

Command Responsibilities and Accountability

Lesson Plan:

Duration: 3 hours

Teaching Method: Lecture/Discussion

References: Student Guide, CAPR 35-10, CAPR 36-1, CAPR 52-10, CAPR 52-16, CAPR 60-1, CAPR 62-1, CAPR 62-2, CAPR 66-1, CAPR 173-1, CAPR 174-1, and CAPP 50-3

Teaching Aids/Handouts: Student Guide and Slide Presentation

Reading Assignment: Student Guide

Lesson Objective: Comprehend key command issues and the commanders accountability in the Civil Air Patrol.

Desired Learning Outcomes:

1. Identify the special issues pertaining to accounting and procurement of CAP equipment.
2. Identify obligations of financial management to include tracking and identifying signs of trouble.
3. Describe CAP policies concerning sexual harassment and discrimination, equal opportunity, hazing, and cadet protection, as well as their importance and enforcement responsibilities.
4. Discuss CAP's Core Values and the commander's role in upholding these values.
5. Explain CAP's Ethics Policy.
6. Explain command responsibilities to the members as well as to the chain of command above and parallel to the commander's position.
7. Explain the commander's responsibility regarding the CAP Safety Program.
8. Discuss the reality that commanders are ultimately responsible for all that occurs in their unit.
9. Discuss how to inspire unit members to follow a commander's lead and the concept of "leading by example" in terms of legal, moral, and ethical practice.

Lesson Strategy:

The purpose of this segment is to discuss the issues for which commanders are held directly accountable. These issues leave commanders vulnerable - sometimes even to punitive action. Squadrons are issued corporate equipment and can receive corporate dollars, as well as, raise funds maintained in CAP's name. Commanders need to know how to use these resources responsibly, and know who to turn to if they experience problems, **before** the problem becomes too tough to handle.

In addition, as commanders they are also held responsible for the well-being of their people while performing CAP activities. For this reason they must know CAP's policies on sexual discrimination, equal opportunity, and cadet protection; and appreciate their role in the enforcement of these policies.

The accountability section lists specific procedures and watch lists commanders should be aware of and follow when they return to the unit. Be sure to reference the applicable directives so they know where to get a detailed explanation of the requirements. The responsibilities section is more of a conceptual discussion of the moral and ethical command obligations needed to get the most out of the commander's people.

This is the longest, but most important class of the course. Give yourself as much time as possible, and use the working lunch. Always emphasize command responsibility. This is how the commanders will keep their units together. These are the issues that cause commanders a lot of trouble if they are below par.

Use local examples. Special interest items local to the wing can be brought up at this point. Important: invite the wing legal officer to attend for the sections about discrimination, equal opportunity, and cadet protection.

The teaching outline provides an introduction, outline of the main points, and a conclusion to be adapted as required to meet the needs of a particular wing. The presenter should personalize the lesson to reflect the unique characteristics of the wing.

Lesson Outline:

MAIN POINTS:

- I. Special issues pertaining to accounting and procurement of CAP equipment.
- II. Obligations of financial management, tracking it and signs of trouble.
- III. Sexual harassment, discrimination, equal opportunity, hazing, and cadet protection.
- IV. CAP's Core Values and the commander's role.
- V. CAP's Ethics Policy.
- VI. Command responsibilities to members and to the chain of command.
- VII. Commander's responsibility to the CAP Safety Program.
- VIII. Final responsible.
- IX. Leading by example.

Teaching Plan

Lesson Objective: Comprehend key command issues and the commanders accountability in the Civil Air Patrol.

ATTENTION:

Being a squadron commander makes you legally responsible for what happens in your unit. You are responsible for ensuring the squadron's fiscal viability, retaining custody (in the name of the unit) of corporate equipment, and ensuring the safety and well-being of your members. You also have moral responsibilities governing squadron conduct. Commanders are granted authority to manage these responsibilities, and must be confident, steady and reasoned when exercising it.

MOTIVATION:

The difference between being a regular member and being a commander is that a commander is held to a higher standard. You set the example for your unit and can be held liable for your actions. **If you remember nothing else from this course, remember what you learn in this segment.**

OVERVIEW:

This section will discuss this special trust and look at the different areas in which you are held especially accountable. It will also discuss the moral responsibility you have as a commander to put your mission and people above personal interest, in essence your responsibility to be a role model for "Service Before Self."

TRANSITION:

STATE: You're not expected to be perfect. However, as a commander you need to heighten your situational awareness and judgment. You need to know what you are personally responsible for - in practice and spirit.

Main Points:

MP I. Special issues pertaining to accounting and procurement of equipment

A. Who really owns it?

1. All equipment belongs to the CAP Corporation.
2. It is assigned to the unit, while the members may be issued the equipment, the commanders are still ultimately responsible.

STATE: The best way to avoid problems is to follow proper procedures in the first place.

