

Command Responsibility and Accountability

Lesson Objective:	Identify key command issues and discuss the commanders accountability in CAP activities.
Behavioral Objectives: At the end of this segment you will be able to:	<ol style="list-style-type: none">1. Identify the special issues concerning the accounting of CAP equipment.2. Identify the obligations of financial management of the unit.3. Explain the need for a strong safety program.4. Describe CAP policies concerning sexual harassment and discrimination, equal opportunity, and cadet protection; and their enforcement responsibilities.5. Discuss CAP's Core Values, and their role in upholding those values.6. Explain your command responsibilities to the CAP mission, and the members under your command.7. Discuss your place as ultimately responsible for all that occurs in your unit (final responsibility)8. Discuss the concept of "leading by example".

Overview

Command responsibility and accountability has been in the news recently: from sexual harassment and discrimination, to misuse of funds, to the loss and theft of government equipment in the military world, to false advertising issues and class action law suits charging intentional harm to consumers. These incidents remind all of us of the obligations and responsibilities of command.

You've taken on the most important, challenging, and rewarding role in Civil Air Patrol: that of commander. This segment does two things: it alerts you to the issues and jobs that can leave you and CAP the most vulnerable: financial issues, logistical issues, discrimination, and cadet protection. Lack of attention to these issues has led to various kinds of administrative action by the Air Force, criminal prosecution, and civil liability for its members, including its commanders. As commander, you are point in dealing with these key issues. You need to know where to look for help.

It also reminds you of the moral and ethical obligations you have as commander to do the best job you can, for the right reasons. It introduces Core Values, the basic social mores we expect to uphold in Civil Air Patrol. But more importantly, it shows you the basic expectations of command at the conceptual level: the end points - mission and people.

You are not expected to be perfect. What is expected is, quite basically, situational awareness, and sound judgment. Ignorance is not considered a valid explanation when dealing with these particular issues.

Section A Organizational Liability

Logistical Concerns

Over Civil Air Patrol's long history, it has received more and more corporate equipment and assets. These range from uniform items, office furniture, hand-held radios and manual typewriters to current computer technology, vehicles, and aircraft. Much of these supplies and equipment have been issued to units like the one you serve in now.

Until now, your primary concern about supplies and equipment has been whether you have immediate access to it when you need it. Now as commander, your concerns will expand to include allocation of that equipment - deciding who should have access to it - and accounting for the equipment - effectively assuming custody of it. If something breaks, is lost or stolen, it's your responsibility to rectify the situation.

Who really owns it?

The first thing to remember is that all CAP equipment belongs to the CAP corporation, and that its primary assignment is to the CAP wing in which you belong. That equipment is then issued, or "lent", to individual units. The squadron commander, as the head of the unit, assumes custody of the equipment, and is responsible for its use and care until it is returned to the wing, or the wing allows for its disposal at the unit level. The commander can then issue equipment to members within the unit. For specifics, refer to CAPM 67-1, **CAP Supply Manual**.

Who really owns it?

- All equipment belongs to the _____
- Equipment is _____ to the unit, and you have _____

What does this mean? It means that the wing has loaned the equipment to your unit; and has made you the primary custodian. It's up to you, therefore to develop a program for the care, maintenance, and effective use of CAP equipment and supplies.

CAP Manual 67-1, **CAP Supply Manual**, paragraph 1-3, makes this very clear: *"Proper management of corporate property is the responsibility of all members of CAP. Commanders at all levels will ensure that proper management, supervision, and control of CAP property is accomplished. CAP property will only be used in support of CAP programs. The unauthorized/improper use of CAP property will be reported to the wing commander immediately. He/she will take action to recover property being used for other than CAP programs and activities."*

Two key phrases: the first is that it says "commanders at all levels will ensure..." this is clear reference to accountability - yours. The second is: He/she (referring to the wing commander) will take action to recover property..." This gives the wing commander the final authority for control of CAP property within his/her wing. It's also important to note that the level of support desired also includes proper care and maintenance. Wing commanders can recover (pull) property which may be used for CAP activities, but whose condition has deteriorated as a result of neglect or abuse.

