

## Working with Group and Wing

### Lesson Plan:

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**Duration:** 50 Minutes

**Teaching Method:** Lecture/Discussion

**References:** CAPR 20-1& Interviews with NHQ and CAP-USAF staff

**Teaching Aids/Handouts:** Student Guide & Slide Presentation

**Reading Assignment:** Student Guide

**Lesson Objective:** Comprehend the importance and benefits of working with Group and Wing level headquarters staffs

### Desired Learning Outcomes:

1. State the reasons for Groups and Wing headquarters (HQ) staffs.
2. Describe the relationship between squadron personnel and higher headquarters (HHQ) staffs.
3. Review the functional authority of Group and Wing staff agencies.
4. Identify and overcome potential challenges in relationships between squadron and HHQ staffs.
5. Describe techniques squadron members can use to improve their relationship with HHQ staffs.

### Lesson Strategy:

This segment is designed to impress upon commanders the functions higher headquarters perform for squadron. During the lessons unit commanders will be able to state the reasons higher headquarters place requirements on units. Lastly, we will discuss ways to improve the relationship.

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. Reasons for Group and Wing headquarter' staffs.
- II. The relationship between squadron personnel and higher headquarters (HHQ) staffs.
- III. Functional authority of Group and Wing staff agencies.
- IV. Overcoming challenges in relationships between squadron and HHQ staffs.
- V. Techniques for building a better relationship with HHQ staffs.

## Teaching Plan

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**Lesson Objective:** Improve the working relationship between squadrons and higher headquarters

### ATTENTION:

Raise your hand if you have the ideal relationship with (insert group or wing)?

### MOTIVATION:

Our task over the next hour is to figure out how to improve that relationship. Just like Dr. Phil tells you, both people in the relationship need to work at improving it. But since this is the UCC we will focus on things that we can affect.

### OVERVIEW:

We are going to take a look at the relationship in five ways ...

## Main Points:

### MP I. Reasons for Group and Wing headquarter staffs

- A. Wings provide five essential capabilities:
  1. A corporate officer
  2. A legislative liaison
  3. A focal point
  4. Information
  5. Resources
- B. A wing's span of Control is determined largely by geography or population:
  1. Wing-Squadron or
  2. Wing-Group-Squadron

### C. The Wing: Home of the Corporate Officer

Here's what it means to you:

1. The wing commander is the only one that can bind the corporation to contracts, sign your lease, and sign the contract for the squadron banquet (note: if you sign them, you may be personally liable).
2. They are the only ones who can take legal action against members, former members, or outsiders.
3. The Wing Commander is the only one who can receive and commit corporate assets and funds.
4. They have fiduciary responsibility - Legally obligated, pertaining to money & property, to act in the best interest of the corporation. Legally responsible for actions of the corporation (nationwide).

The Wing Commander is the only one who officially speaks for the corporation.

Your wing commander can assist you by:

1. Committing the entire resources of the wing and call on other wings if required.
2. Gaining access to corporate funding and insurance.
3. Relieving you of certain legal responsibilities pertaining to decisions they've made.

### D. The Wing: Your Legislative Liaison

Wing Headquarters provides a unified voice for the organization. Since the wing commander deals with state agencies, the advantage to you is that you do not have to deal with the politics.

### E. The Wing: A Focal Point with an Eye on the Big Picture

Wings have a direct link to NHQ and the National Staff and are the state's focal point. Wings have a much bigger picture of national and large scale operations and efforts than squadrons.

1. Wing HQ is the state's focal point for information and resources flowing in & out.
2. Wing HQ represents you and all the units in the wing to the outside world in an organized, coherent, and practical way.

### F. Wings and Groups Provide Information and Resources

1. Training,
2. Equipment
3. Personnel
4. Cadet Color Guard Competition
5. Drill Team Competition
6. Search & Rescue
7. Disaster Relief
8. Encampments
9. Etc.

### **MP II. The relationship between squadron personnel and HHQ staffs**

We are going to switch focus now from organizations to personnel, with emphasis on the Wing Commander, Group Commander, Wing Administrator and the State Director and their relationship to the squadron.

