Boat Crew DO will escort the Reviewing Officer through the Boat Crew. The Boat Crew DO will continue as he/she escorts the RO to the Dias.
a.3	BOAT CREW DO	Boat Crew SHOULDER ARMS	Boat Crew will comply.
a.4	BOAT CREW DO	Inspection complete, permission to carry on Sir/Ma'am?	Boat Crew DO will resume their position in front of the Boat Crew.
END OPTION 88			
89			XO will approach the Reviewing Officer, salute, and report.

90	XO	<i>Lt Smith</i> reporting #212 NLCC XYZ, XX cadets mustered and correct for your inspection, do you wish to inspect Sir/Ma'am?	
91	RO	I do.	The XO will salute the RO and march back to his/her position beside the Dias.
92	XO	The Reviewing Officer <i>Mr./Mrs. Stephen Jones, Mayor for the City of Yellow Knife</i> (Name and Title) will inspect the Ship's Company. <i>Stadacona</i> Division standing fast, the remainder of the Ship's Company STAND AT EASE	Once stood at ease and the inspection has started.
93			The CO will escort the inspecting party to the A Company first (1 st Division, 2 nd Division, etc.), followed by B Company, the Quarterdeck, and finally the Band last.
94			As the inspecting party begins inspecting the rear rank of the preceding Division, the next DO will continue.
95	DO	Stadacona Division ATTENTION	The DO will march into their position between the right marker and the 2 nd cadet. Once the RO is at the Division, the DO will take 1 pace forward, salute the RO, and report.
96	DO	<i>SLt SMITH</i> Reporting for <i>Stadacona</i> Division, XX cadets mustered and correct for your inspection Sir/Ma'am. Do you wish to inspect?	The DO will escort the RO through the Division. After the RO has inspected the Division and the DPO, the DO will halt at the rear of the deck, facing the right and report.
97	DO	Inspection complete, permission to carry on Sir/Ma'am?	
98	RO	CARRY ON	The DO will salute the RO and then resume his/her position front of the Division (wheeling around the Division clockwise.) As the inspection continues, the DO will carry out the following orders with a lowered voice.

99	DO	Stadacona Division CLOSE ORDER MARCH	The Division will comply.
100	DO	Stadacona Division RIGHT DRESS	The Division will comply.
101	DO	EYES FRONT	The Division will comply.
102	DO	Stadacona Division STAND AT EASE	The Division will comply.
103	XO		When the XO can see that the inspection is complete he/she will...
104	XO	Ship's Company ATTENTION	Ship's Company will comply.
105	XO	Boat Crew SHOULDER ARMS	Boat Crew will comply and the Reviewing Officer will step back onto the Dias.
106	XO	Inspection complete Sir/Ma'am, request permission to carry on with March past?	
107	XO	Divisional Officers FALL OUT	
108	DO's	AYE, AYE Sir/Ma'am	DO's will take a check pace forward (pause 2,3) SALUTE (UP 2,3, DOWN 2,3) march off and fall in supernumerary.
109	XO	COX'N	
110	Cox'n	Sir/Ma'am	The COX'N will march up to the XO, halt one pace in front of him/her, and salute.
111	XO	Carry On With the March Past.	After exchange of salutes, the XO will wheel around and take up a position on the side of the Dias closest the Quarterdeck. The XO will remain at attention.
OPTION 112: The Retire is an optional component for corps who have limited space on deck. All corps shall carry out the Advance.			
a.1	Cox'n	Ship's Company Retire ABOUT TURN	Ship's Company will comply.
a.2	Cox'n	Ship's Company will take the outwards distance of X Marching Paces by the Centre QUICK MARCH	Ship's Company will take the ordered number of paces and halt. *Note: The number of paces will depend on the room on the deck and must be an odd number. This number will be repeated on the Advance.

