

1085-12-1 (J5 Plans O (Sea Cadets))

Regional Cadet Support Unit (Central)
Canadian Forces Base Borden
PO Box 1000, Station Main
Borden, ON L0M 1C0

23 September 2021

OPERATIONS ORDER CENTRAL REGION PHASE
FIVE/MASTER CADET/PROFICIENCY LEVEL
FIVE WORKSHOPS 2021-2022 TRAINING YEAR

References: A. 1085-4-2 (DCOS Ops) 2021/2022 Training Year Annual Directive
B. FRAG O 001 to the 2021/2022 Training Year Annual Directive
C. CATO 11-03, Cadet Program Mandate;
D. CATO 11-04, Cadet Program Outline;
E. CATO 31-03, Sea Cadet Program Outline;
F. CATO 40-01, Army Cadet Program Outline;
G. CATO 51-01, Air Cadet Program Outline;
H. A-CR-CCP-900/PF-001, Workshop Facilitation Guides, 2011-01-01; and
I. RCSU Central 2021-2022 Training Directive.

SITUATION

1. The aim of PO 513 (Attend Workshops) is to provide selected cadets with professional development to enhance common training skills. Workshops are intended to provide the opportunity for cadets to participate in consolidated training with peers from different corps and squadrons on a variety of topics related primarily to leadership and instructional techniques. PO 513 (Attend Workshops) contributes directly to the achievement of the program aim of developing the attribute of leadership and the participant outcomes of social and cognitive competence.
2. IAW directives at refs, this year's training will be modified from our traditional format in order to conduct the training safely within a COVID-19 environment.

MISSION

3. Regional Cadet Support Unit (Central) (RCSU Central) will conduct virtual and/or in-person one day workshops between 1 Oct – 15 Dec 21 to satisfy PO 513 Attend Workshops for selected Phase Five/Master Cadet/Proficiency Level Five cadets as part of the mandatory training program.

EXECUTION

4. General Outline: Operation will be conducted in three (3) Phases:
 - a. Phase One – pre-activity planning to include:
 - (1) billet allocation based on a minimum of 75% of the area's corps / squadrons eligible cadets;

- (2) serial(s), In-Person and/or Virtual, creation in Fortress, Activities by Selection;
 - (3) cadet selection and publication of Offers of Participation; and
 - (4) instructor selection.
- b. Phase Two - conduct workshop virtually and / or in-person where feasible as listed below on the following dates:
- (1) Central Ontario Area (COA) Units: 13 November conducted virtually. (COA office to coordinate and conduct the activity);
 - (2) Niagara-Greater Toronto Area (NGTA) Units: 13-14 November and 27-28 November conducted virtually. (NGTA office to coordinate and conduct the activity);
 - (3) Northern Ontario Area (NOA) Units: 27-28 November conducted virtually. (NOA office to coordinate and conduct the activity);
 - (4) Ottawa –St Lawrence Area (OSLA) Units: 21 November conducted in-person. (OSLA office to coordinate and conduct the activity);
 - (5) South Eastern Ontario Area (SEOA) Units: 30 October and 27 November conducted virtually. (SEOA office to coordinate and conduct the activity); and
 - (6) South Western Ontario Area (SWOA) Units: 27 November conducted virtually.. (SWOA office to coordinate and conduct the activity);
- b. Phase Three – post workshop activities:
- (1) complete PO513 qualification entries in Fortress;
 - (2) return equipment and supplies as required; and
 - (3) conduct of after action meeting.
5. Coordinating Instructions:
- a. one Zone Trg O at each area office will be tasked as OPI to conduct PO513 workshops. Responsibility matrix located in Annex A;
 - b. co-ordination meetings will be conducted by the Regional OPI as required;
 - c. a formal schedule will be provided to participants by the area OPI NLT 7 days prior to the training day. PO513 Workshop topics located in Annex B;
 - d. cadet selection criteria:
 - (1) must be currently undertaking Phase Five, Master Cadet or Proficiency Level Five training (Qualified Phase Four, Gold Star or Proficiency Level Four only);
 - (2) be capable of attending the workshops for all sessions, in-house and / or virtual;

- (3) be recommended by the unit CO. If recommending more than one cadet, the CO must prioritize their cadets in FORTRESS; and
- (4) be selected by the Area OPI;
- e. application through FORTRESS, Activities by Selection tab:
 - (1) units will be allocated billets on a specific training day in FORTRESS. Unit COs are responsible to ensure that their eligible participating cadets have applied to participate in the training. Deadline for applications will be communicated by the area OPI;
 - (2) corps / squadrons COs will priority rank all cadet applications in FORTRESS; and
 - (3) once the participating cadets have been selected by the Area OPI and results are published back to the corps/squadrons, each unit must ensure that they accept the Offer of Participation in FORTRESS; and
- f. cadet workshop choices selection will be provided under sepcor.

