



Australian
Air League

Australian Air League Inc.

NCO TRAINING HANDBOOK

(Section 6 – Sergeant)



June 2013

Section 6

Sergeant



6.1 Qualifications for Sergeant

- Must have served a probationary period of not less than three (3) months as acting Sergeant, and have carried out the duties in a satisfactory manner.
- Must be able to drill and instruct a Flight in the following movements:
 - Flight Fall in (including numbering, dressing and inspection)
 - Attention, Stand at Ease, Stand Easy
 - Turning at the Halt and on the March, Wheeling, Marching in line and File, into slow/quick time
- Successfully undertake GP4, DP1 and Flag Party Badge
- Must pass a written and/or oral assessment based on the following:
 - Duties of a Sergeant
 - Aims and Objects of the League
 - Correct uniform up to your age group
 - Rank insignia up to Chief Commissioner
 - Organisation of a Squadron and Wing
 - Duties of all Wing and Group appointments
 - AAL Forms
 - Mourning Procedures
 - Drill Definitions

6.2 Duties of a Sergeant

- To be responsible for the drill, discipline and equipment of the Flight.
- To carry out such other duties as the Officer Commanding Squadron may direct.
- To fall-in the Flight at scheduled times as directed.
- To teach and train by example, the ethics and principles of the League.

6.3 Where do you fit in?

When you become a Sergeant, you have the responsibility of training, organizing and supervising a Flight. You may have up to three Corporals and up to 15 Leading Cadets in your Flight to assist you. However, at all times, you are responsible and answerable to the OC of your Squadron. As the highest ranking NCO in your Flight, the other members of your Flight will look to you for guidance.

6.4 Guide to effective discipline

Understanding

NCOs must understand their delegated responsibility for maintaining discipline. They earn the respect of fellow cadets largely through judgement, fairness and setting a good example. Remember the following principles:

- Once cadets have learned from personal experience that the leaders know their business, they will trust the leaders' decisions.
- The good NCO realises that respect is not earned by being liked, but rather through skilled performance which earns respect and this in turn ensures the discipline of the group.

Standards of Performance

High standards must always be insisted upon. The cadet who is allowed to get away with below average performance has little incentive to improve, and in fact their performance is likely to deteriorate.

Maintenance of Communication

The leader must maintain effective communication with his/her cadets. They must:

- Know what is expected of them and be told when their performance does not come up to standard.
- Know the rules and the reasons for them, and
- Be encouraged to suggest ways of improving both their own performance and that of the group.

Enforcement of Discipline

- Discipline must be enforced fairly. Any lack of discipline must not be allowed, and all orders must apply equally to all members.
- When a disciplinary offence occurs, the leader should gather the facts, including the offender's story, before making a decision.
- This allows the leader to give constructive advice to the cadet which, in turn, will help improve their standard of discipline.
- The NCO should:
 - Point out a cadet's faults when they occur, and
 - Base his/her decision of the seriousness of the offence, the circumstances and record of the offender.

Personal Example

Discipline begins with the NCOs, they must set the example. Without self discipline and high standards they cannot hope to discipline their cadets. Effective OC's asks much of their cadets and gets it - the reason, they ask more of themselves.

6.5 Administration systems

Air League Forms

There are some 36 forms used within the League. They are used as a means of providing information and applying for approval for a variety of things. Some of the more common forms that you may come into contact with at a Squadron level are listed below.

Form Number	Use
19	Monthly Squadron Report
17	Application to hold a camp or day activity
17a	Application to Participate in an Activity
18	Transfer of Members
20	Application for Membership
21/22	Officer/NCO Promotion Forms (sometimes separate forms)
28	Education Examination Report
101	Application for Flying Training
103	Application for Air Experience Flying

Some of the forms listed above may be combined with one form performing several functions. This is a Group arrangement, however you will still be able to identify the particular forms as they will still use the appropriate form numbers, for example form 21/22 would be a combined Officer/N.C.O promotion form.

6.7 Air League policy statements

Contained in Section 1 of the Air League Manual, are several policy statements of which you should be aware:

Privacy Policy

Details how the League obtains information from members, how the information is used and to whom it is disclosed. The policy also details how members are able to access their personal information, and the privacy rights of members.

Internet Policy

This policy sets out standards and rules for the publication of, and access to, information via the internet and similar public computer networks. It also deals with rules governing publications originating from within the Australian Air League, web sites, email, newsgroups and mailing lists.

