

Command Responsibility and Accountability

This segment alerts you to the issues and jobs which can leave you the most vulnerable, & reminds you of the moral and ethical obligations you have when you take command.

Command Responsibility and Accountability

Overview

- ◉ Logistics & equipment
- ◉ Financial management and obligations
- ◉ Member protection policies
- ◉ Core values and the commander's role
- ◉ CAP's ethics policy
- ◉ Responsibilities to mission & people
- ◉ Commander's responsibility to the safety program
- ◉ Final responsibility
- ◉ Leading by example

Command Responsibility and Accountability

You're not expected to be perfect. We want to heighten your situational awareness and judgment.

Command Responsibility and Accountability

Logistics & equipment

- All equipment belongs to the CAP corporation
- It is assigned to the unit, and while members are issued equipment the commander has ultimate responsibility

Command Responsibility and Accountability

Logistics & equipment

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

Command Responsibility and Accountability

Logistics & equipment

Rules provided for in CAPR 174-1

- Conduct a fresh joint inventory any time supply officers change
- Donations are encouraged, but can only be accepted by the WG/CC or higher
- Conduct an annual inventory using the checklist provided in ORMS
- Disposal of property must be done in accordance with CAPR 174-1

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Logistics & equipment

- Lost, stolen, or damaged property must be immediately reported to the WG/CC who will appoint an investigator
- When in doubt, consult CAPR 174-1 or your wing logistics & supply officers

Command Responsibility and Accountability

Logistics & equipment

- Transportation issues
 - Corporate Vehicles
 - POV's
- Aircraft Issues
 - Aircraft hours and maintenance must be balanced to ensure aircrew proficiency while also keeping aircraft available for missions

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Financial management and obligations

- *Appropriated funds* come from the Air Force through our cooperative agreement which is our annual grant amount...taxpayer dollars
- *Corporate funds* are monies generated by CAP through membership dues, fund raising, contributions etc

Command Responsibility and Accountability

Financial management and obligations

- Corporate funds you receive or generate belong to the CAP corporation
- You must ensure the solvency of the unit, prompt payment of debts, and proper budgeting

Command Responsibility and Accountability

Financial management and obligations

- Prompt appointment of a finance officer and committee
- A thorough knowledge of the unit's financial status yourself

Command Responsibility and Accountability

Financial management and obligations

Tips (CAPR 173-1)

- The financial plan is mandatory--primary importance
- Some units charge unit dues
- All units must have a Wing Banking account
 - The unit shall have no bank accounts
- Establish a finance committee

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Financial management and obligations

- Unit finance officer works with Wing Finance Officer
- Read CAPR 173-1 to know your responsibilities
- Call the wing finance officer for a briefing
- Once in command, review financials and cut new Personnel Authorizations

Command Responsibility and Accountability

Member protection policies

Definitions:

- Sexual harassment
- Sexual discrimination
- Discrimination

Command Responsibility and Accountability

Sexual harassment/discrimination Equal opportunity

CAP does not tolerate discrimination or harassment, based upon applicable laws and sound moral judgment. Commanders are responsible for ensuring fair and just treatment.

Command Responsibility and Accountability

Sexual harassment/discrimination Equal opportunity

- Those members who come forward with an allegation should be treated with dignity, respect, and in the strictest confidence.
 - This applies to all members who come forward with *any* allegation or complaint

Command Responsibility and Accountability

Sexual harassment/discrimination Equal opportunity

- Those members who are harassing or discriminating should be reported immediately
- Should you run into a situation like this, immediately contact your commander for advice and assistance

Command Responsibility and Accountability

**Sexual harassment/discrimination
Equal opportunity**

The best way to implement this policy is to enforce its provisions before something happens!

Command Responsibility and Accountability

Cadet protection

Prevention – Before an incident occurs...

- You must know the Cadet Protection Policy & reporting procedures cold.
- Ensure your members receive CPPT training.
- Schedule periodic refresher training.
- Don't let seniors work with cadets until they've been checked.
- Exercise care when selecting seniors to work w/cadets.

Command Responsibility and Accountability

Cadet protection

Prevention – Before an incident occurs...
(continued)

- The 2 senior member rule
 - Recommended always
 - Mandatory for an overnight activity
- Keep parents informed about CAP activities
 - Cadet Protection policies
 - Hold recurring orientation sessions

Command Responsibility and Accountability

Cadet protection

If an incident occurs...

