

## Unit Commanders Course Student Guide

# Your Staff: What they Do for You

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| <b>Lesson Objective:</b>  | Identify staff positions in your unit and discuss your relationship with them.   |
| <b>Behavioral Objectives: At the end of this segment you will be able to:</b> | <ol style="list-style-type: none"><li>1. Identify the different staff offices in your squadron.</li><li>2. Describe how the different staff officers can directly assist you.</li><li>3. Explain how you can best support your staff officers in doing their jobs.</li></ol> |

## Overview

Your staff is invaluable to you. They are your eyes, ears, and hands in successfully managing your unit. There is no substitute for a competent staff.

As commander, you must be familiar with what they do. While you needn't be an expert about every staff job, you must know where to turn for specific information, and you must know what information you need to run the unit. The only way you can do this is to understand what your staff does for you.

By that same token, you must know how you can best support them to do their jobs. When they are not effective, you as commander will eventually fail.

This class will familiarize you with the different staff positions in a composite squadron, though it does not seek to show you every staff position in detail. You have had a detailed look at the different staff offices in the Squadron Leadership School. But even if you haven't been to one, this lesson will give you the information you need to look for a more detailed description.

The lesson uses the descriptions of the staff positions to provide a foundation for the class: what the staff do for you, and how you can best support them. This lesson will show you how important substantive interaction between you and your staff is. Be aware, and keep them informed.

## Basic Composite Squadron Staff

The following is a list of the basic composite squadron staff positions. These positions are not inclusive: only the positions which are common to most composite squadrons are listed. Others can be found in **CAP Manual 20-1. CAP Organization of Civil Air Patrol**.

- Deputy Commander for Seniors:** Your right hand when it comes to administering the senior side of the squadron. This officer monitors all senior programs and assists you in the administration and evaluation of operational and senior member training activities.

- b. **Deputy Commander for Cadets:** Directs and evaluates the implementation of the Cadet Program for the squadron. Supervises the senior members who work directly in the Cadet Program.

#### Composite Squadron Staff

|                              |                         |
|------------------------------|-------------------------|
| Commander                    | Senior Programs Officer |
| Deputy Commander for Cadets  | Logistics Officer       |
| Deputy Commander for Seniors | Leadership Officer      |
| Operations Officer           | Activities Officer      |
| Safety Officer               | Special Staff Officers  |
| Administrative Officer       |                         |
| Public Affairs Officer       |                         |
| Chaplain                     |                         |
| Communications Officer       |                         |
| Aerospace Education Officer  |                         |

- c. **Operations Officer:** Manages and directs all operations (search and rescue, disaster relief, and counter drug, if applicable) activities. Coordinates operations activities with other staff agencies and interested parties at your direction. Develops, evaluates and ensures success of all operations policies and procedures necessary to affect the success and effectiveness of squadron operational activities IAW CAP directives.

May have up to 7 subordinate staff positions assigned: Current Operations Officer, Standardization/Evaluation Officer, Emergency Services Officer, Search and Rescue Officer, Disaster Preparedness Officer, and Operations Training Officer. Extra positions and assistants are assigned at your discretion.

- d. **Safety Officer:** Assists and advises the commander in all aspects of the CAP safety program, and develops and administers the local program. Directs safety inspections and investigations within the unit. Manages the unit's safety awareness program. Must be answerable only to you.
- e. **Administrative Officer:** Implements, manages, and directs all squadron administrative activities. Ensures administrative procedures are followed by all staff. Prepares administrative authorizations, maintains the administrative control log, and CAP forms. Sometimes doubles as the squadron personnel officer in smaller squadrons.
- f. **Public Affairs Officer:** This officer plans, implements and evaluates your public relations program. Can sometimes double as the Recruiting Officer. Publishes the unit newsletter, coordinates publicity for squadron activities and awards presentations.
- g. **Chaplain:** The chaplain advises the commander and his/her staff on all matters pertaining to moral, spiritual and ethical matters. Conducts the CAP Moral Leadership Program. Provides spiritual guidance at squadron and Emergency Services activities. The chaplain can be especially useful when acting as a mediator for working out personality conflicts and disciplinary problems - cadets in particular. They are also effective when dealing with counseling issues because they are adept at finding out "why" an event occurred.
- h. **Communications Officer:** Manages and directs all communications activities within the squadron. Establishes requirements and track acquisition and disposition of all communications equipment. Establishes the unit's communications training program, control all other aspects of the comm program IAW CAP directives.
- i. **Aerospace Education Officer:** In composite squadrons, two AEOs are authorized, one for seniors and the other for the cadets. In these capacities the AEOs monitor all aspects of the AE program, including testing. They also prepare and execute the squadron external aerospace education program (that program designed to inform the general public).
- j. **Senior Programs Officer:** This officer plans and manages the senior training program for your members. Monitors the Senior Training Report and makes seniors aware of training activities throughout CAP. Ensures the timely orientation and cadet protection training of new members. Works with staff officers to ensure the quality and progress of their professional development.

- k. **Logistics Officer:** The logistics officer maintains the logistics program for your unit. This includes all areas of supply, maintenance, transportation, building supervision, and capital equipment. Is responsible for real property management IAW CAP directives.

