

2022

# NL Lieutenant Training Package

NL 560



<b>Change</b>	<b>Date</b>	<b>By Whom</b>

Amendments to this publication are the responsibility of the National Navy League Cadet Chairperson. Suggested amendments shall be forwarded through the Division to the National Office of the NLOC.

# **Navy League Officer Training and Development Program**

## **Lieutenant Training**

### **Training Prerequisites**

You must have successfully completed Training Packages OTS 510, 520, 530, 540 and 550.

### **Introduction**

#### **To the Candidate:**

Progressing through the ranks to Lieutenant (NL) is the final step in the world of the warranted Officer Corps at the corps level.

You will find information that will assist you in completing this package. This package is completely different to all the previous packages as it does not have you working with the cadets. 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 a Sub-Lieutenant (NL) to become a new 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.

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## **Section 1 – Reports (OTS 561)**

### Introduction

- As you move up in rank you will find you'll be required to submit reports either to National, Division or Branch.
- Reports are an important tool in updating information. This information is often used for donor reporting or providing information to media and other sources.
- You'll find most of your in-depth reports will be to the Branch.
- As a senior Corps Officer, you could be charged with Standing Orders for your corps.

### Outcomes

- Understand timely reporting
- Use of reports and its contents
- What reports are normally required?

#### **1. Branch Reporting**

Every Branch will have a different requirement when it comes to reporting. Some will want a very detailed report while others will just want number of cadets and some variance budget information.

This is a bit of a guide to provide as much information to the branch as possible. Information should include:

- Total number of Cadets
- Attendance, both Officer and Cadets
- Corps extra-curricular activity, including attendance both Officer and Cadets. This needs to match your Letter of Intent's (LOI's) for camps etc.
- Working with the treasurer a variance report for your budget ie: underspending or overspending
- Any incidents i.e., cadet injury. (This does not preclude the Incident Report or Insurance Report)
- Any interesting stories, Cadet received a medal for bravery or number of cadets participating in Remembrance Day.
- Any media or news articles about the corps.

#### **2. Division Reporting**

This reporting becomes a bit less than the Branch Report. Budget variance doesn't need to be included. Some Divisions will require corps to submit a monthly report again as per below. Other Divisions will only require you to submit a report at the three Inspections, Branch, Division and Annual.

- Total number of Cadets
- Attendance, both Officer and Cadets
- Corps extra-curricular activity, including attendance both Officer and Cadets. This needs to match your LOI's for camps etc.
- Any incidents i.e., cadet injury. (This does not preclude the Incident Report or Insurance Report)
- Any interesting stories, Cadet received a medal for bravery or number of cadets participating in Remembrance Day.

Any media or news articles about the corps.

Inspection reports vary from Division to Division. Some Divisions require Supply Musters at Branch and Annual, Nominal Rolls for all three and Inspection Reports at every Inspection.

### 3. National Reporting

This reporting becomes less than both the Branch and Division Reports and only needs to be submitted once per year after your Annual Inspection. Again, the report is sent to Division and Division sends the report on to National.

- NLCC Inspection Report

### 4. Other Reporting

#### a. Incident Report

- Corps are to fill out the NL 339 - Incident Report no matter how insignificant the incident may seem. (i.e., cadet goes missing for a short period of time at a camp, a physical altercation between cadets, lock down etc.). Incidents can often bring unwanted media attention or misunderstanding of actions taken or not taken.
- The Incident Report does not replace the National Insurance Claim Form. If there is an injury, both forms need to be completed (League Insurance Claim Form located on the National Website under Resources - Insurance).
- The Incident Report form needs to be submitted to your Division Officer as soon as possible.
- If the incident is of a serious nature the Commanding Officer or Executive Officer must connect via phone with your Division Officer and Branch President. If the Division Officer is not available, call the Commander. A serious incident is classified when first responders have been called or emergency crews have made contact with the corps (i.e., lock down, gas leak, fire, medical emergency requiring patient transfer, law enforcement intervention)

#### b. Standing Orders Preparation and Revising

- Standing Orders provide guidance and direction of the corps day to day activities.
- They can only strengthen NL publications such as NL 8 and the Division Commanders Standing orders. They cannot take away or lessen the authority of National or Division Regulations.
- They provide direction for safety procedures on your local ship. For example, you may parade in a School or a Canadian Forces Establishment, you would include their exit strategy in case of fire or lock down procedures.
- Fire Drill procedure.
- Attendance expectations and direction when cadets or officers are going to be absent.
- Roles and duties of Officers are made clear.
- The local Chain of Responsibility is included.
- Medical response, who is to be notified when an ambulance needs to be called
- Public Relations, who can talk to the media.
- What Uniform is worn according to the Daily Ships Routine.
- Harassment and Abuse Policy & the proper corps procedure when reporting an incident.
- Expense or out of pocket expense procedure.

