

MERIT REVIEW BOARD HANDBOOK

(ENGLISH)

UNIT PRODUCED HANDBOOK

ISSUED: 1 Sep 2018

VERSION: 5.0 (1 MAY 2021)

MERIT REVIEW BOARD HANDBOOK

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SECTION 1: SCOPE

- Mission** The Merit Review Board is assembled to analyze the worthiness and appropriateness of recommending the promoting a cadet into the senior cadet levels.
- Scope** The Merit Review Board is assembled when a cadet has been identified as being ready and capable of promotion to a senior cadet rank.
- Vision** A cadet sitting a board must first and foremost be honest. Honest to themselves (am I ready/worthy?), honest to the board (all the information is truthful and honest), and honest in their presentation (never pretend to be somebody you are not).
- Secondly, the cadet must understand the honour that is being bestowed upon them. Few cadets are granted the honour of presenting themselves in front of their superiors for inclusion into the senior ranks. Many cadets do not stay with the program long enough to see their ascension to the top ranks. The honour is theirs to shine and present their abilities, knowledge, and themselves.
- Lastly, respect. A cadet must respect themselves. They have earned the opportunity to present their self for promotion and should respect that they have earned it.
- Knowledge** The cadet is being asked to provide answers based on their knowledge of the cadet system and their cadet corps. School, cadets, extra-curricular activities have all provided a wealth of knowledge for the cadets to draw upon. When asked a question that you are unsure of the answer, draw upon lessons you learned from school, or work, or another place and see if you can develop a logical response.
- Experience** By the time a cadet gets to sit in front of the Merit Review Board they will have gained many years of experience in leadership and ability. S/He should dig deep and let their experience help to develop their rational thought and use that to explain their responses.
- Conclusion** The board is looking at the future of the corps/squadron. Is the cadet capable of being the leader of a corps? Every eye in the cadet unit looks upon the senior cadets to lead, guide, and mold the future of the corps. The board is highly interested in what you bring into the rank and your ability to prove yourself.

SECTION 2: CANDIDATE PREPERATION

Training The following training requirements must be met to sit an MRB:

PO1 – CPO2 / WO – MWO / FSgt - WOII

- Phase 4 / Gold Star / Level 4 qualified
- PO 503 complete;
- PO 504 complete

CPO2 – CPO1 / MWO – CWO / WOII – WOI

- All aspects of Phase 5 / Master Cadet / Level 5 are complete

Prep The following is the procedure for candidates to prepare for the MRB:

- Review Fortress Cadet Information Sheet (for accuracy and completeness);
- Review CTC/RDA/NDA course reports;
- Review Attendance (two years);
- Review disciplinary notices;
- Review notices of merit;
- Review awards/medals/honours;
- Review qualifications; and
- Anything else required by the board.

Cadets shall personally prepare by:

- Practicing test questions;
- Ensure their uniform and deportment are meeting the standard (however, exceeding the standard should be strived for);
- Review key orders and routine within the CC/Sqn;
- Review training material presented throughout their cadet career;
- Seek guidance from cadets who have already sat the Merit Review Board; and
- Ask for assistance if needed.

Prior to sitting the board:

- Submit Fortress Cadet Information Sheet;
- Submit CTC/RDA/NDA course reports;
- Submit attendance;
- Submit disciplinary/merit/awards/medals/honours/qualifications; and
- Anything else deemed necessary by the candidate.

Afterward After sitting the board:

- Review the results with the Commanding Officer (or designate);
- Seek out areas to improve;
- Develop a plan to reinforce areas to improve; and
- Provide guidance to others that will sit the Merit Review Board in the future.

SECTION 3: DRESS & DEPARTMENT

Scope The Merit Review Board will evaluate the way a cadet presents them and the uniform that they are wearing.

Dress The dress of a senior cadet is an example to all and set the standard for everyone to follow.

A cadet sitting a Merit Review Board should send a message through their uniform. A well pressed and tidy uniform speaks volumes to those that see the cadet. A cadet that is well turned out shows that they care about how they look and how they present themselves to others. They show confidence and dedication to their ability to look after themselves.