- A. **Wing Commander.** Wing commanders are the senior corporate officers within the wing and are responsible to the corporation and to the region commander for ensuring that Corporation objectives, policies, and operational directives are effectively executed within their wing. They exercise command over all units and personnel in their wing.
- B. **Group Commander.** Group commanders represent the wing commander in their group. They are responsible to the Corporation and the wing commander for ensuring that corporation objectives, policies, and operational directives are effectively executed within their group. They exercise command over all units in their group.
- C. **Wing Administrator (WA)**
  - 1. Employed by NHQ under the HR department
  - 2. Their first line supervisor is the wing commander
  - 3. Duties are in accordance with the wing's job description
  - 4. Has no wing decision-making authority
  - 5. Does not hold a vote on any wing committee
  - 6. Is limited in the duties they may perform as a volunteer
    - May not duplicate any duties assigned in paid status
- D. **State Director (SD)**
  - 1. USAF employee
  - 2. Works for the Liaison Region Commander
  - 3. Provides oversight, assistance, and advice at wing level
  - 4. Assistance and oversight through wing to squadrons
    - a. Liaison for activities on DOD facilities
    - b. Assists squadrons audited during the wing's annual LG audit
    - c. Facilitates relationships with other agencies
  - 5. Assistance and oversight directly to squadrons
    - Administer Spaatz test
    - Unit visit once every 2 years (when manning permits)
- E. **Squadron commander**

Squadron commanders are responsible to the corporation and to the wing commander (or group commander if applicable) for ensuring that the corporation objectives, policies, and operational directives are effectively executed within their squadron. They exercise command over all personnel in their squadron.

### MP III Functional authority of Group and Wing staff agencies

- A. Functional Authority consists of *Line & Staff* authority:
1. **Line Authority** – Line Authority is the power to give orders to subordinates. It differs from staff authority, which is the authority to advise but not command others. Line personnel are responsible for attaining the organization's goals as efficiently as possible.
  2. **Staff Authority** – Comes from knowledge, expertise, or persuasive abilities. It is the authority to provide assistance, counsel or service.
- B. Organizational Chart  
Wings are organized in specific ways to enhance command and control for mission accomplishment. Shown in CAPR 20-1, solid lines are line officers/authority and dotted lines are staff officers/authority which provides information and other support.

This structure is necessary to avoid problems occurring between squadrons and higher headquarters.

### MP IV. Overcoming challenges in relations between SQ and HHQ

- A. **Role confusion** usually occurs in two ways. Staffs try to act like commanders or commanders try to exercise line authority outside their chain of command.
- B. **Breaking chain of command** occurs when squadron staff officers go to staff officers at the next level of command who are not their counterparts, or when people skip levels of command, or when squadron staff officers go to the commander at higher headquarters without consulting their own commander.
- C. Simply by eliminating role confusion and chain of command violations, many communication problems will be minimized or eliminated. Effective and efficient communications will enable enhanced cooperation and collaboration between the varying levels of command.

### MP V – Techniques for building a better relationship with HHQ staffs

- A. Review Maslow's Hierarchy of Needs and use it to your advantage.
1. **Physiological needs** – When HQ Staffs visit consider providing them with a cookie or cup of coffee [also effects social needs]. This works as a good ice breaker and may put them more at ease and more receptive to your ideas. In general show concern for their well being.
  2. **Safety and Security** – Work with them not against them. Always try to resolve issues at the lowest level, showing respect for the individual, the rank, and the position of the person you are dealing with [also effects esteem needs].
  3. **Social needs** – Be sociable, invite them to do things with your squadron, ask their opinion. Basically make them feel a part of the group.
  4. **Esteem needs** – Show gratitude for their help, show respect for the individual rank and the position, and ask their opinion. Basically make them feel valued.