Alcohol and Drug Policy

This policy details the rules governing alcohol consumption and use of illegal drugs by members at Air League activities.

Sun Protection Policy

Sets out the aims of the Australian Air League in promoting and maintaining the health, safety and well-being of members by:

- Protecting the health and safety of all members.
- Preventing accidents and ill health.
- Protecting members from any health hazard which may arise out of activities or the conditions in which they are carried out.
- Placing and maintaining members in an environment designed to satisfy their needs for health, safety and well-being whilst participating in outdoor activities.

The Policy also sets out procedures to prevent and symptoms of heat exhaustion and heat stroke and actions to be taken in such cases.

Smoking Policy

This policy details rules regarding smoking at Air League activities.

Development and Public Relations Policy

Sets out procedures to ensure the Australian Air League continues to grow (new Squadrons) within local communities together with procedures to ensure the general public are kept aware of the Australian Air League.

Policy on Composite Units, Basic Squadron Unit, Combined Units

This policy details rules relating to combined gender and single gender Squadrons.

Communication Policy

Sets out rules and procedures relating to communication with Government Departments, organisations outside the Australian Air League, and communication between Groups as well as with the League's solicitor, insurer and the media.

Personal Safety Policy

Defines the roles, rights and responsibilities of adult members within a risk management strategy of child protection together with a complaints procedure.

First Aid Kits

Details prescribed contents of first aid kits held by Air League units and procedures for the issuing of medication.

6.8 Air League Awards

Life Membership Award (LM)

The award of Life Membership is the highest award that can be awarded to a member of the League. This award may be awarded to both uniformed and non-uniformed members who have made outstanding and sustained contribution made to the advancement and benefit of the League as a whole.

Distinguished Service Award (DSA)

The Distinguished Service award is the second highest award that can be awarded to a member of the League. This award may only be awarded to uniformed members of the League who have made a contribution to the League at more than one level, recognisable as having a positive, sustained and permanent influence on the direction and goals of the League.

Meritorious Service Award (MSA)

The Meritorious Service award is the third highest award that can be awarded to a member of the League. This award may only be awarded to uniformed members of the League who have made consistent and valuable contribution to a particular level of the League, or in the performance of their duties which must be beyond the normal role an officer might perform.

Note: The DSA and MSA awards may be awarded to a member more than once – when this occurs, a Bar is be added to the medal ribbon(s) for each occasion.

Certificate of Merit - Council of the Australian Air League Inc.

This certificate is available for issue to all members, and on issue, will bear the seal of the Council of the Australian Air League. This Award covers actions by members singularly, or collectively, which brings credit to the Australian Air League from acts of bravery through to community service, or, for efforts by members in assisting the League to achieve its Aims and Objectives.

Certificate of Merit - Group Council

This certificate is available for issue to all members whose actions by members singularly, or collectively, which brings credit to the Australian Air League from acts of bravery through to community service, or, for efforts by members in assisting the League to achieve it's Aims and Objectives.

Certificate of Appreciation - Council of the Australian Air League Inc.

The certificate is issued to persons, or organisations/Units, who have supported the League continuously up to and including the time of nomination.

Certificate of Appreciation - Group Council

The certificate is issued to persons, or organisations/Units, who have supported the League continuously up to and including the time of nomination.

Cadet of the Year Award

- Federal: Awarded to the most outstanding male and female Cadets as determined by a panel from nominees from each Group.
- Group: Awarded to the most outstanding male and/or female Cadet as determined by a panel from nominees from each Squadron.

Service Awards

- Uniform Members: These awards, consisting of medals and ribbons, are conferred on uniformed personnel, who have accrued ten years (bronze medal) active service and who are actively serving at the time of the award. Further Awards are presented in increments of five year periods with the addition of a bronze clasp attached to the medal and a numbered pin attached to the ribbon bar.
- Non Uniform Members: These awards, consisting of a brooch conferred on uniformed personnel, who have accrued ten years (bronze brooch) active service and who are actively serving at the time of the award. Further Service Awards may be presented in increments of five years, i.e., silver brooch for fifteen years and gold brooch for 20 years.
- Officer Service: These awards, consisting of medals and ribbons, are conferred on uniformed personnel, who have accrued ten years (silver medal) active service as an Officer of the League and who are actively serving at the time of the award.
- Service Awards for periods of less than ten (10) years: These awards, consisting of an appropriately designated cloth badge, are awarded annually to uniformed members as they accrue cumulative active service from one to nine years inclusive and who are actively serving at the time of the award.