The best ways to avoid problems is to follow proper procedures from the beginning, assign people you trust, get help if you need it, and stay on top of the game. Fortunately, CAP has developed procedures for commanders to use (and make more elaborate if they wish) to ensure the proper care and use of CAP equipment and supplies. What follows is a very general checklist of things to keep an eye on, as published in CAPM 67-1. It is by no means a complete list, but it does give you a place to start when designing your program.

1. Any time supply officers change, the new appointee and the outgoing supply officer will conduct a joint inventory of all equipment items charged to their account and under their direct control. The outgoing supply officer will take action to clear the account of missing or misidentified items (report of survey) before the new supply officer takes control.

2. DRMO procedures: you can't screen directly from DRMO, only the wing liaison officer can screen property. If you need something, go through the wing supply officer who will get to the wing LO.

If you screen yourself and are caught your unit can lose the privilege of getting DoD excess property. In some cases, the problem has been so rampant that the entire wing has been frozen from going to DRMO. This puts a severe strain on the wing; it really is best to go through the LO.

3. Donations are encouraged. Please note though that only a corporate official (the wing or region commander) can accept a donation, because the property is in fact donated to the CAP corporation, and not to the unit directly. Refer to CAPM 67-1 concerning the details of receiving donations. One other note, the donor, not CAP, sets the value for a donation. Currently, no vehicle donations can be received until the vehicle study is completed. Only the Executive Director can accept donations

4. You must conduct an annual inventory against the S-3 report.

5. All disposed of property is documented on a CAP Form 37, Shipping and Receiving Document.

6. Lost, stolen, or damaged property should immediately be reported to the wing commander. S/he will appoint an investigating officer or board to determine the facts surrounding the matter. The investigating officer or board will make recommendations to the wing commander who takes appropriate action. The most important items to include in the report of survey are inputs as to how the incident happened and what procedures have been implemented to prevent reoccurrence (local comment here).

7. When in doubt, consult CAPM 67-1 and your wing logistics and supply officer.

Things to think about...

- Conduct a fresh _____ any time supply officers change
- You can't screen from _____, only the wing LO can
- Donations are encouraged, but can only be accepted by the _____
- You must conduct an annual inventory against the _____
- All disposed of property is documented on a CAP Form _____
- Lost, stolen, or damaged property must be reported to the _____ immediately
- When in doubt, consult CAPM _____ or wing _____

Transportation

Many squadrons are issued corporate vehicles (vehicles obtained by and registered through the Civil Air Patrol corporation). Issues surrounding corporate-owned vehicles, such as who can drive them, who pays for minor maintenance, and how major maintenance is reimbursed, can be confusing.

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*. Wing commanders may authorize members 18 through 20 years of age to operate CAP sedans, station wagons, 7-passenger vans, and pick-up trucks, though they are not permitted to tow trailers or carry passengers.

Routine maintenance, such as fueling the vehicle, maintaining proper tire pressure, maintaining fluid levels, and cleaning the vehicle, is the responsibility of the vehicle operator; that is, the unit operating the vehicle. The cost of routine maintenance is the responsibility of the unit and is not normally reimbursable.

Major maintenance of vehicles includes the replacement of parts (e.g.: transmission, battery, brakes, tires, etc.), as well as repainting the vehicle. Your wing transportation officer has published specific guidance concerning major repairs, such as how specific authorization for repairs is granted, how it is documented, and reimbursement procedures. Typically, you must receive authorization **prior** to making major repairs. Any questions concerning the repair of vehicles should be directed to your wing commander or wing transportation officer.

Aircraft

There is presently an active fleet of approximately 530 powered aircraft. These aircraft are the property of Civil Air Patrol, Inc. Compliance with Federal Aviation regulation (FAR) and Civil Air Patrol directives is mandatory for operation and

maintenance of corporate aircraft. CAP Regulation 66-1, *Civil Air Patrol Aircraft Maintenance Management*, covers the standard aircraft maintenance management for all corporate aircraft, and applies to all personnel operating and/or maintaining CAP corporate aircraft. CAP corporate aircraft shall conform to the requirements issued by HQ CAP/LGM at all times.

All maintenance that will be paid by National Headquarters, whether direct to the vendor or reimbursed to the wing, requires a control number prior to the start of any work. This work shall be coordinated through the wing maintenance officer. If you have any questions about corporate aircraft maintenance, or provisions made for privately-owned aircraft, contact your wing maintenance officer.