SERVICE SUPPORT

- 6. Dress:
 - a. cadets will participate in the PO 513 workshops in business casual dress; and
 - b. staff will wear Service Dress 3B/3C during training.
- 7. Transportation: In-house workshops will be conducted as a day activity with no overnight accommodations for cadets. Facilitators are authorized one night accommodations if required for workshop setup.
- 8. Meals: For In-House workshops only, lunch will be provided at the training location.
- 9. Equipment: All necessary equipment shall be provided by area office.
- 10. Personnel: Workshops will be delivered by full time staff members and augmented by Class A staff. Any Class A members interested in working as a Workshop Facilitator should contact their Area OPIs.
- 11. Finance: In support of the cadet participation for the PO 513 Workshops, designated RC Managers are authorized to initiate (Sec 32 of the FAA) and approve (Sec 34 of the FAA) expenditures for staff pay associated with the subject activity. The RC Manager may designate employees under his/her chain of command to exercise these authorities using the following financial coding:
 - a. Fund: C120;
 - b. CC: 48449A;
 - c. G/L: as appropriate; and

d. IO: 216458.

COMMAND AND SIGNALS

12. In consultation with A/OC Region Training, the Regional OPI is Capt Ryan Lawrence, Regional Training Officer (RDA (Discretionary) – Ryan.Lawrence@forces.gc.ca.

13. Area Office OPIs:

- a. COA - Capt Sean Ewasyke, Z Trg O - Sean.Ewasyke@forces.gc.ca;
- b. NGTA - Lt(N) Cory Titsing, Z Trg O - Cory.Titsing@forces.gc.ca;
- c. NOA – Lt(N) Jean Marc Leblond, Z Trg O – Jean-Marc.Leblond@forces.gc.ca;
- d. OSLA - Lt(N) Susan Learmonth, Z Trg O - Susan.Learmonth@forces.gc.ca;
- d. SEOA - Lt(N) Sandy DeMerchant, J3 Z Trg O – Sandy.DeMerchant@forces.gc.ca; and
- e. SWOA – Lt(N) Karl Vos, Z Trg O - Karl.Vos2@forces.gc.ca.

14. Further communication will be provided in the Administrative Instructions that will be published by Rgn Trg not later than three weeks prior to the training day.

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Major
J35 Ops & Plans
CSN: 270-7010

Annexes:

Annex A PO513 Responsibility Matrix
Annex B PO513 Workshop Topics
Annex C PO513 Covid Protocols

Distr List

Action

Area OCs / OPIs / CC / Sqn COs
OC Rgn Trg
J5 Plans O (Sea Cadets)

Info

CO
DCO
COS
RCWO
J1 / J4 / J8
PAO

J5 Plans O/ Rgn Trg O (D)	J3 Area OPI
<p><u>J5 Plans O</u></p> <p><u>Phase One: pre-activity planning</u></p> <ul style="list-style-type: none"> • preparation of PO513 Workshops Operations Order (Op O) • conduct pre-activity meeting with Area OPIs/Rgn Trg OPI to obtain: <ol style="list-style-type: none"> a. activity delivery details, in-house or virtual or both; b. activity dates for all sessions; c. seek J35 approval of Op O; d. provide Op Ord to Dist List personnel; and e. provide on-going support as required <p><u>Phase 2: conduct workshop</u></p> <ul style="list-style-type: none"> • provide on-going support as required <p><u>Phase 3: post workshop activities</u></p> <ul style="list-style-type: none"> • Attend after action meeting for determine lessons learned <p><u>Rgn Trg O (D)</u></p> <p><u>Phase One: pre-activity planning</u></p> <ul style="list-style-type: none"> • assist with producing staffing call for potential instructors; • assist Area staff with the selecting of workshop facilitators; • assist Area staff with the selecting of the cadets in FORTRESS; and • liaise with Areas for drafting of Joining Instructions (JI's) for staff and cadets. <p><u>Phase 2: conduct workshop</u></p> <ul style="list-style-type: none"> • provide oversight on the conduct of workshops. <p><u>Phase 3: post workshop activities</u></p> <ul style="list-style-type: none"> • . host after action meeting. 	<p><u>Phase One: pre-activity planning</u></p> <ul style="list-style-type: none"> • BPT book workshop facility and rations if required; • BPT to create serials in Fortress, NLT 30 Sep 21; • assist the Rgn Trg O (D) in the allocation of billets to corps/squadrons; • selection of workshop staff (Class A & B), ; • selection of cadets in FORTRESS, NLT 14 days prior to the activity; • produce and distribute Joining Instructions (JI's) for staff and cadets, NLT 7 days prior to the activity; • if required, co-ordinate in-house ground transportation of cadets and staff to the venue for in-house workshops; • if required, activity submit travel plan for approval; • coordinate securing necessary equipment to conduct workshops • preparing of cadet schedules for the training weekend; • preparing of the instructor schedule for the training weekend; and • if required, preparing TD authorization (1 night) for facilitators required for in-house workshop setup. • provide Rgn Trg O (D) copies of JI's, master training schedule, <p><u>Phase 2: conduct workshop</u></p> <ul style="list-style-type: none"> • conduct of PO 513 workshops with assistance from all area office staff; • ensuring a schedule is available to all participants on arrival; and • providing training and learning aids, as required. <p><u>Phase 3: post workshop activities</u></p> <ul style="list-style-type: none"> • attend and provided feedback to the after action meeting.