Once the Standing Orders are complete, they should be forwarded to the Branch President for approval. Upon approval all Corps Officers should read and sign the orders at the back. Standing Orders need to be displayed so all can see, most corps put these by the Daily Routine Orders, Syllabus and the Division Commander's Standing Orders.

Standing Orders should be revised or reviewed at least once a year. When there are changes a page of note of the change and date should be included, once again Officers need to read and sign off.

A copy of the Commanding Officer's Standing Orders shall be supplied to the Division Staff.

## **Section 2 – Budgets / Financing (OTS 562)**

### Introduction

This module is to help corps create a budget, and better plan their training year.

- Each year, the corps has to submit a budget to Branch for the following training year.
- It also clearly defines the intricacies of money handling and fund raising, and who's responsible for what.
- COs are responsible for the corps budget and keeping all expenses in line with Branch approvals.

### Outcomes

Upon completion of this module, participants will:

- Understand how to create a budget and when that budget should be submitted to Branch.
- How money should be handled at fundraising events and activities.

### Resources

- Navy League Cadet Regulations
- Navy League of Canada National By-laws
- Guide for Branches and NL Cadet Corps
- Division Commander's Standing Orders
- NL Cadet Corps Standing Orders
- Instructor

#### **1. Budgeting**

A corps budget is one of your most important tools and resources.

- A successful training year will depend on a well-developed budget, submitted and approved well before the start of the training year.
- Budgets take time, planning and work from the officer team and the branch.
- Taking time to plan, think and prepare a proper, well thought out budget can make the difference between an okay year and a great one. This must be a team effort because all team members are affected by the budget.
- If a budget is well planned and it is approved, time will not need to be spent throughout the year going back to branch asking for funds before each activity.
- For big ticket items such as trips (\$5000 and higher), if they are not in the approved budget, the branch has to send the request to Division; \$10,000 and higher, Division must then send to National for approval. This can take three to six months. A weekend spent budget planning with team members can prevent these long, drawn out wait times.

NL National By-Laws Appendix B Para 3.d.ii

#### **What is a budget?**

A budget is the projected amount of expenses a corps will have for the next operational year.

- Under The Navy League of Canada budgeting model, there needs to be a branch budget and a budget for each corps.
- The branch budget provides a clean picture of the expenses that fall under the direct responsibility of the branch: i.e. rent, utilities, website maintenance, photocopier and supplies, laptops for president, secretary and treasurer, etc.
- The corps budget provides a list of what is needed to operate the corps properly. (An example will be provided).
- Budgets for the next training year should be submitted as requested by the branch. Dates will vary Branch by Branch.

- Branch should meet with the CO to review the budget. If the budget is more than the branch feels it will be able to raise funds for, the CO and branch will work to trim the budget items to what is deemed to be achievable.
- Once the budget is approved, then the corps knows what it can spend during the next training year. The CO does not need to go to branch for approval to spend funds on approved budgeted items.
- Most Branches complete their budgets in April because sea cadet corps must submit their training plan to DND by April 30th each year. It is impossible to submit a realistic plan without an approved budget.

### **Approved in Principle**

What does it mean when Branch says “your budget is approved in principle”?

- Approved in principle does not mean every item on the approved budget must be brought to the branch for a motion and approval.
- Approved in principle simply means that at the time of approval, branch anticipates being able to have enough funds to cover all of the funds requested, and they've approved.
- However, different things can happen throughout the training year that may impact whether the branch can actually meet the commitment. It is role of the branch to do everything in their power to ensure the funds are raised, but sometimes circumstances change unexpectedly.

### **Example 1:**

You budgeted \$1500 for uniforms. The corps unexpectedly doubled in size in September. In October you realize you actually need \$2500 for uniforms. You must request the extra \$1000 from the branch. If branch doesn't think they will be able to cover the extra \$1000, you may need to move \$1000 from another part of your budget. This is called a budget revision.

### **Example 2:**

The branch approved 5 camps at \$1500 a camp. When the branch re-signed the rental contract for the training year the landlord unexpectedly increased the rent so it will now cost the branch an extra, unexpected \$1200 for rent. While rent is part of the branch budget, the money for all the budgets come from the same overall place.

Branch may need to ask you to cut out a camp, or to do a parent co-pay for a couple of camps, in order to make things work for everyone. Therefore, there must be periodic budget variance meetings between the CO and branch president and treasurer (monthly or every two months) to see where things stand.