Take the time to go over every part of your uniform and ensure it looks perfect. Nothing looks worse than a cadet who has a well-turned-out tunic and pants and but their boots look like they were last polished in the 1800's.

Department A cadet must always be confident in him/herself and present themselves as such.

Confidence is crucial to leaders. They must be confident in their knowledge and abilities to lead their cadets to success. Even if they turn out to be wrong then they are confident that they gave their best and will take away from the lesson.

Stature is equally important. The senior cadet walks tall and sits straight to show they are ready and willing to take the lead when called upon. Avoid fidgeting and playing with your hands or other objects.

Language provides the listener with your intent and tone. Speaking is essential to proving your communication to a listener or a disciple. Sentences should be fluid, logical, well thought out, and confident. A leader avoids the distraction of sarcasm or the ineffectiveness of shyness to provide direction. Swearing or improper language is never used to address key leadership decisions.

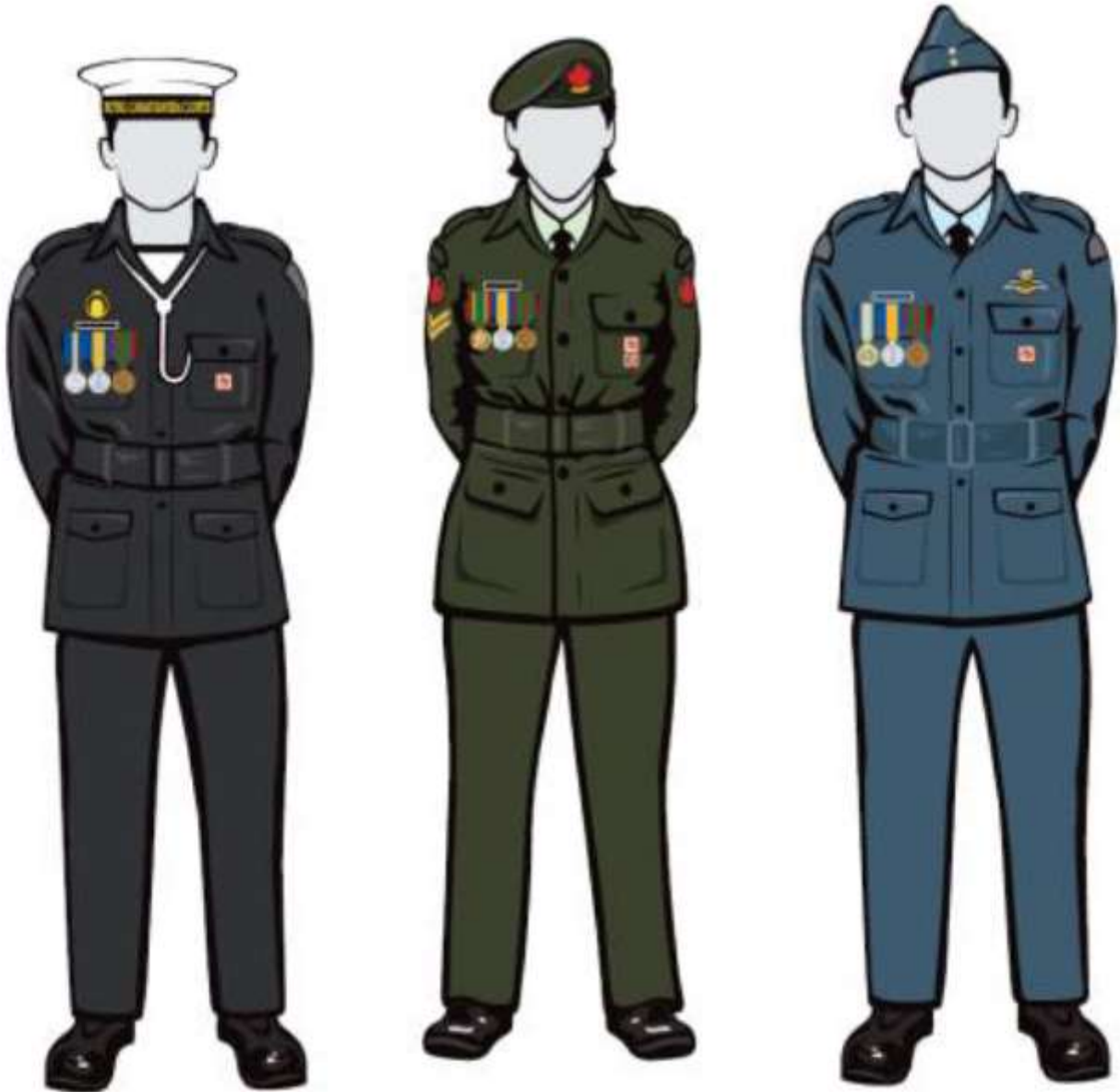
Look at people directly in the eyes. When asked a question, the person asking should be looked at directly in the eyes. This shows you are interested in what they have to say. When you begin your retort then begin with that person and move to the other people on the board. This gives the board members the impression that your response is important to all of them.