a.3	Cox'n	Ship's Company Advance ABOUT TURN	Ship's Company will comply.
END OPTION 112			
<p>OPTION 113: Marchpast in Column of Route or In Line. Be aware that corps choosing In Line will be marked harshly if not executed smooth and correct. Please note the addition of Steps 119, 124, for In Line Marchpast. DPO's will need to call out all wheels during the marchpast In Line. 'a' - Column of Route with a Boats Crew, 'b' Column of Route no Boat Crew, 'c' In Line with a Boat Crew.</p>			
a.1	Cox'n	#212 NLCC XYZ will march past in column of route, Boat Crew Leading. Move to the right in column of route RIGHT TURN	Ship's Company will comply. After the turn, the DPO's will pause (2,3) and march to the position in front of the Division. The COX'N will pause (2,3) and march to his/her position in front of DPO for A Company, #1 Division.
OR			
b.1	Cox'n	#212 NLCC XYZ will march past in column of route, <i>Stadacona</i> Division Leading. Move to right in column of route RIGHT TURN	Ship's Company will comply. After the turn, the DPO's will at their position beside the Division. The COX'N will pause (2,3) and march to his/her position beside the DPO for A Company, #1 Division.
OR			
c.1	Cox'n	#212 NLCC XYZ will march past in column of route and in line, Boat Crew Leading. Move to right in column of route RIGHT TURN	Ship's Company will comply. After the turn, the DPO's will at their position beside the Division. The COX'N will pause (2,3) and march to his/her position beside the DPO for A Company, #1 Division.
END OPTION 113			
114	Cox'n	In Succession by Division QUICK MARCH	Division by division will comply. The order that the Divisions will march are as follows: Boat Crew first, then A Company (1 Division, 2 Division, etc.), then B Company (1 Division, 2 Division, etc.) and finally Band if they March). Due to the size of some decks, each Division may be required to begin marching out of sequence in order to maintain proper spacing for march past.
<p>The COX'N will follow the commands of A Company 1 Division. The RPO (depending on location on the parade deck) will follow commands of A Company 1 Division or B Company (Last Division).</p>			

115	DO's	<i>Stadacona</i> , by the center QUICK MARCH	Division will comply.
116			As the Boat Crew (or 1st Division) is advancing toward the front of the deck, the COX'N will then give...
117	COX'N	In Succession by Division EYES RIGHT	
118	XO or MC	Guests please rise.	
OPTION 119: Marchpast In Line			
a.1	DPO's	<i>Stadacona</i> Move to the left In Line, LEFT TURN	
END OPTION 119			
120			When the DPO's reach the point of 10 paces from the Dias, they will give ...
121	DPO's	<i>Stadacona</i> EYES RIGHT	All parade position NCO's will salute. All cadets in the Division will turn their head and eyes to the right, except the marker closest to the Dias who will guide the division. Divisions with blank files need to ensure that they are properly closed/covered. All divisions will comply.
122			After the Division marches past the Dias, the DPO will give...
123	DPO's	<i>Stadacona</i> EYES FRONT	Each Division will comply in order.
OPTION 124: Marchpast In Line			
a.1	DPO's	<i>Stadacona</i> Advance In Line, RIGHT TURN	Each Division will comply in order.
END OPTION 124			
125			With the Retire: Each Division will end the march past in the same spot they began it in. Without the Retire: Each Division will need to end the march past with enough room to complete an Advance.
OPTION 126: Divisions Halt on their own time or Ship's Company Halts in unison.			
a.1	DPO's	<i>Stadacona</i> HALT	Division will comply.
OR			