If circumstances on either side have changed, Branch may be in a position to increase your budget, or the corps may need to adjust the budget and cut certain expenses to accommodate for increased costs in other areas.

- When it comes to budgets and budget approvals, there will be variances throughout the year.
- Sometimes the CO will need to ask for an increase. If so, branch has to meet and approve this change, if possible. Sometimes branch will need to ask the corps to make an adjustment.
- The most successful branches and corps realize that the budget is a living document. Great planning, respect for timelines, and open communication is key to ensure the corps and branch does not become involved in a dispute over spending. This can be the downfall of corps and branches.
- Once the budget is approved, the CO needs to confirm with the branch how much lead time branch expects in order to have cheques issued for budgeted items. For example, if you need \$1200 for camp fees and \$800 for camp food on October 15<sup>th</sup>, 2019. Since cheques have to be written by the treasurer and then signed by two different branch members, they may want the request to them at least two weeks in advance.



If the cheque amount is dependent on the number of attendees, then corps need to plan their registration deadlines to account for the time branch needs to process the cheque when setting registration deadlines.

- If the branch needs the request by October 1<sup>st</sup>, 2019, then the corps must be sure to have all of its registrations submitted a few days prior to October 1, 2019. A failure to plan on the corps part, does not constitute an emergency on the branch's part.
- Since Branch boards change yearly, it is important to confirm these timelines each year following the branch AGM.

## 2. Budget Planning

As noted, the budgets need to be developed, submitted and approved as per Branch timelines. This budget is for the next operating year.

Budgets should be detailed but not too specific. If for example, you break your uniform budget request down too specifically, you put yourself in the position of having to go back to branch during the year to ask for more funds or approval to move funds around.

### Example 1:

Uniforms: \$2500

### Example 2:

Uniforms:

- Boots \$1000
- Shirts \$300
- Pants \$500
- Hats \$500
- Misc \$200 (lanyards, belts)
- **Uniform Total: \$2500**

In both examples it appears that branch has approved \$2500 for uniforms.

- In Example 1, the corps has \$2500 to spend on any uniform item required.
- In Example 2, the corps also have \$2500 but are limited to the items and amounts listed per item.
- When the corps realizes they need more lanyards, name tags and gators, it will need to request branch approval for each of these items, either by moving funds around or by requesting additional funding.
- Example 2 means a request to branch, a motion to approve or not by branch, and time spent waiting for branch to meet to consider that request.
- Better planning on the budget up front, saves time and effort during the training year, both for the corps and the branch.
- Budgets should be created in a spreadsheet with formulas to total amounts. The budget document should contain a column where the CO can enter the actual expenditures/income once incurred. The document should have a final column showing the difference between the Actual Amount and the Budgeted Amount.
- Most Branches will give you a format to follow so it's easier to roll up all the budgets into one.

### **3. Officers and Money Handling (Relationship Guide for NL Cadet Corps)**

- Navy League officers are not supposed to handle money from fundraising events, registration fees, etc. Money handling and receipting is a branch responsibility. However, there are times when it seems to be unavoidable.
- Officers should never be put in a position of having to handle money from branch organized fundraisers such as sales of items.
- When these fundraising forms and money are due; the treasurer or designated board member must attend the ship/event for the evening to accommodate the schedules of the parents/guardians who will be submitting the orders.
- Officers may need to accept funds initially when parents are co-paying/paying for camps or activities or at fundraisers such as tag days.

#### **Process for Officers Handling Money**

- Branch should provide the corps with a lockable money box and a receipt book (triplicate format).
- These items should be stored in a secured location at the Ship, accessible by designated people (i.e. CO, AdminO, XO).

#### **Accepting Fees for Activities**

- When officers do have to accept/handle fees, they must always verify the amount first.
- The person submitting the funds must be issued a clear, readable receipt which must include:
  - their name;
  - the amount submitted;
  - the purpose of the funds;
  - the date received; and
  - the name of the person accepting.
- All funds must be kept in the cashbox.
- At the end of the event/evening, the treasurer or designated member of the branch, must attend the Ship/event location.
- The treasurer and the officer in charge of the funds must count to confirm the total.
- The treasurer must be given a copy of each receipt for record keeping purposes.
- The treasurer must issue the officer a receipt for the total amount received. The officer must provide the receipt to the CO to be retained with appropriate records.

#### **Handling Money for Events Such as Tag Days**

- If the treasurer or other branch member cannot be on hand through an event like tag days, the best practice would be to have all containers sealed so that, once full, the cadet is issued a fresh container and the full, sealed container is secured in a safe location.
- The treasurer or other branch member must be on site by the end of the event to take control of the funds.
- If the containers are not sealable, or if containers must be reused once full, two officers should take the container to a private location.
- Both officers should count the funds in the container.
- The funds from each container should be placed in separate envelopes.
- Each envelope should be marked with the amount, the container it came from, the time it was counted and the names of the two officers counting.
- The funds must be kept in a secured location until the branch member arrives to take control of the funds.