J1 Admin	J4 Tech Svcs	J8 Compt
<p><u>Phase One: pre-activity planning</u></p> <ul style="list-style-type: none"> N/A <p><u>Phase 2: conduct workshop</u></p> <ul style="list-style-type: none"> processing pay documents for Class A staff <p><u>Phase 3: post workshop activities</u></p> <ul style="list-style-type: none"> attend and provided feedback to the after action meeting. 	<p><u>Phase One: pre-activity planning</u></p> <ul style="list-style-type: none"> if required, assist J3 Area OPI in securing necessary equipment to conduct workshops <p><u>Phase 2: conduct workshop</u></p> <p>N/A</p> <p><u>Phase 3: post workshop activities</u></p> <p>attend and provided feedback to the after action meeting.</p>	<p><u>Phase One: pre-activity planning</u></p> <ul style="list-style-type: none"> if required, initiating Claim documents as required for Class A staff <p><u>Phase 2: conduct workshop</u></p> <ul style="list-style-type: none"> processing claim documents for Class A staff <p><u>Phase 3: post workshop activities</u></p> <ul style="list-style-type: none"> attend and provided feedback to the RCSU Central After Action Meeting / teleconference;

Time Management - This workshop will provide cadets with tools to better manage their busy schedules. Topics for discussion include managing stress, honouring commitments, meeting deadlines, limiting procrastination, identifying and dealing with scheduling changes, keeping an agenda, and multi-tasking.

Supervision - This workshop explores what it means to be a good supervisor and, more specifically, what to look for as a supervisor. Through various discussions and activities, this workshop provides the opportunity for the cadets to recognize the importance of effective supervision. Cadets take a closer look at their supervisory responsibilities with regard to enforcing the rules and factors that affect supervisor and subordinate alike (e.g., peer pressure). Additionally, cadets will take a look at some of the reasons why cadets leave the program, how these reasons may relate to supervision, and how they can help retain cadets in the program.

Ethics: Making Tough Choices - This workshop will provide cadets with the opportunity to discuss ethics with their peers as it relates to their role as a cadet. It has been designed to include a discussion on what ethics is and how it is present in all aspects of life. Cadets will work through case studies to examine their own perceptions of ethics and how ethical decision-making can often require making tough choices.

Corrective Action and Positive Reinforcement - This workshop challenges cadets' perception of discipline within the cadet program. Corrective action and positive reinforcement should be seen as two sides of the same coin and applied equally to all subordinates. Topics such as appropriate corrective action, why we correct and the importance of positive reinforcement will be discussed along with cadets' own personal experiences, both good and bad. Topics from Positive Social Relations for Youth will be discussed and cadets will participate in practical conflict management scenarios.

Dynamic Instruction - This workshop is designed to provide cadets with additional tools to deliver exciting and dynamic instruction. Activities focus on developing creative lesson plans and training aids, leading fun and exciting in-class activities, and knowledgeably preparing for lessons.

Learning Environment and Classroom Management - This workshop focuses on developing cadets' ability to foster a positive atmosphere within a learning environment. It will provide them with skills in dealing with disruptive students as well as instructing in differing environments and conditions. This workshop will also provide strategies to cadets for forming appropriate groups when conducting group activities during a lesson.

Personality and Group Dynamics - This workshop explores the ways an individual's personality affects their learning and interaction with others. Discussions will include personality traits and types, how personality affects relationships and interactions, personality and leadership, and why recognizing your own personality type allows for self-development. Activities will focus on simple tests and quizzes that can be used by cadets to self-identify their personality.

Team Building - This workshop provides cadets a toolkit to conduct team building activities. Cadets participating in the workshop will take part in a discussion based on why team building activities are valuable in maintaining morale. Cadets will then work through activities that focus on different aspects of team building and will learn when to use them. The toolkit will allow the cadets to lead the same team building activities at their corps/squadron.

Healthy Relationships - This workshop deals with the various relationships that senior cadets must make and maintain. Discussions on the difference between professional and personal relationships as well as the need to establish relationships with subordinates, superiors and peers will be combined with activities dealing with transitional relationships and the impact of inappropriate relationships (e.g., moral, legal, administrative). The idea of a relationship between the cadet corps/squadron and the community will also be explored.

Communication Tools - This workshop provides cadets the tools to enhance their communication skills. Activities covering active listening, summarizing tools, and tips on paraphrasing are combined with discussions on effective questioning techniques as well as non-verbal communications (e.g. body language).

Stress Management - This workshop will provide cadets the tools to better understand stress management. Discussions will include types of stress, ways to detect stress, coping with stress and skills to minimize or alleviate stress in one's daily routine.

Unit Command Team Working Relationship - This workshop will focus on the interaction between the Unit CO and senior cadet. Discussions will include command team concept, roles and responsibilities of the CO and CPO1/CWO/WO1.