Financial Concerns

The ground rules are pretty much the same for financial issues. **Corporate funds you receive or accumulate belong to the CAP Corporation**, and have been given to your unit to conduct its activities and programs. CAP units maintain funds ranging from a few hundred dollars to thousands of dollars. Whatever the amount, the responsibility for you as commander remains the same: *to ensure the solvency of the unit, prompt payment of debts and expenditures, and proper budgeting practices*. Prompt appointment of a unit finance officer and committee and a thorough knowledge of the unit's financial status yourself are keys to a sound program.

Finance Keys

- Prompt appointment of a finance _____ and _____
- A thorough knowledge of the unit's _____ yourself

Here are a few more tips from CAPM 173-1 *Financial Procedures and Accounting Report for Units Below Wing Level*. As usual, the list is not inclusive, but it does give you an idea of what direction to head in.

1. The financial plan is of primary importance to you. It is also mandatory. The main point here is to be realistic. Plan for growth when possible. Be sure of the wing's reimbursement procedures. For example, some wings reimburse squadrons for orientation flights, others put the money in a general maintenance fund.

2. Consider generating income by charging unit dues. Remember however that this must be approved by the wing.

3. All squadrons must have a checking account. It must be in the name of the squadron. The account must require two signatures for all checking. You, and the finance officer or the administrative officer must be the signatories. Your spouse cannot be a signatory, even if s/he is a CAP member.

4. Establish a unit finance committee, and use it! (Ref: CAPM 173-1)

5. The unit finance officer: maintains custody of all unit funds, maintains the records mandated by higher headquarters, prepares at least one financial statement for the finance committee at the conclusion of the fiscal year, and prepares a complete financial report for wing headquarters at the conclusion of the fiscal year. If a higher headquarters desires financial information, a courtesy copy will be forwarded to the unit's immediate boss.

6. Audits are completed at the end of the fiscal year, with the change of the unit commander or the finance officer, or under special circumstances. The unit commander may designate senior members to conduct the audit in writing. If the audit is done for a change of command, the results will be forwarded to the wing not later than 30 days after the change of command.

7. The unit must only maintain one checking account.

Tips

- A financial plan is _____
- Consider generating income by charging _____
- All units must have a _____, signed by you and one other (not spouse)
- Establish and use a _____
- The finance officer must prepare a financial statement for the committee and the wing at least once _____
- Audits are normally conducted at the end of the _____
- Units may not have more than _____ checking account(s)
- Read CAPM _____

8. Read CAP Manual 173-1, Financial Procedures and Accounting Report for Units Below Wing Level. The procedures listed are straightforward and simple. Call your wing finance officer just before or just after you assume command to find out what they want, how they want it, and if there's anything you should be aware of about your unit.

9. Once you take command, get the checking account signatures changed as soon as possible, begin the audit, and cut a new Personnel Authorization (PA) establishing your new finance committee.

Pay attention - fiscal mismanagement can be grounds for relief of command or termination. Intentional or fraudulent actions may result in civil or criminal prosecution.

Safety Issues

General

Safety problems can get you in some of the deepest trouble in Civil Air Patrol. It is not only the loss of equipment, but the risk of life that makes this so important. However, it is not a difficult program to run. All it takes is a safety conscious attitude, some common sense, and a little work.

You need:
➤ A _____ attitude
➤ _____
➤ A little hard _____

You may have a Safety Officer, but we guarantee you that s/he won't be effective if you don't back the program and personally encourage the soundness of it. If you don't have a safety officer, appoint one, it's mandated. Make sure your safety officer has current training. Read CAPR 62-1, **Civil Air Patrol Safety Responsibilities and Procedures**, and CAPR 62-2 **Mishap Reporting and Investigation**.

It is NOT the safety officer's responsibility to establish an accident prevention program for your unit. CAPR 62-1 specifically states that establishing the required prevention program is the **commander's** responsibility. The safety officer's main job is to be your point and primary advisor on safety issues. What follows is a point list of what you have to do:

1. Unit safety officers are mandated. Their appointment must be in writing.

2. Safety officers or assistants must be at least private pilots (pilot requirements may be waived by the wing commander if they have completed the ECI Safety Officer Course).