- Upon arrival of the branch member at the end of the event, the OIC and the branch member will open each envelope, being careful to preserve all of the information written on it, and count to verify the funds match the information listed.
- The branch member will record the amount of each envelope on an event specific tracking sheet.
- The branch member and Officer-In-Charge (OIC) will sign the tracking sheet, confirming the number of envelopes collected and the total amount received. \
- The branch member will issue the OIC a receipt for the amount received.
- The branch member will ensure all funds are either deposited into the appropriate bank accounts or given to the treasurer within 48 hours.
- The branch member will provide the treasurer with a copy of the tracking sheet for record keeping purposes.

#### 4. Fundraising

- Branches sometimes question why officers aren't doing more fundraising.
- One of the most common statements is "it's their program, they should support it."

It's the cadet's program – the officer ensure it runs effectively and properly.

We ask branches and parents to handle raising the funds and obtaining sponsors because the officers first duty is to the operation of the program, not the raising of money.

The average officer spends at least 650 hours per year on the cadet program – in the case on NL officers and CIC CV's and CI's, there is no compensation.

Based on an average workday of 8 hours, these officers and volunteers give at least 81 workdays to the cadet program each year.

Volunteer officers are often in the program for 15, 20, 25 or more years. They are there because they love the program, because they believe in the program and because they believe in the cadets.

The commitment of officers needs to be considered and respected; not being available to participate in fundraising does not mean they care less about the program than the branch does.

NLC does not limit the number, but Branch must remember that the cadets cannot be their primary resource. They are children and need time for cadets, school, other activities, fun, etc.

All corps should be expected to participate in some fundraising activities throughout the year.

It is good for the cadets understand there is a "cost" to being able to do all of the things they do as cadets.

Good planning by the corps, and strong communication with the branch over the summer can ensure that corps involved fundraising and corps activities do not conflict. If there is a shared calendar of corps and branch events available to the officers and the branch, there is much less likelihood of conflicts.

#### Officer-Led Fundraising

Can officers lead a fundraising activity?

- Sometimes the branch does not have the resources or time to do one more event, but the corps has a special or specific need and they present a fundraising idea.

- If the fundraiser does not conflict with a branch activity/fundraiser, this is perfectly acceptable. Branch can pass a motion to permit the event. (Note – if the corps wants to do the event annually, the corps will need to request it through branch annually).
- The officers can coordinate the event, promote the event, and process the orders when they arrive.
- The officers need to accept the orders, verify the funds match the orders and issue receipts (same process as for accepting fees).
- The branch needs to provide a member to be present at the corps at the end of the night to verify funds match the orders, and ensure the money is deposited.
- The branch member and OIC are responsible for ensuring the corps and branch both have a copy of each order form at the end of the order night.
- The officers are responsible for coordinating with the treasurer and vendor to ensure the order is placed and the treasurer knows who to pay and when.
- The treasurer is responsible for ensuring the vendor is paid.
- The officers are responsible for ensuring the right orders gets delivered to the right parents.
- The treasurer is responsible for ensuring all profits are credited to the appropriate account under the appropriate chart of accounts listing.

### **Section 3 – Corps Optional Activities (OTS 563)**

Senior Officers are often called upon to plan the Optional Activities for their corps. What do you need to consider?

- What is the activity?
- Has an LOI been completed?
- Desired outcomes
- Where is the activity going to take place?
- Risk assessment has it been done?
- How do we get there?
- Syllabus for the event? (Remember to keep the cadets busy every minute of the activity)
- Budget for the activity?
- Meals and snacks?
- Communication to the parents (email, handouts, Facebook, phone out)
- Kit list
- Rig of the Day
- Duty watch
- First Aid
- Who will be your First Aid Officer?
- Officer Briefing on roles and responsibilities

If an original idea that has not been approved yet, such as wall climbing, the request must be sent through the chain of command to the National Director – Navy League for authority. Approval is determined by risk factor.

## **Section 4 – Public Relations (OTS 564)**

### Introduction

There are two different groups we need to communicate with, Internal and External. Our internal groups would be branch, parents, supporters and cadets. External would be our donors and the general public.

- This module will assist senior corps officers in how to effectively communicate with public organizations and media outlets.
- Officers need to be able to develop relationships and communicate effectively with the public in order to create awareness and build interest in the cadet program.
- Officers need to know how to deal effectively with parents and to mediate a situation when there are challenges.
- There will be times when you are called upon to say a few words. How do you manage that impromptu speech?