RCSU CENTRAL – GUIDELINES ON THE CONDUCT OF IN-PERSON REGIONALLY DIRECTED ACTIVITIES IN A COVID-19 ENVIRONMENT

- References: A. CJCR Directive for Sustained Training Activities in a COVID-19 Environment (2021 Posture), dated 17 Dec 20;
 B. CJCR 2021 Spring and Summer Training Directive dated 9 Nov 20, including Frag O-001(14 Dec 20), -002(25 Mar 21),-003(26 Apr 21). -004 (8 Jun 21), and -005(27 Jul 21);
 C. CJCR 2021/2022 Training Year – Annual Training Directive, dates 19 Apr 21, including Frag O-001(1 Jun 21), and -002(14 Jul 21);
 D. RCSU Central Covid-19 Risk Assessment/Decision Tool; and
 E. RCSU Central Job-Aid, How to use Point Prevalence and LMI Tool.

PURPOSE

1. The purpose of this SOP is to outline the procedures that should be followed in order to conduct RDAs in a COVID-19 environment. Subject to subject future revision if required..

ABBREVIATIONS AND ACRONYMS

Abbreviation	Complete word or phrase
ABHR	Alcohol Based Hand Rub
CFMAP	Canadian Forces Member Assistance Program
CoC	Chain of Command
CO	Commanding Officer
COVID-19	Coronavirus Disease-19
OIC	Officer in Charge
LMI	Likelihood of Missed Infection
MRE	Meals Ready to Eat
NMLO	National Medical Liaison Officer
NMM	Non-Medical Masks
PHM	Public Health Measures
PHU	Public Health Unit
PPE	Personal Protective Equipment
RMLO	Regional Medical Liaison Officer
RCSU	Regional Cadet Support Unit
RDA	Regionally Directed Activates
RMLO	Regional Medical Liaison Officer
SOP	Standard Operating Procedures
TOR	Terms of Reference
WRT	With Regards To

DEFINITIONS

2. PPE is equipment worn to minimize exposure to a variety of hazards. Examples of this type of equipment include, but are not limited to: NMM, face shields, gloves, foot and eye protection, protective hearing devices (earplugs, muffs) hard hats, respirators and full body suits.

COMMANDERS INTENT

3. RCSU Central shall implement a planned, deliberate, and gradual resumption of in-person training when and where it can be accomplished safely and in keeping within local health guidelines.

CRITERIA FOR SUCCESS

4. The success criteria for operating in-person RDAs are as follows:
- a. RDAs operate in such a way that all applicable PHMs and health authority restrictions are adhered to;
 - b. effective screening of cadets and staff; and
 - c. effectively manage suspected and confirmed COVID-19 cases including the ability to contribute to contact tracing and referral to local Health Services, as applicable.

CONDITIONS FOR TRAINING / ACTIVITIES

5. Conduct of RDAs shall be asymmetrical based on the location(s) in which the training / activities is being conducted. Conditions to conduct training or activities in a COVID-19 environment are as follows:
- a. no prohibitions/restrictions from public health authorities which would preclude the conduct in-person training / activities;
 - b. no prohibitions / restrictions from facility operators / bases / landlords / contractors, etc. which would preclude the conduct of training / activities in the anticipated RDA location(s);
 - c. availability of sufficient staff, both adult and staff cadets to safely and effectively train, supervise and administer training or activities;
 - d. availability of sufficient PHMs to allow for the safe conduct of the training; and
 - e. ability to support an environment where cadets and staff can operate and train safely IAW current policies and direction.

GENERAL

6. As RDAs are conducted, consideration must be given to the safe conduct of activities in a COVID-19 environment. All training / activities shall be prepared and conducted by adhering to the most restrictive guidelines by all levels of government and public health directives of the specific province, region, city, or municipality.

7. As the Province of Ontario has released their “Roadmap to Reopen”, this is depended upon the province meeting certain criteria in order to move forward in their step program. It is anticipated that

when RDA commence, that the province will be in at a minimum of Step Three (3). Details regarding the “Roadmap to Reopen” can be found at <https://www.ontario.ca/page/reopening-ontario>.

IN-PERSON TRAINING APPROVAL

8. All in-person RDAs must be approved by the RCSU Central Leadership. Factors that affect approval may include, but are not limited to:
- a. point prevalence tools, which included the percentage within each health district population currently infected and who are potentially infectious or incubating;
 - b. LMI calculator, which customizes point prevalence to group size and location;
 - c. active case rate in health district; and
 - d. type of activity, impact of cancellation, available alternatives