b.1	DPO's	Stadacona MARK TIME	After all Divisions are marking time: either the Drum Major will Halt Ship's Company or the COX'N will give...
b.2	Cox'n	Ship's Company HALT	After the COX'N halts he/she will pause (2,3) and march (wheeling to the left) to the front of the ships company. He/she will halt facing the Ship's Company.
END OPTION 126			
127	Cox'n	Ship's Company Advance LEFT TURN	DPO's will turn, pause (2,3), and march (wheeling to the left) to their position in front of the division facing forward.
128	Cox'n	Ship's Company RIGHT DRESS	Ship's Company will comply. All DPO's will about turn and face their Division.
129	Cox'n	Ship's Company EYES FRONT	Ship's Company will comply. DPO's will remain facing their Division. When all cadets have stopped moving DPO's will...
130	DPO A Company 1 Division	A Company STEADY	
131	DPO B Company 1 Division	B Company STEADY	
132	Cox'n	Ship's Company STEADY	COX'N and all DPO's will about turn together. COX'N will observe the 2,3 pause before continuing.
133	Cox'n	Ship's Company will Advance in Review Order by the Center QUICK MARCH	Ship's Company will now take the same number of paces that they took in the Retire.
OPTION 134: General Salute - Parading with a Boat Crew or without.			
a.1	BOAT CREW DPO	Boat Crew GENERAL SALUTE PRESENT ARMS	Boat Crew will comply. All NCO's on deck will salute.
a.2	BOAT CREW DPO	Boat Crew SHOULDER ARMS	Boat Crew will comply. All NCO's return to Attention.
OR			
b.1	Cox'n	Ship's Company GENERAL SALUTE, SALUTE	All NCO's will Salute to the front (UP 2,3 DOWN).
END OPTION 134			

135			The COX'N will approach the Reviewing Officer and Report.
136	Cox'n	March past complete Sir/Ma'am. Permission to carry on?	
137	RO	CARRY ON	The RO will retire to the Wardroom. The COX'N will march (wheeling to his/her right) back to their parade position. The XO will now take the Parade.
Should the need arise that the RO address Ship's Company prior to leaving the Dias, they should advise the XO prior to this point so the XO can stand Ship's Company AT EASE.			
138	XO	Guests, you may be seated.	
OPTION 139: If parading a Boat Crew and/or Band otherwise carry on with Step 140			
a.1	XO	March off the Boat Crew (and Band)	
a.2	BOAT CREW DO	AYE AYE Sir/Ma'am. Boat Crew LEFT/RIGHT TURN. Boat Crew (and Band) by the center QUICK MARCH	
OR			
b.1	Drum Major	AYE AYE Sir/Ma'am.	
END OPTION 139			
140	XO	Officer of the Day	
141	OOD	Sir/Ma'am	The OOD will march up to the XO, halt 2 paces in front of him/her and salute.
142	XO	Dismiss the Ship's Company to routine.	OOD will be instructed to dismiss the ships company. The XO will march off the deck.
OPTION 143: If Supernumerary Officers Fall In they are to be DISMISSED. If they were Marched On, they are to MARCH OFF.			
a.1	OOD	Supernumerary Officers DISMISSED	Supernumerary Officers will comply. RIGHT TURN, (pause) 2,3 Salute UP 2,3, DOWN 2,3 and march off.
OR			
b.1	OOD	March off the Officers	SNO (in command) will SALUTE and reply...
b.2	SNO	AYE AYE SIR/MA'AM.	Supernumerary Officers will comply.

		Officers, LEFT/RIGHT TURN	
b.2	SNO	Officers, by the left, QUICK MARCH	Supernumerary Officers will comply.
b.3	SNO	Officers HALT	Supernumerary Officers will comply.
END OPTION 143			
144	OOD	COX'N	
145	Cox'n	AYE AYE Sir/Ma'am	COX'N will march up to the OOD, halt 2 paces in front of him/her and salute.
146	OOD	Dismiss the Ship's Company to routine.	
147	Cox'n	Ship's Company Turning To The Right DISMISSED	Ship's Company will turn right, pause (2,3), Salute (UP 2,3 DOWN 2,3) and march off the deck. The COX'N will be the last one to March off after he/she Salutes.
148	THIS CONCLUDES COLOURS AND PRAYERS, PART OF THE REGULAR PARADE ROUTINE.		

Notes:

- Some Division and Corps will go as far as giving the Officers a drawing of the Parade State
- Remember Practice, Practice, Practice
- Make sure your orders can be heard
- If you are fortunate enough to have a band, make sure they play the same music. Nothing can cause havoc during a parade if the repertoire of music changes.