Conclusion The cadet sitting the board must be confident. They must show their confidence in their uniform, body language, and communication.

The board looks at the cadet sitting in front of them with interest. They are truly interested in believing that the cadet is capable of being a role-model in every sense of the word. The way the cadet presents themselves for evaluation goes along way to impress upon them that that belief are well placed.

CEREMONIAL UNIFORMS

REF: Cadet and Junior Canadian Rangers Dress Instructions (A-CR-CCO-100/AG-002)



C1 – Ceremonial dress with accoutrements

C1A – Ceremonial dress without accoutrements (pictured)

SECTION 4: SITTING THE MERIT REVIEW BOARD

Background: The MRB is designed to mimic what you expect to experience in an employment interview. While the MRB is typically used to conduct promotion interviews, the exact same process is used for awards, scholarships, CC/Sqn position appointment, and other important interview competitions if necessary.

Investment: The reason you are sitting the MRB is because you are ready to advance yourself.

While it is typical to feel nervous and/or anxious during an interview, you need to remember that every member of the MRB is there to listen to you and hear your story. Every question asked is meant to draw out your knowledge and experience (personal and professional).

This is where most cadets lose sight of the intent of the MRB. The cadet must focus on what they are presenting.

Cadet Procedure: The Candidate will be given a time for sitting their MRB. The following procedure shall be followed, unless directed otherwise:

Entering an MRB:

- Knock on the door or wait for direction to entering the room
- March in
- Salute the Chairperson
- Report yourself to the Chairperson
“Good morning/afternoon/evening, Sir/Ma’am”
“(Rank) (Name) reporting for the Merit Review Board”
- Wait to be acknowledged
- Wait to be told to be seated
- Wait to be told to remove headdress

Departing the MRB:

- Put on headdress
- Stand
- Report yourself to the Chairperson
“Merit Review Board complete. Permission to carry on?”
- Once permission is granted, salute the Chairperson
- Turn
- March out of the room
- Close the door

MRB Procedure: The Chairperson will:

After the cadet is seated:

- Introduce the MRB members (by seniority);
- Ask the cadet how they fell (put cadet at ease);
- Remind them to relax / breath;

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- Encourage them to give the best answer they can; and
- Remind the cadet the board members are here to support and listen to their experience and knowledge.

Direction to the Cadet prior to the questions being asked:

- Cadet may ask questions to clarify the question / amplify the question to better understand (however, the answer cannot be given to the candidate);
- Cadet may skip a question(s) and return to them afterwards;
- Cadet may revisit a question after they have gone through all the questions;
- The MRB member may ask if you have anything further to add;
- Members of the board may write while you talk, this is their way of taking notes on your assessment; and
- Cadet may pause after the question is asked (which can include time to compose the answer, write down information, reflect on the information).