PLANNING

9. Prior to conducting any in-person training / activities, the OIC or their designate, must:
- a. appoint a COVID-19 Safety Officer with a focus on COVID-19 safety and awareness and how it applies to the activity being conducted;
 - b. review all current COVID-19 direction and guidance, both CJCR and provincial/municipal;
 - c. review COVID-19 resources & tools found on the COVID-19 SharePoint Resource Site at <https://collaboration.cadets.gc.ca/layouts/15/start.aspx#/SitePages/En-TrainingManagement.aspx>;
 - d. set up a COVID-19 Activity Contact Information Binder, to keep readily available key information, to include, but not limited to: contact information for all in attendance, screening questionnaire, and attendance register;
 - e. conduct a site visit of the facility(s) that will be utilized, in order to determine:
 - (1) access points, including drop-off points;
 - (2) direction(s) of travel;
 - (3) screening areas to complete in-routine (screening and attendance register);
 - (4) cleanliness and sanitation protocols to include all general facilities and washrooms;
 - (5) sufficient cleaning material is available or has been ordered and will be available; and
 - (6) signage is prepared and ready for posting;

- f. update training / activities schedule, as required, in order to ensure training / activities is conducted as per the COVID-19 restrictions, while also ensuring that supervision ratios are adhered to;
- g. develop an alternate plan for indoor / outdoor activities, if possible, that can be implemented immediately as needed, which adheres to COVID-19 restrictions, national / regional and provincial / municipal policies (should an alternate plan not be feasible, the activity would need to be cancelled);
- h. where applicable, develop a meal plan, which:
 - (1) ensures participants are able to wash their hands before consuming any meals;
 - (2) ensures social distancing may be adhered to throughout the meal while masks are removed;
 - (3) if approved, provides individually wrapped/packaged food items, such as MRE; and
 - (4) does not include a buffet or hay box type meals;
- i. ensure all current infection prevention and control practices are adhered to prevent the spread of COVID-19. This includes, but is not limited to:
 - (1) promoting and performing frequent, proper hand hygiene by hand washing with soap and water or using an ABHR (60% or higher);
 - (2) hand washing using soap and water is recommended over ABHR when hands are visibly soiled;
 - (3) ensuring water fountain use is for refilling staff and cadet's personal water bottles and disposable cups only;
 - (4) ensuring training / activities equipment is made of material that can be cleaned and disinfected or are single use and are disposed of at the end of the day (i.e. craft supplies);
 - (5) minimizing the sharing and frequency of touching of objects, equipment and surfaces, and other personal items; and
 - (6) cleaning and disinfecting frequently touched surfaces twice daily at a minimum, however, more frequent cleaning and disinfection may be necessary, depending on the frequency of use and extent of soil.
- j. brief cadets and parent(s) / guardian(s) on the activity-specific details, as well as any COVID-19 safety protocols that will be enforced during the conduct of the activity; and

- k. brief cadets on the action that will be taken should a participant, during the activity, become unwell, specifically display/complain of any symptoms related to COVID-19, to include:
 - (1) separating the unwell participant from all other participants;
 - (2) moving all other participants to an alternate location;
 - (3) contacting the parent(s) / guardian(s) in the case of a cadet;
 - (4) informing the cadet and/or parent(s)/guardian(s) that they must be seen by a clinician and recommend a negative COVID-19 test before returning to any cadet activity;
 - (5) sending the participant home, as expediently as possible;
 - (6) sanitizing all equipment, materials, etc. that came in contact with the unwell participant;
 - (7) notifying the CoC; and
 - (8) notifying other participants, parent(s)/guardian(s).

ARRIVAL

- 10. Prior to all daily in-person activity commencing, the OIC, must ensure the following is completed:
 - a. preparation of the training / activities site / facility, to include pre-sanitization, posting of directional signs, establishment of screening area, etc.;
 - b. conduct of the COVID-19 screening process with all participants, to include:
 - (1) asking the COVID-19 screening questions, and
 - (2) having all members sign the attendance register.
 - c. confirmation that all participants have the required PPE, as applicable;
 - d. ensuring that all participants sanitize their hands, prior to entering the training / activities site/facility; and
 - e. conduct of the mandatory COVID-19 Safety Briefing to all participants.
- 11. Upon arrival to the training / activity facility, all cadets and staff must:
 - a. ensure to wear NMM before entering any training / activity site / facility;
 - b. sanitize their hands, prior to entering the training / activity site / facility;

- c. sign in with the staff, providing name, contact phone number and email for contact tracing;
- d. provide COVID-19 screening questionnaire; and
- e. ensure to maintain social distancing at all times, 2 metres.

SCREENING

12. The primary focus of screening is to keep potentially infected people away. There are multiple layers of screening to reduce the LMI is present. As with all safety systems, screening relies on multiple redundancies, so a single failure is not catastrophic, to this end, both passive and active screening shall be used when conducting RDAs:

- a. Passive screening can be achieved by posting signs at the entrance/reception areas and should include:
 - (1) symptoms of or exposures to COVID-19;
 - (2) actions to take if they have symptoms or exposures (i.e., screening is positive); and
 - (3) importance of public health measures; and
- b. Active screening can be achieved by using an online (i.e., <https://covid-19.ontario.ca/school-screening/>), paper-based or in person screening tool and can be completed upon arrival at the RDA prior to start of training / activities.