B. Things to think about:

1. Conduct a fresh joint inventory every time supply officer's change.
2. Donations are encouraged, but can only be accepted by the WG/CC or higher.
3. Annual inventories must be done using the checklist provided in ORMS.
4. All disposed of property is documented in accordance with CAPR 174-1.
5. Lost, stolen, or damaged property must be immediately reported to the WG/CC who will appoint an investigator.
6. When in doubt, consult CAPR 174-1, *Property Management and Accountability*.

C. Transportation:

Generally, members must be at least 21 years old, are licensed in their state for the vehicle type, and have a valid CAP Form 75, *CAP Operator's Permit*.

D. Aircraft Maintenance:

Keep aircraft operationally ready, while still accomplishing training.

MP II. Obligations of financial management, tracking it, & signs of trouble

- A. *Appropriated funds* come from the Air Force through our cooperative agreement which is our annual grant amount. Appropriated funds are taxpayer dollars funneled to CAP through the Air Force.
- B. *Corporate funds* are monies generated by CAP through membership dues, fund raising, contributions etc. In other words, it is money we raise on our own outside of our grant from the Air Force.
 - Corporate funds received or generated belong to the CAP Corporation.
- C. You must ensure unit solvency, prompt payment of debts, and proper budgeting.
- D. Keys to proper financial procedures:
 - 1. Prompt appointment of a finance officer and committee.
 - 2. The finance officer and committee will track financial status regularly.
 - 3. A thorough knowledge of the unit's financial status yourself is key.
- E. Tips to ensure proper procedures are being followed.
 - 1. The financial plan is mandatory, and of primary importance.
 - 2. Some units charge unit dues.
 - 3. All units must have a Wing Banking account.
 - The unit may not have any bank accounts outside of the Wing Banking Program.
 - 4. Establish a finance committee, wings send quarterly financial statements for units to review.
 - 5. Read CAPR 173-1, *Financial Procedures and Accounting*, to know your responsibilities, and call the wing finance officer for a briefing.
 - 6. Once in command: review the financials, and cut the Personnel Authorizations under your signature. The sooner the better.

MP III. Sexual harassment discrimination, equal opportunity, hazing, and cadet protection

A. Definitions

1. Sexual Harassment:

Any unwanted sexual advances or sexually oriented behavior by one person inflicted on another. It can be as simple as an unwanted stare or off-color joke up to actual sexual assault.

2. Sexual Discrimination:

Proffering of special treatment or withholding of fair treatment or consideration based on an individual's gender. It is also the preferential treatment in return for sexual favors, or the denial of consideration or rights of an individual because of their rejection of a sexual advance.

3. Discrimination:

Denial of consideration or rights because of an individual's race, gender, color, religion, disability, or national origin.

4. Equal Opportunity:

Absence of discrimination, as in the workplace, based on race, color, age, gender, national origin, religion, or mental or physical disability

5. Hazing:

The act of subjecting members to abusive or humiliating tricks and ridicule.

STATE: CAP will not tolerate discrimination or harassment and is guided by applicable laws and sound moral judgment. Commanders are the point people for ensuring fair and just treatment.

STATE: Those members who come forward with an allegation in any of these categories should be treated with dignity, respect, and in the strictest confidence. Those members who are harassing or discriminating against other members or their families should be reported immediately. CAPR 36-1 prescribes CAP's policies.

STATE: CAPR 52-10, *CAP Cadet Protection Policy*, provides guidance on sexual abuse, physical abuse, and hazing.

STATE: If you should run into a situation like this, immediately contact your commander for advice and assistance!

Cadet Protection

STATE: The best way to carry out the Cadet Protection Policy is to enforce its provisions before something happens!

A. Prevention before an incident occurs:

1. YOU must know the Cadet Protection Policy & reporting procedures cold.
2. Make sure your members receive this training.
3. Work with the Professional Development Officer to schedule refresher training for older members.
4. Don't let seniors work with cadets until they've been checked and cleared.
5. Exercise care when selecting seniors to work with cadets.
 - a. Not all senior members are suited to work with cadets.
 - b. Err on the side of caution and safety.
6. Always remember the two senior member rule:
 - a. Recommended always.
 - b. Mandatory for an overnight activity.
 - c. Have a female senior present if the cadet is female.
7. Keep parents informed about CAP activities.

B. Cadet protection policies.

1. CAPR 52-10.
2. Hold recurring orientation sessions for parents, as well as members.

C. If an incident occurs...

1. Report it to the WG/CC IMMEDIATELY. He/she will contact NHQ's General Counsel.
2. If he/she isn't available, call GC yourself.
 - Back-brief your WG/CC ASAP.

STATE: It's not your place to pass judgment; it's your place to report allegations!

STATE: DO NOT take any action yourself unless or until directed to do so by the GC or wing commander UNLESS the action is necessary to ensure the IMMEDIATE PROTECTION of the cadet (i.e. -attack in progress).

D. A word about physical abuse:

1. It is not tolerated by CAP.
2. Report suspected incidents to the next higher echelon.

MP IV. CAP's Core Values & the Commander's role

STATE: Core values are the ethical foundation upon which you build your command.