### Outcomes

Upon completion of this module, participants will:

- Be able to define public relations.
- Have an understanding of the difference between publicity and advertising.
- Understand many different types of advertising.
- Communicate effectively both with internal and external entities.
- Understand the purpose, goals, and components of a media release

### Resources

- Navy League Cadet Regulations
- Division Commander's Standing Orders
- CO's Standing Orders

#### **1. Definition of Public Relations**

- Public relations specialists build and maintain a positive public image for a company or organization.
- They create media, from press releases to social media messages, that shape public opinion of the company or organization and increase awareness of its brand.
- In a sense, you can think of PR professionals as storytellers.
- Unlike advertisers, who tell stories through paid methods, PR professionals tell their stories through unpaid or earned media.
- These unpaid or earned avenues include traditional media, social media, or speaking engagements -- which are especially effective opportunities for reaching the general public.

There's an old saying: "Advertising is what you pay for; publicity is what you pray for."

- Public Relations is important for any youth organization.
- Effective public relations create a good rapport within the community.
- Many organizations put public relations on the bottom of the priority list and hope that their programs will speak for themselves.
- Good PR comes from strategically promoting your organization through positive interactions within the community.

#### **2. Publicity vs Advertising**

- Advertising and Publicity are methods used to promote and create positive awareness for your organization.

- Advertising is a marketing tactic involving paying for space to promote a product, service, or cause.
- Publicity may be gained at no cost to the stakeholder, and it usually has higher credibility than advertising.

Examples:

- a. Advertising
  - A Branch may choose to place paid ads in community papers in August talking about the virtues of the cadet program and encouraging parents to register their children. This may or may not create interest in the corps.
- b. Publicity
  - Another Branch may choose to participate in a community fair with uniformed cadets manning booths, assisting visitors, etc. Local media may take photos and talk about the corps on TV or in the local paper.

### **3. Types of Advertising**

#### **a. Social Media Ads**

- Social media sites, such as Pinterest, Instagram and Facebook offer relatively inexpensive advertising.
- Paid social media advertising uses the pay-per-click (PPC) payment model, meaning that you pay only if the user takes the action you want.
- Unlike conventional advertising, this lets you engage with niche markets at a discount.
- Organic social media is anything that happens on social media without paid promotion. When you post as your page but don't put any money behind this post to "boost" it, you are creating an organic post.

#### **b. Display Ads**

- Digital ads are the same concept as newspaper advertising, but in 21st-century form.
- It means buying ad space on sites that are of interest to your target audience.
- You can create text ads, which essentially look just like traditional print media ads, the floating banner above the site's content and even wallpaper with your organization's information on the site background.
- The major difference between display ads and newspaper ads is the use of search engine optimization techniques.

#### **c. Newspapers and Magazines**

- These are traditional types of advertisements, but still very effective.
- Many people still reach for their morning newspaper or love to settle down with a hard copy of a magazine.
- Most print media now have a digital version as well.

#### **d. Outdoor Advertising**

- Digital billboards are a very effective way to make a statement, or present an organization.
- Another common form of outdoor advertising are Transit ads. This includes featuring your organization on buses, taxis, benches, bus stops, etc.

#### **e. Radio and Podcasts**

- An advertisement for your organization can be repeated often, as part of a radio or podcast show.
- This can be a traditional type of ad or sponsorship.

#### **f. Video Ads**

- Create a short video and post it on your social media, or pay to have it run on sites such as YouTube, Hulu and blogs.
- A video ad can be created by your in-house team, but may be more effective if created by an agency.

#### **4. Media Release**

##### **Purpose of a Media Release**

- A media release (or press release) is a written communication that reports specific but brief information about an event, or other happening.
- It's typically tied to a business or organization and provided to media through a variety of means.
- Issuing a press release doesn't mean the media will automatically run with it. Media outlets will ask the same questions they always do: Does it interest their readers? Does it benefit the community in some way?
- You should also consider other outlets that might pick up your press release, such as bloggers, tweeters, and others on social media, who may find it worthy of promoting within their social networks.

##### **The Goal of a Media Release**

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##### **The Goal of a Press Release**

- The main purpose of all press releases is to promote something significant and specific, and to do so clearly.
- Beyond that, a press release is a document that adheres to a strict format and serves three marketing and promotional purposes:
  - To notify the media about an event in hopes that they will spread the word.
  - To share something about your organization, hoping a reporter will see a story in your press release and write an actual news article about it.
  - To promote your organization's appearance on the internet via blogs, websites, and social networks.