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- B. To build a better relationship with Higher HQ:
  - 1. Be respectful, polite, and courteous (we should treat everyone that way)
  - 2. Ask nicely!
  - 3. Give them enough time to react, respond, and work the issue
  - 4. Provide clear & concise communications
  - 5. Provide solid justification for unusual requests
  - 6. Meet or beat deadlines
  - 7. Offer options or suggestions when presenting a concern or problem
  - 8. Support their efforts as much as possible
  - 9. Set a good example
  - 10. Get to know them and make sure they know you.
- C. Techniques for Building a Better Relationship with HHQ
  - 1. Use the chain of command
  - 2. Review Maslow's Hierarchy of Needs and use it to your unit's advantage
  - 3. Get your paperwork and reports in on time!
  - 4. Ask nicely!
  - 5. Give them ample time to react
  - 6. Provide clear and concise communications
  - 7. Provide justification for unusual requests
  - 8. Support their efforts
  - 9. Get to know them
- D. Things to Remember:
  - 1. HQ staff members have lives outside of CAP and limits on time and resources.
  - 2. Lack of preparation on your part does not constitute an emergency on their part.
  - 3. Give HHQ enough time to work your request realizing they have other duties.
  - 4. HQ suspense dates provide them with the time they need to do their job and meet their suspense dates from their higher HQ.
  - 5. If you think you can't comply with a suspense, let them know as early as possible and request an extension.
  - 6. One day you may be in their position on staff.

### **QUESTION AND ANSWERS:**

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

### Lesson Summary:

**SUMMARY:**

In this lesson we have looked at working with wings and groups and provided techniques and ideas to enhance this relationship.

**REMOTIVATION:**

No one in CAP works in a vacuum, we must rely on others to achieve success. Your wings and groups are there to help you accomplish the mission. Use what you've learned here in the lesson to enhance this working relationship and to exploit the resources that may be obtained with your wing's/group's support.

**CLOSURE:**

When squadron and higher headquarters personnel appreciate each other and their roles, both are more successful.

### Suggested Questions:

- 1. What are the advantages to squadrons to having a wing commander (corporate officer) in each state?**  
Answers include: access to the information and support provided by National Headquarters, provide a unified voice for the organization, and you do not have to deal with the politics.
- 2. How can squadrons support the Wing Commander's effort with the legislatures?**  
Answers include: oppositions pay attention to their constituents, they can apply wing wide skills and resources to local politicians, May have links to politicians
- 3. Why does it make sense to have wing the focal point for information and resources coming into the wing?**  
Answers include: There are about 1200 squadrons 60,000 members. Try to imagine NHQ trying to assign aircraft or vans or funding for that many units. It would be impossible to do it well. Wing is the central point for information and resources flowing into the wing.
- 4. Why does it make sense to have wing the focal point for information going out of the wing?**  
Answers include: Watch the National Board meeting some time. Now imagine it with 1200 squadron commanders. It would be impractical, unproductive and never ending. Wing represents you and all the units in the wing to the outside world in an organized, coherent and practical way.

5. **What is the advantage of groups to you as squadron commander?**  
Answers may include: Less travel, greater access to group commander than wing commander, more visibility for you and the unit, more graduated development, you and your unit needs are better known and can be better supported.
6. **What are the advantages to the squadron of having group provide and maintain equipment?**  
Answers include: less cost to squadron, less paperwork, less effort, only there when needed; equipment is available to multiple units without the hassle of transferring it.
7. **What equipment does wing/group provide?**  
Answers could include: repeaters, aircraft and pilots, ES, vans, and local answers
8. **What training does wing/group provide?**  
Answers include: UCC, CLC, SLS, ES training, encampments, local answers
9. **What personnel does wing/group provide on request?**  
Answers include: SAV, pilots, local answers
10. **What are some events/activities that squadrons come together as a group or wing to provide?**  
Answers include: Encampments, ES missions, teacher workshops, local solutions
11. **Why do we do these activities at group and wing level?**  
Answer: There are some activities that are just too big for squadrons. There are some activities that are just better with more people. What would be the point of running a Cadet Color Guard Competition or Drill Team Competition within the squadron? Most searches or disaster relief missions have too much area for one squadron to handle. Whether you're a senior or a cadet you learn a great deal about leadership and dealing with multiple units when you work at encampment. Even if you had access to a base, you would gain very little by running an encampment for one squadron. When you have big missions like these you need to marshal more people and equipment than one squadron can offer. This where Wing and Group come in and provide those to you.

Field any other questions that the students may have.