6.9 Mourning procedures

Officers, Trainee Officers and Warrant Officers will wear a band of black ribbon, 50mm wide, on the left sleeve, above the elbow. Two lengths of black ribbon, 25mm wide and 1m long will be fixed to top of the flag pikes.

For Royal Mourning, the ribbon on the flags (only) is to be purple.

Periods of Mourning

- Royal Mourning As specified by Royal Proclamation
- Federal/State Government Mourning As proclaimed by the Government

- Air League member Mourning:
 - Squadron 1 week
 - Wing Staff 2 weeks
 - Group Staff 3 weeks
 - Federal Staff 4 weeks
 - Life Member 4 weeks

6.10 General customs

- A junior may communicate a lawful command from a superior. In this case it is only necessary to show that the command was given on behalf of a superior who might reasonably be expected to have given the command. In this situation it must be a definite command, and must be given as being a command of the superior.
- It is the custom of the League to forward all complaints through the Squadron OC.
- Do not pass between a Squad, Flight, etc., and the Officer or NCO in charge.
- A junior should allow a senior to pass first if paths cross.
- A junior should not march a party across the immediate front of a party commanded by a senior.
- When walking or dining together, the junior should be on the left of the senior. If walking, the junior takes step from the senior.
- A junior should not interrupt a senior in conversation, unless it is urgent.
- A junior should stand aside to allow a senior to enter or leave a room.
- When marching a party or otherwise passing a guard or armed sentry and an Officer, the guard or sentry should be saluted first (as he is representing the higher authority), and not the Officer.

6.11 Drill definitions

In the previous chapter, "Corporal", you were introduced to mainstream drill definitions. Listed below are further drill definitions with which you should be familiar.

Ceremonial Drill – Drill to suit special parades, march pasts, reviews etc.

Class – Any number of cadets grouped under an instructor for any particular education lecture, course of instruction etc.

Close column of Flights – As for column of flights, but with the distance reduced to any specified number of paces.

Column of Squadrons – As for Column of Flights, but with successive Squadrons in line, at a distance from one another equal to their own frontage.

Covering – The act of causing one or more persons or units to be placed directly in rear of another.

Distance – The space between cadets or units measured from front to rear. It is measured from heel to heel. In the case of units, it is measured from the heels of the front rank of one to the heels of the front rank of the next.

File – Any cadet of the front rank, together with the cadets of the centre and rear ranks immediately behind.

Flight – A unit comprising (1) Sergeant, (3) Corporals and (15) cadets.

Flight Drill – The drilling of a flight under its own Sergeant.

Front - The direction in which cadets or units are facing or moving at any given time.

Frontage - The extent of ground covered laterally by a body or bodies of cadets.

Interval –The lateral space between cadets or units on the same alignment measured between adjacent flanks.

Pivot Flank –The flank on which a unit pivots when changing direction.

Pivot Guide – A guide on the pivot flank of a unit.

Squadron in Line – Flights in line on the same alignment with a distance of five paces between flanks.

Squadrons in Column of Route – As for Column of Route, with squadrons dressing off the preceding squadron.

6.12 Federal Ranks

Insignia	Rank Name	Abbreviation	Description of Insignia
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Commissioner	Comr	Three (3) 13mm gold bars
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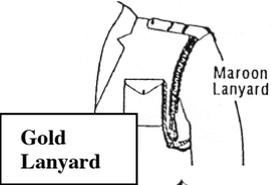


Chief Commissioner	Chief Comr	Four (4) 13mm gold bars
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6.13 Federal appointments

All Federal Commissioner Appointments wear **gold** AAL collar badges and one row of gold oak leaf on the cap.

The Chief Commissioner also wears a gold lanyard and two rows of gold oak leaf on the cap.