13. Entry must be denied to any individual who screens positive for COVID-19 symptoms or exposures.

14. OICs must actively screen staff before they enter training / activities at the start of the day. OICs are required to maintain a record that screening has been completed for each staff member.

COVID-19 SAFETY BRIEFING

15. The following must be completed during the briefing:

- a. inform participants that they must immediately notify the COVID-19 Safety Officer of any new medical concerns once the COVID-19 Screening Questionnaire has been completed; and
- b. emphasize the following key points:
 - (1) importance for everyone to ensure proper hand-washing hygiene, sanitizing frequently, including at the start of activity, throughout the activity and following the activity;
 - (2) importance of wearing a NMM if required;

- (3) importance of maintaining the physical distancing (2-metre rule) and following directional signage;
- (4) review the daily cleaning routine and sanitation WRT washrooms, other common high touch surfaces, etc.;
- (5) identify out of bound areas and accessible areas;
- (6) identify the alternate plan, for outdoor activities, should weather impact original plan;
- (7) review expectations for behaviour, attitude as per CATO 15-22; and
- (8) review, with emphasis, reporting procedures, if anyone's medical situation changes or they are feeling unwell, specifically if displaying any symptoms of COVID-19.

VISITORS

16. Visitors include anyone who is not a RDA cadet, a staff member, or an employee of the facility. Engagements with external organizations such as Contractors may be required in the course of resuming prioritized activities. Engagements and visits remain restricted and should continue to be conducted virtually to the maximum extent possible. However, if CAF and local PHMs can be strictly followed, face-to-face engagements and visits may be conducted by exception only and under the authority of RCSU Leadership.

PHYSICAL DISTANCING

17. Physical distancing, with a minimum of 2-meters, is the primary layer of protection to prevent transmission by respiratory droplets. All training / activities should be planned, training areas setup and active supervision be in place to promote and maintain physical distancing. Enhanced distancing, with a minimum of 3-meters or more, should be applied for activities that increase respiratory droplet spread (aerobic exercise, calling drill commands, etc.).

MASK WEAR

18. The NMM is now part of our uniform and must be worn within the CCO guidelines of uniformity, discipline and maintaining a positive public appearance. Two (2) NMMs shall be issued to all staff and cadets, so that a spare is available to replace damp or soiled NMM. NMM are required for all activities, both indoors and out.

19. NMM should consist of 2 (or preferably 3) layers of tight knit fabric and are to be properly worn so that they are close fitting, to cover the nose, mouth and chin. Cadets should be monitored and instructed to avoid touching mask, to clean hands prior to placing or removing masks.

20. Staff and cadets may choose to wear personal NMM; however, NMM while worn in uniform shall be conservative in design and colour, provide no overt support to industry and shall not include slang language or offensive content;

21. NMM breaks may be scheduled, in a well-ventilated space with all participants seated, physically distanced, with a minimum of 2-meters and not face-to-face. NMM breaks, may be combined with time to have a drink or snack.

ATTENDANCE AND CONTRACT TRACING

22. Attendance for cadets must be tracked for all training / activities and entered into Fortress within 24-hours.

23. Staff and visitor attendance must be tracked by sign-in sheet and retained in the event required for contact tracing.

CAPACITY LIMITS

24. In most cases the limit on capacity will be that which allows physical distancing, with a minimum of 2-meters, to a maximum of 50% of the fire room occupancy. For indoor fitness and sports activities, allow for enhanced physical distancing of 3-meters

COHORTING

25. The practice of cohorts is beneficial to reduce the extent of transmission in the event of a missed infection. Smaller cohorts, are an effective way to mitigate the point prevalence and the LMI. The benefit of cohorts is reduced where siblings are in different groups, or other intermixing occurs elsewhere, such as at school.

26. In order to minimize the chances for COVID-19 transmission, the practice of cohorts shall be used. This practice shall apply to all types of in-person training. Interactions between cadets and staff shall remain limited to individual groups, (i.e. divisions / platoon / flights groups, etc.). Formalized schedules for the use of common areas, recreational and messing facilities shall be established to ensure cohorts do not mix.

27. Further considerations with cohorts are as follows:

- a. maximum size of cohorts is **20 cadets**;
- b. where possible / practical and applicable, consider grouping cadets who are members of another cohort together outside of RDA (e.g., same class at school, same household, siblings);
- c. while brief close contact may be unavoidable between members of a cohort, physical distancing when practical / possible within the cohort, general infection prevention and control practices should be encouraged and prioritized;
- d. cohorts (cadets with their assigned staff) must not mix with other cohorts. (Including pick-ups and drop-offs, mealtimes, training, and outdoor activities);