3. Safety officers administer unit safety education training

- a. Safety briefing at least once monthly
- b. Flying units will be briefed on the HQ CAP safety newsletter
- c. Ensure attendance. Attendance is mandatory for all members. Safety officers must record attendance in writing and provide written summaries for members not attending. Members must initial the summary when completed.
- d. Establish and maintain a unit safety bulletin board.

Safety
➤ CAPR _____ states that establishing a safety program is a command responsibility
➤ Safety Officers are mandated and must be appointed _____
➤ Monthly safety _____ and _____
➤ Ensure that an internal safety survey is completed _____
➤ Flying units are subject to a _____ by the wing each year

4. Unit commanders will publish supplements to safety regulations as needed.

5. Unit commanders will ensure that an internal safety survey is completed annually, with the safety officer actually completing it. The safety officer forwards the survey, along with recommendations and finding to the unit commander. Copies of these surveys are forwarded to the next higher headquarters. Policies concerning wing monitoring of these surveys vary (local comment here).

6. Flying units will be subject to a short-notice safety and regulatory compliance inspection by the wing annually (ref: CAPR 60-2). This inspection covers all aspects of the flight safety program, all unit's flight records (including pilot records), FRO procedures, condition and maintenance of assigned aircraft (if any), and an overall evaluation of the unit's safety program. This inspection **counts!** Repeat findings will result in the loss of the unit's assigned aircraft and flying privileges.

Accidents

No one wants accidents, and most are preventable. The whole purpose of the safety program is to prevent accidents from occurring. Unfortunately, accidents and mishaps in CAP still occur.

Mishap - bodily injuries, property damage {aircraft, vehicles (corporate and member owned vehicles on CAP activities), building or structural damage}, and other incidents occurring during a CAP activity.

The unit commander's responsibilities are:

1. Unit commanders (activity commanders in the case of a cadet encampment, etc), will immediately notify the wing commander and the wing safety officer when a mishap occurs. When there is a death or serious injury, HQ CAP/DO, GC, XO, and SE is also notified.

2. Unit commanders will then have 48 hours to complete and submit a CAP Form 78, Mishap Report Form. This is a legal document, and failure to properly complete and forward the form can result in liability problems.

3. Unit commanders will not initiate investigations on their own. It is the wing's responsibility to investigate mishaps. Death and serious injury mishap investigations are initiated at the direction of the General Counsel only.

A word about the use of member owned vehicles. Member owned vehicles may not be used for CAP activities unless specific approval is given by the unit commander. This authority **cannot** be delegated. Transportation to/from CAP meetings, encampments, etc, in personal vehicles is considered personal transportation and **not** CAP's responsibility. It may be covered for official Air Force SAR missions.

If you have any questions concerning safety responsibilities and procedures, contact the wing safety officer. For issues concerning mishaps and liability, contact the wing legal officer.

Commander's Responsibilities - Mishaps

- Commanders will immediately notify _____ and _____
- Have ____ hours to complete a CAPF ____ and forward to wing
- Unit commanders will not initiate _____ on their own

Sexual Harassment/Discrimination and Equal Opportunity

As a unit commander you are responsible for the fair and equal treatment of each and every member. Much has been written in recent years about these issues, in part because America has become more educated about and less tolerant of harassment and discrimination; and because through education people are more comfortable about coming forward with their experiences, and demanding fair treatment.

Let's begin this discussion with some definitions:

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

Sexual discrimination is the preferring of special treatment, or withholding of fair treatment or consideration based on an individual's sex. 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.

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

Civil Air Patrol practices fair and equal treatment to all its members; and will not tolerate harassment or discrimination of any type. **No Civil Air Patrol member will be discriminated against, regardless of race, gender, color, religion, disability, or national origin.** CAP directives and policies are very clear on this point. As members with special trust, CAP commanders are responsible for ensuring the fair and just treatment of all its members; and are the point people for enforcing CAP's policies.

Those members who come forward with an allegation are to be treated with respect, and dignity, and their allegations are to be held in the strictest confidence. Those members who are harassing or discriminating against members should be reported immediately. Should you run into a situation such as this, you are to contact *your* commander for advice and assistance. S/he will instruct you on what to do next.

If you should experience a problem, the worst thing you can do is to down play it or ignore it. Not only is it morally wrong but it could expose yourself and the corporation to liability. Play it straight and smart. When in doubt, call your commander.