Insignia	Appointment	Abbreviation	Responsibilities
	Chief Commissioner	Chief Comr	Gold lanyard on left shoulder. Responsible for the overall operation and management of the Air League
	Federal Operations Commissioner	F.O.C.	Responsible for the efficient operation of all Federal Appointments.
	Federal Administration Commissioner	F.A.C.	Responsible for administration matters throughout the League.
	Federal Air Activities Commissioner	F.A.A.C.	Responsible for the Air Activities throughout the League
	Federal Education Commissioner	F.E.C.	Responsible for Education matters throughout the League
	Federal Field Commissioner	F.F.C.	Responsible for drill , band and physical activities throughout the League
	Federal Finance Commissioner	F.Fin.C.	Responsible for all financial matters throughout the League
	Federal Training Commissioner	F.T.C.	Responsible for all training matters throughout the League

REVIEW QUESTIONNAIRE – SERGEANT

(CIRCLE THE CORRECT ANSWERS)

1. How long must a Corporal serve as an acting Sergeant before promotion to Sergeant?
 - a. Nine (9) months
 - b. Six (6) months
 - c. Three (3) months

2. Which of the following is NOT the duty of a Sergeant?
 - a. To be responsible for the drill, discipline and equipment of a Flight.
 - b. To call and preside over the monthly meetings of NCOs.
 - c. To fall in a Flight at scheduled times as directed

3. The main document or source referred to for every day use, containing the League's operating rules and procedures, is:
 - a. The Air League website
 - b. The Air League Manual
 - c. Federal Routine Orders

4. Which of the following combinations does a Sergeant NOT need to maintain effective discipline?
 - a. Understanding of responsibilities, leadership skills, set a good example
 - b. Good communication skills, expect high standards, enforce discipline fairly
 - c. Leadership skills, expect high standards, be a qualified Senior First Aider

5. Which of the following combinations does a Sergeant NOT need to be an effective leader?
 - a. Self control, consideration for others, integrity
 - b. Good judgment, initiative, determination
 - c. Job knowledge, accept responsibility, have 2 way radio or mobile phone contact with OC at all times

6. In your opinion, why do you think you have been chosen for promotion to Sergeant?

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9. Name the Federal Commissioners



Chief Commissioner	
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Federal Operations Commissioner	
Federal Administration Commissioner	
Federal Education Commissioner	
Federal Field Commissioner	
Federal Finance Commissioner	
Federal Training Commissioner	

6.14 Assessment for promotion to Sergeant

The pass mark is 80%

Test of Knowledge

- 15 Multiple-choice questions

Drill Manoeuvres and Orders (see Diagrams)

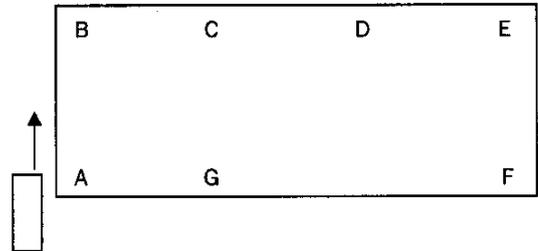
Uniform Inspection

- Candidates are to wear their uniform correctly and neatly.
- Badges are to be neat and in the correct positions.
- Candidate will be inspected by the Assessor

A candidate will be assessed by the Examiner on their ability to command a Flight and a Flag Party in accordance with the Drill Diagrams set out as follows:

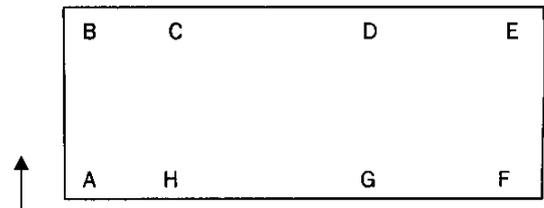
Flight Drill Diagram

- A. From the halt to the halt, on the left Form Flight, Quick March
- B. Right Turn
- C. Eyes Right
- D. Eyes Front
- E. Right Wheel
- F. Right Wheel
- G. Halt



Flag Drill Diagram

- A. Carry Flags; Quick March
- B. Right Wheel
- C. Royal Salute
- D. Carry Flags
- E. Right Wheel
- F. Right Wheel
- G. Slope Flags
- H. Halt; Carry Flags, General Salute, Carry Flags; Order Flags



Acknowledgements

The original version of this document was written by Gp Comr Pam Price, MSA and the publication has been edited for national use with the kind permission of New South Wales Girls Group Council. Supplementary information was obtained from NSWB, Queensland and Victoria Groups.

Commissioner Tom Short

Federal Training Commissioner

June 2013