A. CAP Core Values. Explain briefly:

1. Integrity
2. Volunteer Service
3. Excellence
4. Respect

B. General:

1. Core values are the tenets of CAP service.
2. Core values should be emphasized routinely, and incorporated into all operations
3. They should not be debated, nor sacrificed for expediency.
4. Commanders must lead by example.
5. If you don't follow core values, don't expect your people to.

C. Bottom line:

Core Values = fair treatment + respect (defined and institutionalized).

MP V. CAP's Ethics Policy

A. CAP's Core Values Form the Foundation for its Ethical Standards.

B. CAP's ethical standards are provided in CAPR 35-10, *Ethics Policy*, and are outlined below:

1. Responsible stewardship of CAP's resources and assets.
2. Avoid any conflicts of interest.
3. Ensure working relationships are based on mutual respect, fairness and openness.
4. Fair Dealings in all external business relationships.
5. Confidentiality.

C. Resolving Complaints of Unethical Conduct. Promoting, maintaining, and enforcing high standards of ethical conduct in Civil Air Patrol is a *command responsibility*

(15 Min Break Recommended Here)

MP VI. Command responsibilities to members and to the chain of command.

A. Two overriding responsibilities

1. Mission
2. People

B. Mission. Balance:

1. Missions of CAP.
2. The objectives of the wing.
 - a. Coordination and feedback.
 - b. Task at hand = execution.

C. People

1. Missions aren't done without people.
2. Commander's statutory responsibility is to protect the physical and mental well being of the membership.
3. Having enough trained, competent and dedicated people to effectively do the job safely.
4. Knowing the members are only in CAP because they want to be, just like the commanders are.

MP VII. Commander's responsibility to the safety program

STATE: Safety problems are some of the most troublesome in CAP.

STATE: The Commander is directly responsible for his unit's safety program.

- A. The commander must appoint a safety officer in writing, who reports directly to the commander.
- B. The Commander delegates authority, but NEVER responsibility.
- C. Safety becomes a natural consequence of rigorous training, strict adherence to standards and compliance, and holding members accountable.
 1. Unconcerned attitudes towards compliance and standards helps no one.
 2. Unit leadership must be held to the highest standards.
 3. Corrective action must be taken immediately
 4. Friends must be help to the same standards as others.
 5. Remember that you are not only protecting CAP assets, but also lives of CAP members.
- D. Safety is covered in greater detail in CAPR 62-1, *Civil Air Patrol Safety Responsibilities and Procedures*, and CAPR 62-2 *Mishap Reporting and Investigation*.

MP VIII. Final responsibility.

STATE: As commander, you bear the final responsibility for what happens in your command. For this reason you must be ethical, competent, informed, and educated.

A. General:

Commanders are responsible for education, the examples set in the unit, and for the success of the system.

B. Advice:

1. Do the best you can.
2. Be proactive.
3. Don't ignore problems.
4. Don't ever keep your boss in the dark.
5. Don't be afraid to ask for help.

MP IX. Leading by example

STATE: People are much more attuned to what you do as commander rather than what you say.

A. General

1. Practice what you preach.
2. Why discipline is so important, but-

B. It goes beyond discipline - it applies to every policy the commander makes.

1. Don't be afraid of living in a fishbowl.
2. Use it as an opportunity to show what is necessary - to lead.
3. As a Commander, you are always "on", and a moment of unprofessional behavior can have a profound effect on those around you and their willingness to follow your lead.

QUESTION AND ANSWERS:

Use the suggested questions to facilitate the discussion, and field any questions that the students may have.

Lesson Summary:

SUMMARY:

Knowing what you're responsible for when you sign on as commander is half the battle in carrying out those responsibilities. While these aren't all the things you must keep aware of, they are among the most critical. And, these are among the areas you will work most closely with your staff and the wing.

REMOVIATION:

If you remember nothing else from the UCC, remember what you learned here.

CLOSURE:

What is the squadron's relationship with group (if you have one) and wing? What can they do for you? What must you do for them? Your relationship with the level above you (and its boss) is among the most important you will have as a commander. In the next segment, we'll talk about how you can deal with your group and/or wing.

Suggested Questions:

1. **Define sexual harassment:**

Answer: It is any unwanted sexual advances or sexually oriented behavior by one person inflicted on another. It can be as simple as an unwanted stare or off-color joke up to actual sexual assault.

2. **Define discrimination:**

Answer: In a general sense, it is the denial of consideration or rights because of an individual's race, gender, color, religion, disability, or national origin.

3. **If you receive a report of sexual harassment or discrimination, who should you contact?**

Answer: Contact your commander for assistance.

4. **When an allegation of sexual abuse is received, who should call you first?**

Answer: Call the wing commander and/or the wing legal officer.

5. **Should you begin an investigation yourself?**

Answer: Not unless specifically directed to by NHQ/GC.

6. **Why are core values important to CAP?**

Answer: Core values are CAP's ethical foundation guiding the conduct of members.

Field any other questions that the students may have.