Define sexual harassment.

Define Discrimination.

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

Cadet Protection Policy

All of you received Cadet Protection Policy training when you received Level I or shortly thereafter. But now you need to understand its significance to you as a commander, and your responsibilities in carrying out the policy. It is important to remember these four important points:

The best way to carry out the policy is to enforce it preventive provisions before something happens.

It's more than just a fingerprint check and a video; it's a system of checks and balances.

Know membership check, escort, fraternization, and allegation reporting procedures cold. These are found in CAPP 50-3 CAP Cadet Protection Training Instructor's Guide and Student Materials, CAPP 50-6 Cadet Protection Policy and Program for Parents and Leaders, and CAPM 52-10 Cadet Protection Policy.

This is equal to the safety program in terms of direct member welfare.

Make sure your members receive this training. Give it to them when they take Level I. Work with your Senior Programs Officer to schedule refresher training. This is a very simple program to administer and stay pro-active.

Don't let senior members work with cadets until they have passed their finger print check and taken CPPT. It's a good idea to make arrangements with the local police department to arrange for fingerprinting. Many departments like to know in advance, and this is a good way to keep control of your part of the process. Make sure you use CAP's cards, the FBI will turn back any other type.

You must exercise care when selecting senior members to work with cadets. This is especially important when holding an overnight activity. ***Always remember the two senior member rule: recommended always - mandatory for an overnight activity.***

Before it Happens...

- You must _____ the Cadet Protection policy and procedures cold
- Make sure your members _____
- Consider scheduling _____ training
- Don't let seniors work with cadets until they've been _____
- Exercise ___ when selecting seniors to work with cadets
- Always remember the _____ rule
- Keep parents _____

Keep the cadet's parents involved and informed of all CAP activities, and of CAP's Cadet Protection policies. They receive CAP Pamphlet 50-6 when the cadets receive their books. Hold a recurring Cadet Protection Policy briefing (quarterly, for example) in which you explain the provisions of the policy with them. While assuring them that CAP has taken very extensive and proactive steps to protect their children, let them know that you are open to discuss any potential problem with them, should the unlikely event occur.

If you receive a report of possible sexual abuse, report it to the wing commander immediately. S/he will call HQ CAP's General Counsel. If the wing commander or wing legal officer cannot be reached, call GC yourself in accordance with the provisions outlined in CAPR 52-10. If you must do it yourself, back brief the wing commander as soon as possible.

Let's make this clear. It is not your place to judge an allegation. It is your place to report it. **Do not** take any action yourself until or unless directed to do so by Corporate Legal Counsel or the Wing Legal Officer, **unless** the action is necessary to insure the **immediate protection** of the cadet (i.e. an attack in progress).

<p style="text-align: center;">If something happens...</p> <ul style="list-style-type: none">➤ Report it to the WG/CC or wing Legal Officer <i>immediately!</i>➤ If they aren't available, call HQ CAP/GC yourself, then back brief the WG/CC➤ <i>Do not</i> take corrective action yourself until directed by GC, or the wing legal officer <i>unless</i> the action is necessary to insure the <i>immediate protection</i> of the cadet
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When you get back to your unit, re-read the CPPT training guide and take another, critical look, at the video to understand the expanded role you now play in implementing the Cadet Protection Policy.

Finally, a word about physical abuse. CAP does not permit any hazing or physical abuse of any kind. This includes forced strenuous exercise as punishment. Commanders should oversee all training and disciplinary activities to ensure all members are being treated properly. If you know of or suspect hazing or physical abuse, notify your commander and take proper action (local discussion).

A common sense approach to cadet protection issues will protect not only yourself but the cadets and senior members you work with from potentially serious problems.

When an allegation of sexual abuse is received, who is the first person you should call?

Should you begin an investigation yourself?

Section B Command Responsibility and Accountability

Core Values

CAP has laid the ethical foundation on which you build your command and by which members conduct themselves. They have also made this foundation very straightforward. The Core Values systems of these institutions are the keystones for the standards of conduct we expect of all our members, and for you most of all. You set the example.

The USAF and CAP share the core values of **integrity** and **excellence (in all we do)**. CAP has also developed other values: **volunteer service, and respect**. Let's take a brief look at each of these values.