##### **Components of Media Release**

A press release generally consists of the following components:

- Release Time
- Headline
- Body
- Boilerplate Statement
- Call to Action
- Contact Information
- Closing



## **Release Time**

This is usually at the very top of a press release, and says one of two things:

- “For Immediate Release” or
- “Embargoed Until [Date].” “Embargoed Until [Date]” means the press release isn’t to be published until the date listed.

## **Headline**

- It is critical for the headline of a press release to be attention grabbing, while conveying the topic of the release. Summary.
- The summary is a brief overview of the content.
- It highlights the main points, allowing the reader to skim the summary and get a good idea of what the release is about.
- In online press release distribution, the summary is often displayed in listings with the headline. Dateline
- The dateline includes the date of the press release and the town or city the event is taking place in.

## **Body**

- This is the meat of the press release.
- Usually, the first paragraph answers the 5 W’s (who, what, where, when, and why) and is followed by quotations and any supporting facts and details.

## **Boiler Plate**

- This is a paragraph that gives a general overview of the topic being discussed in the press release.
- Usually, it follows a line that says “About [topic being discussed]”.

## **Call to Action**

This is a brief line following the boiler plate, which usually starts with “For more information about [topic being discussed]” or more about this news angle, contact [PR Relations contact’s name, number, and email address].

## **Contact Info**

This section contains as much contact info related to the organization as possible.

## **Closing**

Let the reader know there isn’t a page missing, you should close with either #### or - 30- at the bottom of the release.

## **5. Internal Relations Dealing with Parents and Branches**

We have noticed over the past few years the program has seen several types of parents coming into the organization. We have the uninvolved parent someone who drops the cadet off and is moving out of the parking lot before the door closes on the car. The helicopter parent who is so involved with the cadet, stands and cry’s when the cadet leaves for a weekend camp. The Snow Plow parent, pushing their cadet to the front of the line, forcing the cadet onto officers and the Hockey Parent, this parent will literally undercut another cadet so their cadet will get ahead. Finally, every dream parent, the parent who encourages their cadet to succeed and supports their cadets’ effort in a quiet manner.

There is a way to thwart a couple of the challenging parents using a pre-empted strike. The word is “**Communication**” make sure you over communicate to your parents through newsletters, Liberty Boats, Face Book, emails and phone calls. **DON’T MISS ANYONE!!!** Most parents will become hot under the collar because they don’t know what is going on. Make sure parents know who they can talk to, preferably to their cadets Division Officer before the XO or CO. Officers need to listen to the parent, the worst thing is when a parent feels you didn’t **actively listen** to what they were saying.

We had a corps returning from a ten-day trip on the coast and the bus was running late. Two hours before they were to arrive the phone calls started from the bus to all the parents to let them know the new ETA. This was a stress saver not only for the parent but for the corps officers. We’ve had the exact opposite happen when a corps was late from a weekend trip from a camp by an hour and when they arrived it was “Step on Up for Beat the Officer”. The scene became ugly and right after the incident, they instituted a call out plan.

Two of the worst times in a corps every year is the selection of the Cox’n and Annual Awards and Promotions. Once again “**Communication**” plays a big part along with “**Documentation**”. Let the Senior Cadet Parents know how the Cox’n selection will work, let them help their cadet prepare. Use outside parties to help select the candidate make sure you give the committee a matrix on how they will evaluate the candidate. If a parent is upset that their cadet didn’t receive the position you can fall back on the matrix for their cadet.

Awards, make sure you are documenting from the start of the year the cadets’ performance in class, are they showing up for special activities, uniform etc, etc. For parents when they come to you and say “Why didn’t my Cadet receive the Outstanding Cadet of the Year?” You have documentation to back you up. The cadet didn’t wear their uniform five times during the year, didn’t show up for Remembrance Day, was disruptive in class and put on defaulters ten times during the training year. Hard to argue against that. Those corps who don’t document really have no leg to stand on. All it needs to be is a defaulter sheet in their file. Remember Officers are human and can have a short memory. We’ve seen cadets overlooked for an award because the award winner got their act together and had a great two months prior to Annual. As the saying goes “**Document...Document...Document**”. Officers should consider making Division Notes on cadets.

When dealing with the local Branch always remember they are your superior and you must treat them as such. Building a good working relationship is imperative to the corps success. Get to know your Branch Members find out who they are and what they do. You can always lean on them for expertise and assistance. One Corps had a Senior Canadian Forces Trained Cook, it was amazing what kids had to eat at camp and special events. One corps had a Fire Fighter and some of the training this Branch Member offered to the Cadets was remarkable.