- e. activities that use an indoor room/space that is shared by other cohorts (i.e. staff areas / rooms, tents, gymnasiums, hallways) or has other user groups (i.e. programs in museums, community centres) must ensure:
 - (1) the room / space is cleaned and disinfected before and after use. It is recommended that a log be posted and used to record cleaning and disinfecting; and
 - (2) each cohort of cadets should have their own assigned indoor space separated from all other groups by a prominent visual cue (i.e. floor markings) or a physical barrier that does not interfere with airflow or ventilation or pose a safety / fire hazard issue (i.e. pylons) to reinforce physical distancing requirements between groups.
- f. each cohort should have designated equipment for their use only (i.e. balls, loose equipment, etc.) or equipment that is cleaned and disinfected between cohort use;
- g. personal belongings brought to RDA should be minimized and not shared between individuals. Personal items (i.e. backpack, clothing, towel, food, devices that support alternate communication methods, etc.) should be labeled, reserved for personal use only, and stored separately in an individual's designated space;
- h. in shared outdoor space, cohorts must maintain a distance of at least 2-metres between groups and any other individuals outside of the cohort; and
- i. plans should be made to prevent mixing of cohorts in washrooms/change rooms. Signage should indicate maximum capacity and a cleaning log be recorded.

28. Physical distancing of at least 2-metres should be maintained between cohorts. Ensure that physical distancing between cadets, parents / guardians and staff is enabled. Physical distancing between cohorts should be maintained by following the steps outlined below:

- a. placing cohorts into different areas;
- b. placing training equipment and activity stations into different areas;
- c. using visual cues (i.e. signs, posters, floor markings, etc.);
- d. staggering or alternating mealtime to reduce number of individuals in eating area and to enable physical distancing of at least 2 metres between individuals while unmasked for lunch/nutrition breaks; and
- e. incorporating more individual activities or activities that encourage more space between camp cohorts, and where possible, between individuals within a cohort.

SHARED EQUIPMENT AND MATERIAL

29. Although the transmission of COVID-19 from surface contact may poses a minimal risk, the use of individual equipment remains preferred. Where equipment must be shared, take precautions such as hand

sanitizing before and after use. Cleaning of equipment, particularly touch points, between each use is mandatory. Isolating equipment for 72-hours is also an acceptable alternative

BREAKS, EATING AND REFRESHMENTS

30. Extra precautions need to be taken for eating and drinking. Eating and drinking should take place in well ventilated spaces with personnel seated, physically distanced 2-meters or more, and not facing one another (staggered seating if necessary). Cadets should be reminded to wash or sanitize their hands before and after eating. Tables should be sanitized prior to seating.

31. Breaks shall be provided throughout activities, as required, and carried out in the following manner:

- a. provide an area in which 2-metres physical distancing can be maintained;
- b. cadets and staff may take off their masks when eating / drinking or on break; however, time with masks off should be limited and a physical distance of at least 2-metres should be maintained between cadets and staff members; and
- c. ensure cohorting is maintained.

TRANSPORTATION

32. Due to the heightened risk that travel poses, the preference for transportation to and from RDAs remains for parent drop-off and pick up, Notwithstanding, when DND transport is arranged for RDAs, the following guidelines shall be adhered to when cadets and staff are being transported:

- a. NMMs shall be worn in all vehicles when there is more than one occupant in the vehicle;
- b. additional ABHR and disposable NMMs will be available on all vehicles used for the transportation of cadets and staff;
- c. cadets and staff shall sanitize hands and don NMMs (if not already donned) prior to loading vehicles and shall sanitize hands immediately after disembarking the vehicle and prior to removal of NMM;
- d. meals / snacks shall not be consumed in transit. If travelling over a meal hour, the trip should be planned so that the meal can be consumed outside the vehicle where physical distancing can be maintained;
- e. cleaning and sanitization of DND contracted vehicles used for passenger transportation shall be conducted IAW the most stringent current guidance issued by either TC, PHAC, Local Base Transportation section or applicable provincial / territorial health / transportation authority;

- f. on DND contracted buses (e.g. school / coach buses) capacity will be limited to ensure 2-meter physical distancing can be maintained. Loading of buses will commence rear to front and will unload front to rear to minimize close contact with passengers already seated; and
- g. seats for cadets will be assigned and mandatory, and cadets must not change seats at any time during the bus trip.

CONDUCT OF THE ACTIVITY

33. For the duration of any in-person RDA, the OIC must ensure the following is completed:
- a. intermittent checks every hour and spot-checks every half hour to ensure proper measures are being adhered to with regards to (WRT) the 4Ps (PPE, Physical Distance, Physical Environment, and Personal Hygiene) by wearing NMMs, as required and hand sanitizing frequently;
 - b. periodic checks to ensure sanitization protocols are being carried out on equipment and high touch surfaces;
 - c. all cadets and staff are required to wear NMM;
 - d. staff must wear a surgical / procedure mask and eye protection (e.g., a face shield, safety glasses, or goggles) when unable to maintain physical distance of at least 2-metres or engaging with an individual who is not wearing a mask;
 - e. ongoing monitoring and supervision for compliance WRT social distancing; and directional signage; and
 - f. reminders to all participants as necessary for the safe conduct of activity.

DRILL AND CEREMONIES

34. Drill may be conducted with physical distancing of 2-meters in place. Marching in two (2) or three (3) files is not recommended, due to the tendency to bunch up. Personnel calling commands must use enhanced physical distancing of 3-meters, or more.