Core Values	
➤	Integrity
➤	Volunteer Service
➤	Excellence
➤	Respect

1. Integrity: The cornerstone for all that's moral and just in a society. It means to be incorruptible; its synonym is simply - honesty. It is neither situational nor conditional. Integrity implies total commitment to honest and above board thought and action.

2. Volunteer Service: The Air Force has a similar value called "**Service Before Self**". The spirit of volunteerism is the willingness and ability to give of oneself, sometimes at personal sacrifice. But it goes beyond simply giving time. It extends to the willingness to obey the rules and regulations of CAP, to have respect for fellow members and organizations, to practice self discipline so you may give your all, and finally to have faith. Faith in your ability as commander, in your people, in CAP. Rolled together, it means to treat your volunteer service in CAP with as much respect and attention as you do your professional career.

2. Excellence (in all we do): We constantly strive to be the best. We may not always end up number one, but we must always reach for it.

4. Respect: Trust cannot be achieved without respect. Respect for bosses, peers, and subordinates is essential. Respect for the dangerous and increasingly high-tech equipment we work with as well as the important missions we perform is equally important. Finally, respect for ourselves - our ability to do the job well, and quickly. The people we work with will not respect us if we don't respect ourselves.

Many of these values do not need a lot of explanation; for our purposes these explanations will suffice. These core values are tenets of CAP service, and should not be either debated or sacrificed for expediency. The discussions here will center on your obligations as a commander to uphold these values for yourself and the members you lead.

This is one of the places where you really must lead by example. You instill these core values in those around you ever day through your own adherence. You'll find that your people will mirror your own conduct. If you do well, your people will more than likely do well, and it will be easier to bring people who fall behind up to the standard. Should you not follow these values, don't expect anything positive in return. While they may follow core values despite your example, you will lose their respect.

Let's look at this from a different perspective. We understand that when you are given command of a CAP unit most of the people you now command are your friends. Sometimes you will find yourself in a very sticky situation as a commander, because you will see a friend do something very wrong, or not do as you wish because it comes from, "John", and not "the commander".

There will be a very strong urge to look the other way - to avoid confrontation or criticism because of your friendship, and it's natural. However, your first duty and primary one is to accomplish the mission. You must do what is best for the unit. This will mean taking corrective action - fair but decisive action - with members who were and are your friends. It may mean that you have to "replace" a member who was your friend.

It will be difficult, but you must realize - and make your friends realize - that the actions you take as commander are not personal. You take action - good and bad - for the overall benefit of the unit. True friends may squirm some at first, but will understand.

Why? Because your professional relationship with your squadron changed the moment you took command. Your friends in the unit will continue to be so away from the unit, and will more likely respect you more because you are able to separate your personal and professional lives. And, sometimes there is just nothing you can do about the people who will fail to understand, except go on with the job. All you can do is your best, remember what's best for all members, and in the end, you'll be right. That's a practical application of Core Values.

What are core values, really? Fair treatment and common sense, defined and institutionalized. It is simple? As you already know, nothing's as simple as it sounds. The point is that as commander, you have a choice, you have control. You are the example.

Why are core values important to CAP?

Responsibility to the Mission and People

As commander you have two overriding responsibilities: first and foremost to the mission (the missions of CAP, the objectives of the wing, and the task at hand), the second is to your people - both as a unit and also as individuals.

The mission of Civil Air Patrol is why we're here. You must provide necessary *emergency services*, inform the public and the membership about *aerospace*, and conduct and support a *cadet program*. Every other activity, obligation, or event revolves around those three basic tasks. Being a commander means you are entrusted with fulfilling those tasks which constitute CAP's mission.

As you've learned throughout the course of the weekend, the mission is the primary objective, and it is done through the coordinated efforts of all levels. Responsibility to the mission also means providing support and constructive feedback to your group and wing. You must have their trust and confidence. Your efforts should be designed from the beginning to complement theirs.

Responsibility also rests in the execution of the mission - the task at hand. Always be mindful of the fact that it is the tasks, stacked one upon another which accomplishes the mission. You can't control all of them, but you provide the direction.

People are at the core. Not only do you have a statutory responsibility to protect the welfare of your members; that responsibility is also moral. It goes beyond keeping members out of harms way, it's having enough people to effectively do the job, and knowing that they are here because they want to be, like you are.