- Report it to the WG/CC or Wing Legal Officer immediately! They will contact NHQ's General Counsel.
- If they aren't available, call GC yourself
- Back brief your WG/CC as soon as possible!

Command Responsibility and Accountability

Cadet protection

If an incident occurs...

(continued)

- It is not your place to pass judgment
- It is your place to report it.

Command Responsibility and Accountability

Cadet protection

If an incident occurs...

(continued)

Do not take any action yourself unless or until directed to do so by GC or the wing legal officer, unless the action is necessary to insure the immediate protection of the cadet (i.e.- attack in progress).

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Cadet protection

Physical abuse -

CAP does not permit hazing or physical abuse of any kind. If you know about it, stop it, call your WG/CC and take proper action to ensure the safety of the member(s)..

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Cadet protection

- Take another, critical look at CPPT materials, then...
- Use a common sense approach.

Command Responsibility and Accountability

Core values and the commander's role

Core Values are the ethical foundation on which you build your command.

Command Responsibility and Accountability

Core values and the commander's role

- Integrity
- Volunteer Service
- Excellence
- Respect

Command Responsibility and Accountability

Core values and the commander's role

- Core values are the tenets of CAP service
- They should not be debated, nor sacrificed for expediency
- You must lead by example
 - If you don't follow Core Values, don't expect your people to

Command Responsibility and Accountability

Core values and the commander's role

Core Values = fair treatment and common sense, defined and institutionalized.

Command Responsibility and Accountability

CAP's ethics policy

- Responsible stewardship of resources and assets
- Avoid any conflicts of interest
- Ensure working relationships are based on mutual respect, fairness and openness
- Fair dealings in all external business relationships
- Confidentiality

Command Responsibility and Accountability

Responsibility to mission and people

Two overriding responsibilities

- Mission
- People

Command Responsibility and Accountability

Responsibility to mission and people

Mission

- Missions of CAP
- The objectives of the Wing

Command Responsibility and Accountability

Responsibility to mission and people

People

Missions aren't done without

People...

Command Responsibility and Accountability

Responsibility to mission and people

People

- Statutory & moral responsibility to protect the physical and mental welfare of your members
- Having enough trained, competent people to effectively do the job safely
- Knowing that members are only in CAP because they want to be, just like you

Command Responsibility and Accountability

Commander's responsibility to the CAP safety program

- CAPR 62-1 specifically states that establishing the program is the commander's responsibility.
- The safety officer is your point person and advisor
- You can delegate authority, but you can never delegate responsibility.

Command Responsibility and Accountability

Commander's responsibility to the CAP safety program

- A vigorous safety program helps prevent accidents, safeguarding both :
 - People
 - Equipment

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Commander's responsibility to the CAP safety program

- You need:
 - A safety conscious attitude
 - Common sense
 - A little hard work

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Commander's responsibility to the CAP safety program

- You must support the safety program
 - Appoint a safety officer in writing
 - Ensure they get the training
 - Establish a “culture of compliance”

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Commander's responsibility to the CAP safety program

- Safety results from quality training, strict adherence to standards, and accountability.
- No shortcuts!
- Core Values of Integrity & Excellence

Command Responsibility and Accountability

Final responsibility

- As commander you bear the final responsibility
- For this reason, you must be ethical, competent, informed, and educated

Command Responsibility and Accountability

Final responsibility

- Does this mean you are directly responsible for everything that happens?
- You are responsible for education, examples set, and for the success of the system

Command Responsibility and Accountability

Final responsibility

“Do it wrong once, shame on you,
do it twice, shame on me.”

Command Responsibility and Accountability

Final responsibility

- Do the best you can
- Be proactive
- Don't ignore problems
- Don't ever keep your boss in the dark

Command Responsibility and Accountability

Leading by example

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

- Treat All fairly
- Lead by example
- Be enthusiastic

Command Responsibility and Accountability

Leading by example

- ◉ Practice what you preach
 - This is why discipline is so important, but,
 - This goes beyond discipline - it applies to every policy you make
- ◉ Don't be afraid of living in a fish bowl
 - As a Commander, you are always “on”.
 - Use it as an opportunity to show what you want - to lead

Command Responsibility and Accountability

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

- *Dwight Eisenhower*

Command Responsibility and Accountability

Summary

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Questions & Answers