Building that relationship also makes corps operation go much smoother and they will have your back when things get tough. It is also the group that goes out to fund raise and help you create a more dynamic program through that fund raising.

As a senior Corps Officer, you will always be in Public Relations mode whether that is talking to parents, the media, donors or your Branch.

## **6. Impromptu Speeches**

Public Speaking is rated the number one fear for most people, a quick second is going to the Dentist. So, what happens when you get called upon to make an impromptu speech, besides your hands getting really sweaty.

Always have what we call the elevator speech ready. So, what is an elevator speech?

An elevator speech is a one to one-and-a-half-minute speech about the Navy League Cadets and your Corps.

The speech would contain:

- Introduction who you are and thank you for asking me to say a few words
- Acknowledgement. ie. Name of the Legion President, Executive Committee and Members of the Legion.
- What is the Navy League.....ie open to youth 9-12 years old
- What does the Navy League do....ie we train young people on what it means to be a good Canadian Citizen using a nautical theme.
- Why is it important.....It is about pride of country, discipline of oneself, respect of others and developing good life skills.
- Tell them something about your corps...NLCC Capt Hook has been in existence for 45 years and was named after Capt Hook who was a prominent citizen within our community. The corps is 25 strong made up of young cadets and adults and meets every Tuesday night in the basement of the Legion.
- Wrap up...we would like to thank the Legion for the \$250 cheque this evening, this will be going towards our Fall Camp...This will go a long way in our survival training exercise. If you ever would like to visit us, please give me a call. The Legion President will have my number.

Practice that elevator speech and stick to it. All you have to change is the Acknowledgement and Wrap Up. When you go off script is when you get yourself in trouble, **DON'T BE A COMEDIAN**. There are many that have died on that stage or offended a whole room.

### **Presentation**

Come across as being excited and engaging, bring a cadet along. If the Cadet has an elevator speech let them present. Introduce them and after they are done thank the Cadet. There was a competition for a grant from a service club. The Senior Cadet delivered the speech and by the end, the Service Club was so impressed they were the recipient of the grant hands down. This Cadet put the other organizations which were all adults to shame.

## **Section 5 – Letters (OTS 565)**

### Introduction

- As a senior officer of the organization, you may be required to author letters
- These letters could be a letter of recommendation or commendation for a cadet or officer
- A letter to a donor for funding
- A letter of thanks

### Outcomes

Upon completion of this module, participants will:

- Understand how to write a letter in a professional manner

#### **1. Letter of Recommendation**

As a Senior Officer you will be called upon to write letters of recommendation or commendation.

#### **What is a letter of recommendation?**

It is a letter from someone who can vouch for a person's qualifications and personal character.

- These letters are more than just a typical reference.
- Recommendation letters can be used for awards, promotion or application for school or Universities.
- You personally must have knowledge about the person and can attest to their capabilities.
- The difference between a recommendation and reference letter is, a reference letter basically the individual has been involved in the corps from a certain date to certain date. Maybe a brief statement on their attendance? A recommendation goes further on providing information what kind of leader they are, personal traits (perfectionist, gets things done on time, able to work independently, leadership skills personality etc).
- Never provide information you can't back up or haven't witnessed yourself.
- Recommendation letters are for individuals you have known for some time.

#### **Building a Recommendation Letter:**

- **Introduction and Statement of Recommendation**

It is my pleasure to strongly recommend C.P.O. First Class John Doe as a Candidate for the NL Cadet of the year.

- **Specific Reasons for the recommendation**

I've known CPO John Doe for 4 years and have found him trustworthy, dependable and extremely dedicated to the program. His leadership has been extraordinary and is a great example of what the Navy League program is about.

- **Personal Story and Evidence of their qualities**

CPO Doe has proven his skills at the corps level by leading a group of cadets in building a model destroyer out of cardboard. He took the project from concept to finished product and led six junior cadets in building the finished product. Through this activity they not only learned hands on skills but the different parts of a ship.

He has also used his leadership knowledge at school by being the leader of his School Patrol.

He has shown the ability to organize and complete tasks efficiently.

- **Closing Statement**

This is basically offering your personal contact information if the recipient of the letter would like to contact you further.

- **Signature**

Rank, Name, Position and Corps Name

## 2. Letter of Reference

### What is a Letter of Reference?

- A letter of reference refers to a document that endorses an individual's capabilities, character traits, and the overall quality of their work.
- A recommendation for a job position **shall not** be part of the letter. Only speak to the character of the person requesting the letter
- Only the Commanding Officer should be writing the letter.
- Be certain that you can write a positive letter. If not, politely decline
- Research the name of the recipient or have it provided by the requestor
- Refresh your memory about the person, write down two or three qualities that characterize the person you are writing about; and
- Think about specific experiences you had with that person. Include one example in your letter, if possible.