35. Ceremonial parades such as Changes of Command, promotion and awards are an important part of the CCO culture; nonetheless, large gatherings represent a risk of virus transmission and therefor are only permitted under the following limitations:

- a. where in-person activities are authorized, ceremonial events to be limited primarily to signing ceremonies, members involved. Organizers are to continue to leverage virtual tools to facilitate family and spectator participation; and
- b. the number of attendees will respect local PHM, physical distancing, and gathering restrictions.

36. There shall be no in-person music training / activities conducted until further notice;

OVERNIGHT ACCOMODATION

37. Shared sleeping accommodations pose a higher risk of transmission / infection of the COVID-19 virus due to prolonged exposure in confined spaces with other staff or cadets; as such, day activities, even if they extend into the evening, is preferred choice. When necessary, overnight RDAs, may be approved; however, due to the heighten risk, the following guidelines will be adhered to:

- a. whenever possible staff and cadets shall be provided single accommodations (one person per room / tent). Where this is not possible, shared accommodations will be adapted to meet the following criteria:
 - (1) bed spaces must be separated by at least one empty bed, creating a separation of not less than 3 meters;
 - (2) beds will be oriented so that heads face away from the walkway; if bunk beds are used only one bunk may be occupied;
 - (3) furniture should be arranged to ensure maximum separation of beds between individual areas;
 - (4) with the exception of transiting through a shared accommodation, cadets and staff are not to loiter in each other's accommodation space (room / tent or allocated areas);
 - (5) whenever possible air flow through accommodations should be maximized by ensuring adequate ventilation / leaving windows and doors open; and
 - (6) where air flow through an accommodation room is poor, fans or air movers may be used to assist with adequately ventilating the areas provided they do not direct airflow from one individual's space to another; and zones,
- b. cleaning and sanitization. Frequently touched surfaces (e.g. lockers, desks, bedposts, chairs, door handles, and window sills) in accommodation areas shall be cleaned at a minimum once per day or more frequently if directed by a local health authority. Bedding shall be laundered / replaced at least twice a week.

ABLUTION FACILITITES

38. Ablution facilities (washrooms, showers, wash stations etc. are critical to the maintenance of good hygiene and, in turn, reduction in the risk of COVID-19 transmission. They are a high traffic environment where, due to the prevalence of warm moist air and surfaces, bacteria and viruses can thrive. Capacity in all ablution facilities shall be limited to ensure 2 meter physical distancing can be maintained. All ablution facilities should be cleaned at least twice a day with frequently touched surfaces such as lockers, benches and washing machines being wiped down before and after each use.

39. Cadets and staff should be encouraged to use tote style bags, containers or bins / baskets to bring items into ablution facilities in order to avoid contact between personal items and commonly touched surfaces.

DEPARTURE

40. Upon completion of the training / activity, the OIC or their designate, must confirm and complete the following:

- a. verify with all participants that there are no new medical concerns since completing the screening questionnaire at the commencement of the activity;
- b. conduct a debrief to gain feedback from participants on what worked well and what can be improved upon for the training / activities delivery;
- c. review reporting procedures should any participant's medical status change or they begin to feel unwell after the training / activities activity, specifically relating to symptoms associated with COVID-19; and
- d. complete sanitization of all equipment, high touch areas, and the general facility.

COVID-19 CASE MANAGEMENT

41. If a person develops symptoms during an activity that would fail the screening questionnaire:

- a. the ill person shall report their symptoms to their supervisor;
- b. the supervisor shall isolate the ill person until they can safely return home. It is important to maintain supervision, physical distancing and wear PPE. Provide support for ill person and, in the case for a ill cadet, contact parent;
- c. there is no need to cancel activity, or to send others home, or to inform other cadets' parents, at this time;
- d. OIC to report case to OC Rgn Trg;
- e. ill person is to be instructed to contact their healthcare provider and follow directions WRT COVID-19 Testing;
- f. ill person shall report test result to CoC, and the OIC or their Corps/Sqn CO shall advise OIC Rgn Trg or Area OC as applicable;
- g. in the case of a positive COVID-19 test result, a CCIR, SIR, and COVID-19 Tracking shall be implemented, as required. Coordinate with PHU / RML0 regarding contact tracing and notification of other attendees / parents;

- h. provide ill person with CFMAP information and maintain supportive contact with person and family; and
 - i. ill person is not to return to any training / activity until negative test received and / or they are cleared by healthcare provider.
42. If a person reports being infected / positive test for COVID-19:
- a. provide ill person with CFMAP information and maintain supportive contact with person and family;
 - b. review in-person attendance history in Fortress and staff and visitor attendance registry for any contact in past 14 days;
 - c. OIC to report case to OC Rgn Trg;
 - d. CCIR, SIR, and COVID-19 Tracking shall be implemented as required. Coordinate with PHU / RMLO regarding contact tracing and notification of other attendees / parents; and
 - e. the ill person is not to return to any training / activity until negative test received and / or they are cleared by healthcare provider.