After all the questions have been asked:

- Ask the cadet if they have any questions;
- Thank the cadet for their time and effort;
- Remind the cadet not to share questions used; and
- Wish them a good rest of the day.

Process:

What can you do during the MRB

- When a question is asked, remember, you do not need to jump right into your answer unless you are absolutely sure it is correct;
- You should take a moment and contemplate the question you are asked.
- Most MRB's will allow you to have a blank page or note book to compose your thoughts (just don't dominate the majority of your time taking notes);
- Remember, you can ask amplifying information to better understand the question;
- Do not become frustrated or overly anxious. While these emotions are typical, try to remember that you have the knowledge somewhere and you just need to recall it.
- Skip a question if you need to. You are allowed to come back to it;
- Relax and take a deep breath

Question

The five (5) questions are designed to draw out your knowledge, ability and life skills (See

Composition:

Section 6 for practice questions).

Question 1 – General Cadet Knowledge

- This typically is information / knowledge gained from 107 / 207 – General Cadet Knowledge of the Phase / Star / Level LHQ program.
- Review these classes and prepare for knowledge that a cadet in their first and second year should have.

Question 2 – Administration Knowledge

- This is knowledge gained from experience as a Senior NCO Cadet.
- How does the administration of the CC/Sqn work?

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- How does your training department work?
- How does your supply department work?
- How does your administration department work?
- How does your personnel (Divisional / Platoon / Flight) system work?
- What orders, documents, publications are vital? Where would you find them?

Question 3 – Leadership Question

- This typically is from information / knowledge gained from X03 – Leadership (particularly 303 and 403) of the Phase / Star / Level LHQ Program.
- This question can also include requiring the explanation of leadership ideas, developments, and delivery.

Question 4 – Situational Question #1

- This is a question used to bring out your experience and knowledge. This is a ‘how do you handle...’ question.
- Higher scores will be given when the cadet answer correctly and personifies a team/unit before self attitude.

Question 5 – Situational Question #2

- This is a question used to bring out your experience and knowledge. This is a ‘how do you handle...’ question.
- Higher scores will be given when the cadet answer correctly and personifies a team/unit before self attitude.

Bonus (non marked)

The Chairperson may ask you why you would make a good CPO2/MWO/WOII or CPO1/CWO/WOI. This is a question that can really make you stand out. The question is “why?”. Here are some points to assist in your answer:

- What is unique about your ability?
- What makes you stand out from your peers?
- How will your CC/Sqn and cadets benefit from your leadership?
- Incorporate ideas and thoughts about mentoring, coaching, teamwork, and peer development.

SECTION 5: MERIT REVIEW BOARD

Reference CATO 13-02 Cadet Rank Promotions (8-2009)
CATO 31-03 Sea Cadets Program Outline (7-2013)
CATO 40-01 Army Cadet program Outline (7-2013)
CATO 51-01 Air Cadet Program Outline (7-2013)

Scope Prior to promoting a cadet to the rank of CPO2/MWO/WO2 or higher the Cadet CC/Sqn CO shall conduct a Merit Review Board.

The composition of the Merit Review Board shall include a minimum of three to a maximum of five members. As appointed by the corps/sqn CO, members shall include:

- Chairperson. In an effort to ensure fairness and impartiality, a member of the RCSU Area Office shall will be appointed (Area OC, AEA, Zone TrgO, or designate [including another CC/Sqn CO]);
- Unit Officer from the identified CC/Sqn; and
- Representative of the respective Navy/Army/Air Cadet League (provincial division/committee, or local branch/sponsor/support committee).

NOTE: The necessity of the Chairperson being from the RCSU is not required when the MRB is being used for positional appointment, scholarships, awards, and other CC/Sqn internal necessity. The unit CO must ensure that procedural fairness and transparency are maintained for auditing and recording purposes.