### Example of a Letter of Reference

Joe Smith, PhD, CD  
123 The Other St.  
Porters Lake, NS  
[Joe.Smith@navyleague.org](mailto:Joe.Smith@navyleague.org)

9 May 2022

Jonathan Richards  
Personnel Manager  
Acme Products Ltd.  
Unit 42, 3120 Young St.  
Toronto, ON

Dear Mr. Richards

I am the Commanding Officer of Navy League Cadet Corps (NLCC) Mockingbird in Porters Lake, NS and I am writing to you on behalf of Sally McDonald.

I have had the privilege of knowing Sally for the last six years. For the past two years she has been the Corps Training Officer and has been directly responsible to me to ensure that the cadets receive the training they require. She is a very hard-working individual who has an eye for detail and is willing to put forth extra effort to complete assigned tasks. She demonstrated this when the Navy League was granted permission to return to normal in-person training on short notice. She completely re-wrote the Corps training plan for in-person training and submitted to myself for review within two hours.

Sally has earned my complete trust to complete tasks in a timely manner. Should you require any further information please contact me at: [Joe.Smith@navyleague.org](mailto:Joe.Smith@navyleague.org) or (613) 234-5678.

Sincerely,

*Joe Smith*

Joe Smith, PhD, CD  
Lieutenant (NL)  
Commanding Officer  
NLCC Mockingbird  
Nova Scotia Mainland Division  
The Navy League of Canada

### 3. Letter for Funding

Letters for Funding is often difficult for people to write. Letters for funding should be reviewed and approved by the Branch before submitting any requests for financial support.

#### Where do you start?

- What is your ask? How much or what services do you need?
- Know your audience and who the letter needs to go to? Do your research.
- What kind of human-interest story can you share to engage the donor?
- Why should they give to you?

#### Building a Donation Letter:

- **Greeting:**

Make sure you open the letter with a greeting to the recipient. This is why it's important to know who you need to send the letter to. Studies show greetings to Dear Sir or Ma'am are less likely to be read. Do your research.

- **NL Mission:**

You know what the Navy League Cadet Program does, many do not.

Share a story. Mary joined NLCC Jolly Rodger as a shy introverted young person. As Mary became more comfortable with her surroundings, she became more open and engaged with the program and has shown leadership skills beyond belief. Mary now is a Petty Officer in the organization and leads a group of 15 cadets weekly in the program.

- **Current Project:**

What is the project that you are looking for funding for?

Describe the project clearly and include dates and timelines.

How would this benefit the community and possibly the donor?

What do you hope to accomplish?

- **The Ask:**

Be clear how much you're asking for if you need \$500 ask for \$500.

Let the donor know what their contribution is going to do.

- **The Close:**

Thank them for their consideration.

Let them know the method of monetary transfer.

Sign your Rank, Name, Position and Corps. People need to know a person to contact.

- **Follow Up with a Thank You Letter.**

Corps often neglect sending a thank you letter after receiving a donation. This oversight will often offend the donor and the likelihood of receiving a donation is cut in half. No matter how big or small a thank you letter is always necessary. Case in point a gentlemen gave a \$50 donation, a nice thank you letter was sent. The donor unfortunately passed but he was so taken

back by the thank you letter the corps was named in his will and received a donation of \$30,000 from his estate.

#### **4. Thank You Letter**

Thank you letters come in many forms, it could be thanking a donor or thanking a Reviewing Officer or acknowledging a special gesture. A good thank you letter will set you apart from many organizations.

- **Greeting**

Always start by addressing them by name. If it is someone like the Police Chief, you would address it by Chief Smith. Personalize your letter.

- **Body of the Letter**

Continue to personalize it by thanking them for the \$50 donation or participating in the reviewing party.

Let the individual know the impact they made to the program. Once again share a story about a cadet in the program.

Make an impact. A corps was taking the Ship's Company to the coast, donors totally made the trip possible. While on the trip they had cadets write personalized thank you notes to the donors and told them about all the interesting things they were learning while at the Naval Base. This sent shock waves through the community and people were talking to others about the thank you notes. Upon return, the CO sent personalized letters to everyone with a picture of a cadet sitting in the CO's Chair on the bridge of HMCS Calgary. Many donors after receiving this letter became regular donors to the corps. This all from a thank you letter.

- **The Close**

Once again thank them for their time or kind donation and leave the door open for further contact. "If you ever need anything or would like to come for a visit of the corps please contact myself (contact info)"

End it again with your rank, name and corps.

Well written letters can make such a positive impact for your corps.