You may assign separate supply, transportation, and maintenance officers to work with logistics. Consult CAPM 20-1 for a more complete description of these individual positions.

- l. **Leadership Officer:** Assists the Deputy Commander for Cadets in the administration of the cadet program and is responsible for the administration of the leadership and physical fitness portions of the program.

- m. **Activities Officer:** Assists the Deputy Commander for Cadets in planning co-curricular and extra-curricular activities for cadets including field trips, emergency services activities, public service functions, etc.

In addition, the commander has the option to assign special staff officers, who perform certain tasks as needed. Special staff officers for a composite squadron include positions for *personnel, recruiting, legal, finance, medical, testing, moral leadership and historian*. Detailed descriptions for these positions are included in CAPM 20-1. The commander may assign these officers as required.

Most squadrons do not have enough members to fill every position in a unit; special positions, such as medical, legal, - and unfortunately - chaplain are particularly hard to fill. Follow the guidelines in CAP directives and use your best judgment to fill the positions which are most important to your unit. Many times it is necessary to piggy back positions in order to cover needed areas.

For instance, squadron commanders may sometimes combine the positions of operations and emergency services administration and personnel, recruiting and public affairs, or leadership officer and testing, etc. Two positions that may not be combined under any circumstances are squadron commander and testing, as specified in CAPR 50-4. Use your best judgment, combined with the advice from your boss, wing staff, and your fellow commanders to determine the mix best suited for your unit.

**List three different special staff officers that the commander can assign as appropriate.**

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## How Your Staff Helps You

Your staff assists you in performing the missions of Civil Air Patrol. You use their expertise in their assigned areas to carry out the business of the squadron on a day to day basis. You must rely on them because, as you learned in the delegating authority segment, you can't do everything yourself. They really are your eyes, ears, and hands.

Because these people are your experts, you must impress upon them both your need of their services and your high expectations of conduct and professional knowledge. While CAP is a volunteer job, their acceptance of a staff position indicates a willingness to provide extra, needed services to you and the squadron. It is up to you to lead them in accomplishing mission objectives.

Remember that staff member's basic job descriptions are in CAP Manual 20-1. These job descriptions should be the foundation for the expectations you hold for them, and what they are responsible for.

### How Your Staff Helps You

- Your \_\_\_\_\_ and \_\_\_\_\_.
- Expert \_\_\_\_\_.
- \_\_\_\_\_ members.
- \_\_\_\_\_ officers.
- \_\_\_\_\_ boards.

Staff members in particular are valuable in tackling both special and ongoing projects. CAP directives, for instance, mandate several committees which the squadron must have in order to function effectively. Membership boards, for instance, require the services of a personnel officer. The finance committee of course requires the finance officer. Promotion boards require selected staff officers to be members, etc.

An example of a special project would be to assign your logistics officer to work with the wing liaison officer in obtaining excess property and supplies from Defense Reutilization and Marketing Office (DRMO). Another would be assigning an Aerospace Education Officer as the project officer for a wing-wide cadet aerospace project competition (popular in many wings).

The point is to use your staff to help make the squadron not only viable, but vibrant. They are there to trouble shoot problems and serve as a sounding board.

## How You Can Support Your Staff

There are several ways to support your staff to ensure you get the best quality work, and further, promote an efficient and enjoyable atmosphere.

First, treat them as professionals. Treat them just as you would want to be treated if you were working for someone else. Just because your staff isn't paid for CAP staff work - in fact they must pay for membership - it doesn't mean you or they deserve a less professional working atmosphere. In some ways, this is even more important for volunteers.

Provide opportunities to grow professionally. Embrace the Senior Member Training Program, and help your Senior Programs Officer make it work. When you treat training as a second priority, you reduce your readiness to perform the missions. Look at it this way: Would you rather fly with a pilot who flies 20 hours per year or 120 hours per year? You want the pilot with the most experience; training provides experience.

By that same token, training programs must be applied evenly. You can have a stellar flight program, but if the Operations and Finance officers aren't fully trained in how to recover all the reimbursable funds, the flight program may suffer because you won't have the funds to support it.

Give your staff the information from the top they need to do their jobs. In this way, they will feel like they have more of a handle on the situation.

Allow them to interact directly with staff members from other units and with group and wing headquarters (as practicable). Cross-talk is one of the most valuable tools for people to use in order to learn and share.

Practice participative management. Involve your staff actively in the decision making process. It makes them feel needed, and it shows your trust and respect for them and their judgment. Finally, it ensures that you as commander make informed decisions. In short, utilize them.

Most importantly, as we mentioned in "The Committed Volunteer" segment, remember that your staff officers have professional and family obligations. Respect that and make allowances for job and family.

For more information concerning CAP job descriptions and chains of command, refer to **CAP Manual 20-1, Organization of Civil Air Patrol**; or for a more handy guide, **CAP Pamphlet 50-1 Commander's Guide**.

### How You Can Support Your Staff

- Treat them as \_\_\_\_\_.
- Give them \_\_\_\_\_ to grow professionally.
- Apply training programs evenly.
- Practice \_\_\_\_\_ management.
- Encourage \_\_\_\_\_.
- Remember \_\_\_\_\_ and \_\_\_\_\_.