Questions The Board Chairperson shall use the questions provided by the Regional Cadet Support Unit to conduct the MRB. The Chairperson may ask additional questions, which shall not be marked, that may help to highlight the candidate. Question areas may include:

- a. Candidates recounting their achievements through cadet training (e.g. corps/sqn program, CTC program, etc.);
- b. Candidates explaining what previous positions of leadership they have held (at cadets, school, etc.) and how they performed in related situations;
- c. Personal goals and/or their goals for the corps/sqn;
- d. Scenario based questions that relate to typical corps/sqn situations where the candidate shares how they might approach/deal with the situation; and
- e. Candidate achievements outside of the cadet corps/sqn setting (e.g. at school, in their community, sports teams, extra-curricular activities, etc.).

NOTE: When the MRB is being conducted for positional appointment, scholarships, awards, and other Cc/Sqn internal necessity, the Unit CO may designate their own questions.

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Conclusion The orders regarding the board are very straight forward. Once their decision has been made then the CO will either make the appointment to the next higher rank or deny it.

Success or failure. Either way you have earned your spot in front of the board....make it or break it!

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SECTION 6: SCORING MATRIX

| | NA / CRITICALLY ADVERSE 0 or -5 | LOW 1 | BELOW AVERAGE 2 | AVERAGE 3 | ABOVE AVERAGE 4 | OUTSTANDING 5 |
|--------------------------------------|--|--------------|---------------------------|------------------|---------------------------|----------------------|
| FILE REVIEW | | | | | | |
| Attendance | | | | | | |
| Academic Review of corps/squadron | | | | | | |
| Review of CTC/RDN/NDA reports | | | | | | |
| Positive / Negative notes | | | | | | |
| Corps/Squadron awards | | | | | | |
| Regional/National honours/awards | | | | | | |
| Qualifications | | | | | | |
| Participation in RDA | | | | | | |
| ATTITUDINAL | | | | | | |
| Dress and Department | | | | | | |
| RESPONSE TO QUESTIONS | | | | | | |
| General Knowledge Question | | | | | | |
| Administration Knowledge Question | | | | | | |
| Leadership Question | | | | | | |
| Situation (1) Question | | | | | | |
| Situation (2) Question | | | | | | |
| TOTALS | | | | | | |
| | NA / CRITICALLY ADVERSE | LOW | BELOW AVERAGE | AVERAGE | ABOVE AVERAGE | OUTSTANDING |
| Running Total | -5 | 14 | 28 | 42 | 56 | 70 |
| Grand Total | 170 | | | | | |

SECTION 7: PRACTICE QUESTIONS

Scope Leadership is the keystone to the determination of a senior leader. By the time a cadet is ready to take the step into the senior leadership roles, they will have completed all the training of the Canadian Cadet Movement. Senior cadets have all the knowledge, now they must show that they know how to use that knowledge and use their experience to achieve success in leader their cadets.

Practice The following leadership questions are intended to help guide you in your thought process of questions that you will experience during the review board. Take your time and analyze your answers and ensure you have covered all the various aspects with a logical and well laid out plan.

GENERAL KNOWLEDGE

The civilian partner of the CCO is called? What do they provide?

Name 5 courses a cadet could attend at a summer Cadet Training Centre

Identify 3 summer CTCs

Location of the rank badges on the tunic

Three aims of the CCO

Describe the Cadet Training Program

What is ICEPAC

What is the role of the Coxswain / Regimental Sergeant Major / Squadron Warrant Officer?

What are the requirements to join the CCO?

Identify 5 training opportunities at the national / regional level?

What is the purpose of PYSR Training?

Describe the Summer Cadet Training Program

Describe the Chain of Command

Explain the Sail / Expedition / Gliding program

What is the purpose of the Divisional System / Platoon Staff / Flight Staff?

ADMINISTRATION KNOWLEDGE

Describe two policies you would find in NCJCRSG Orders

What are three ways to access CCO information online?

Where would you find Cadet Dress Regulations?

Where would you find promotion policy for Cadets?

Where would you find the names of personnel on duty?

What are Corps/Squadron Standing Orders?

What are Corps/Squadron Routine Orders?