The best commanders get the best results because they take care of their people, not just because they know they have to, but because they know its right.

Good commanders also know that the responsibility to the people goes beyond physical welfare. They support members in their decisions, ensure morale is healthy, and show their members just how important they are - at every opportunity. This doesn't mean you can't be tough. To the contrary, the nature of what we do necessitates a high level of discipline. But criticism and discipline, while sometimes forceful, should always be constructive and not demeaning.

In the end, the commander must remember that people are the most important, and finicky, resource s/he has. Planes don't quit; think, feel - or operate on their own.

Never lose sight of these issues, even when some of your peers and members may. Personal feelings and preferences are a constant temptation to overcome. They can also be beneficial because they inject humanity into the enterprise. Don't allow it however, to cloud your two fixed points as commander: the mission and the welfare of the people.

Responsibility to the Mission

- Missions of _____
- Objectives of the _____
- _____ at hand

Responsibility to People

- As a unit
- As individuals

Final Responsibility

You have heard this so many times throughout this course; and you will many more. You'll hear it after you leave, and you'll find yourself saying it to the budding leaders of your own units - simply because this fundamental principle is so important.

AS COMMANDER YOU BEAR THE FINAL RESPONSIBILITY

For this reason you must be ethical, competent, informed, and educated. There is no higher price than failure. Not loss, not disappointment, but *failure*.

Final responsibility is a necessary by-product of command. You have final authority for your unit. You expect your members to be obedient and responsive to your lawful orders.

As we discussed in the Delegating Authority segment, inherent in any authority is an equal and sometimes greater share of responsibility. Thus, with the final authority for your unit comes final responsibility.

Does this mean that you are directly responsible if one of your drivers, say, backs a van into a fence post? The driver is responsible for the action: he didn't watch where he was going. But, was he taught the proper backing procedure? Did he know that he was supposed to have a spotter outside the vehicle? Was the back up signal working? Did the safety officer properly teach these procedures? Did you make it known that accidents like this weren't to be tolerated? What did you do about the last one?

If he wasn't taught, or he was, but didn't feel it was important because he'd seen others do it, or get away with it, then there was a break down of the system itself: that is your responsibility.

This responsibility cannot be delegated in the macro sense. You delegate the authority to carry out the task, but you are still responsible - if something happens and you let it go, the next time it happens it is your fault, just as if you backed the van up yourself.

While you cannot know everything that happens, cannot do it all yourself, and shouldn't try; it's up to you to put the system in place. It's up to you to ensure that you've done all you can to "do the right thing", to ensure your squadron runs, smoothly, according to the rules, and that the job gets done. And if your unit is not up to the task, it's your responsibility to be up front about it.

Your boss will let you know what s/he expects - sometimes you'll feel like you've been left without many choices. Sometimes you'll feel that your boss has made the choice for you, and that may very likely be the case. Your responsibility will then be to carry out the order to the best of your ability.

There is no set way to practice final responsibility; no concrete point at which you're sure you've succeeded. But here are some hints: you do the best you can, you don't blame subordinates when something goes wrong. Do your best to fix it - even if it means relieving someone or non-renewing them because they won't make it. Don't ignore problems - ignorance is not an acceptable explanation for a commander. Finally, **don't ever keep your boss in the dark!** Just as you don't like surprises, neither does your boss. Remember, s/he bears final responsibility for all s/he commands too.

Leading By Example

All this leads up to the final point; again, something you've heard over and over. You must lead by example.

Final Responsibility

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

You must practice what you preach. People are much more attuned to what you do as commander rather than what you say. If those messages conflict, than you must look to yourself for the answer.

This is why self-discipline is so vitally important. It is much better not to make the mistakes in the first place than to try to fix them once they have occurred.

But, this goes beyond discipline issues - naturally it's the first thought. This applies to every policy you make as commander. If you preach a strong training program - you must train with them. When you espouse safe practices, you should also follow safety procedures. If you talk up the cadet program, you should also support it. Fly some of the orientation flights yourself, or camp with them in the rain.

Remember, as commander you are in the fishbowl. Don't be afraid of it. Use it as an opportunity to show what you want - to lead!

Leading by Example

- _____ what you _____
- Don't be afraid of living in a _____