

Attachment 3

Checklist for New Commanders

1. CAP Form 27, *Organization Action*, completed by wing headquarters and forwarded to NHQ/PMM as soon as possible.
 - a. Confirm your appointment as Unit Commander in e-services, and update contact information.
 - b. Familiarize yourself with “Commanders Corner” functions in e-services.
2. Become familiar with the Wing Banking Program, and introduce yourself to the Wing Finance Officer. Audit unit funds. Report any discrepancies/ improprieties immediately through your chain of command.
3. Perform a changeover inventory upon your assignment as new commander (or property management officer) in accordance with CAPR 174-1. Use the changeover process in ORMS to conduct the inventory. An inventory is not required if the unit has no property. Individually issued items are not required to be inventoried to complete a changeover inventory.
4. Obtain and review wing, region, and national policy letters and directives.
5. Appoint finance committee in writing. (Copy to each member and your file).
6. Appoint staff positions on e-services, and CAP Form 2a, *Request and Approval of Personnel Actions*, as necessary for local records.

Note: A good staff is essential to an effective unit. The commander can't do everything.

7. Revise organizational chart. (reference CAPR 20-1)
8. Check established group, wing, and region training schedules.
9. Establish long, medium, and short range goals for the unit.
 - a. Establish quarterly Staff / Planning meetings.
 - b. Honestly critique your unit's performance with the senior staff.
 - c. Develop training and activity plans for the unit.
 - d. An active unit is more effective and more interesting for members to be involved with.
10. Establish a mentoring program to train new members.
11. Prepare and submit an alert roster to higher command. Keep this up-to-date as personnel changes occur.

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12. Review CAP regulations, manuals and pamphlets. Keep them up-to-date if you download them.
13. Ensure an adequate supply of CAP forms.
14. Review personnel files and interview all members of your unit. Take note of skills, training, etc., for future use and reference.
15. Review CAPR 123-2, *Complaints*, and CAPR 123-3, *CAP Compliance Assessment (Inspection) Program*.
16. Be a good listener; consider as many pertinent facts as reasonable, before making decisions.
17. Use a model for decision making.
18. Learn your program thoroughly and then work your program.
19. Establish a culture of safety, training, strict compliance to standards, and accountability.
20. Establish or revise:
 - Aerospace Education program
 - Emergency Services program
 - Cadet Program
 - Communications program
 - Awards/Recognition program
 - Policies and procedures
 - Unit calendar
 - Senior and Cadet training program
 - Unit safety program
 - Public Affairs program
21. Meet with the outgoing commander to discuss ongoing operations, personnel issues, e-services permissions, unfinished goals / objectives, and receive a general orientation to your new responsibilities and their overall thoughts on leading the unit.

Be receptive to the advice & wisdom provided to you by the outgoing commander, and take full advantage of the experience this person has to share with you in the job you're about to undertake.

22. Meet with your "boss", i.e. Group or Wing commander, and determine exactly what is expected of you and your unit.

Develop a plan to accomplish those objectives.

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23. Take active steps to further your own leadership education.
 - a. As a “servant leader”, you owe it to your members to be a good commander. Demonstrate qualities of: listening, awareness, persuasion, foresight, & stewardship.
 - b. Attend TLC, SLS, CLC, RSC and NSC, as well as this UCC.
 - c. Study leadership readings from this course.
 - d. Look for examples of effective leaders to learn from.
 - e. Make the time to do your job well.
24. DO NOT ASSUME ANYTHING!
25. TAKE COMMAND AND LEAD!