Where would you find the regulations regarding attendance at a Regional/National Supported Activity?

What is the purpose of the Navy League / Army Cadet League / Air Cadet League of Canada?

What is the purpose of the Navy League Branch / Support Committee / Sponsoring Committee?

How does the leave/absentee system work?

What are three requirements for being a cadet in the Canadian Cadet Organizations?

LEADERSHIP QUESTIONS

What are the most important qualities that define a team leader?

What is Transactional Leadership? How do you use it?

What is Transformational Leadership? How do you use it?

What are the characteristics of a good team?

What are the principles of leadership?

How would you inspire cadets?

On a training weekend, a cadet becomes homesick. How do you interact with the cadet?

What is confidence? How do you bring it out in your followers?

How do you motivate your followers in a duty they do not want to take part in?

How do you provide confidence to cadets?

How do you motivate cadets in a duty they do not want to take part in?

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How would you work with a cadet who tries 110% but never seems to succeed?

How do you interact with an officer that you do not like?

How would you improve your ability to command and lead cadets?

How would you continue to retain cadets into the corps/squadron?

How would you respond to a cadet who asks you a question that you do not know the answer to?

How do you provide feedback to a cadet that was eager and willing, yet has not completed the task?

How did you prepare for the Merit Review Board?

What are two questioning techniques used during classroom instruction?

The Cadet Program is based on what kind of leadership model?

To become an effective and capable leader in the Cadet program, there are six areas where knowledge and skill should be demonstrated. What are the six core leadership competencies?

What is intrapersonal management?

What is the purpose of the Youth Criminal Justice Act?

SITUATION QUESTIONS

A cadet approaches you and asks a question. If you do not know the correct answer what do you do?

How would you cope with a CI/CV who appears to be extremely friendly with senior cadets and frequently wants to hang out with them?

You are in charge of a group of eight cadets on a hike through the wilderness country and become totally lost. What do you do?

You are teaching a class in an upstairs classroom when a cadet reports heavy smoke coming up the stairwell. What happens next?

A cadet in your class suddenly lets out a cry and goes into an epileptic seizure. What do you do?

The CO gives an order that the NCO's do not like. You are facing a 'mini-mutiny' – a group of cadets refuse to obey an order. What do you do?

A cadet, one of a group on a training weekend, reports the loss of his/her wallet, including a twenty-dollar bill and his/her identification. What should you do?

You arrive at the corps building and find that there has been a flood; the water has now receded but left debris

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and puddles all over the floor. There are six cadets at the building but no officer. What do you do before the officer arrives?

You are in a safety boat in charge of five canoes half a kilometer from shore. Four of them capsize in a sudden squall. What do you do?

You are camping with eight cadets on a small island, half a kilometer from the nearest shore. You awake in the morning and find your canoes have drifted away. What should you do?

You overhear the officers having a meeting; they are speaking about a specific cadet and refer to him/her as 'incompetent'. What do you do?

On the way back to the corps/squadron after a day of tagging, you notice a cadet trying to re-seal the money box. What should happen next?

You are present when an officer and a sponsoring committee member have an argument. The committee member directs you to do what they say. The officer belays that request. What do you do?

You break up two cadets in a shoving match. What happens next?

The CO informs you that as Cox'n/RSM/SWO, that you need to be at all mandatory, optional training and fundraising. You have a part time job and are looking at post-secondary opportunities. What do you do?

A cadet verbally defies an order to stop moving on parade. Everyone is looking directly at you for your response.

A parent begins yelling at you for the corps being dismissed late by the CO. How would you handle the situation?

You are approached by a youth on the street asking about the cadet program. What do you say?

Your fellow Senior NCO's want to take on a larger hands-on role within the corps/squadron. How do you approach the CO with the request?

How would you describe the term 'Command Team'?

What has been your biggest challenge you have faced and overcome in the Cadet Program?

Why are you a good leader?

BONUS:

Why would you make a good CPO2/MWO/WOII or CPO1/CWO/WOI?