

Command Responsibility and Accountability

Lesson Plan

DURATION: 3 Hours

TEACHING METHOD: Lecture/Discussion

REFERENCES: Student Guide, CAPR 52-16, CAPR 60-1, CAPR 62-1, CAPR 62-2, CAPM 67-1, CAPM 173-1

TEACHING AIDS/HANDOUTS: Student Guide, slide presentation

READING ASSIGNMENT: Student Guide

Lesson Objective:	Identify key command issues and discuss the commanders accountability in CAP activities.
Behavioral Objectives: At the end of this segment students 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 the commander's place as ultimately responsible for all that occurs in their unit (final responsibility).8. Discuss the concept of "leading by example."

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:

Section A:

- I. Logistical concerns
- II. Financial concerns
- III. Safety issues
- IV. Sexual harassment/discrimination, Equal Opportunity
- V. Cadet Protection Policy

Section B:

- I. Core Values
- II. Responsibility to mission and people
- III. Final responsibility
- IV. Leading by example

Teaching Plan

Lesson Objective:

Identify key command issues and discuss the commanders' accountability in CAP activities.

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.

MOTIVATION:

The difference between being a regular member and being a commander is that a commander is held to a higher standard. You can be held liable for your actions, especially those concerning corporate equipment, financial matters, and issues such as cadet protection. You have been awarded a special trust; with the trust comes the additional responsibility.

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." **If you remember nothing else from this course, remember what you learn in this segment.**

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.

Section A:

MP I. Logistical concerns

A. Who really owns it?

1. All equipment belongs to the CAP Corporation.
2. It is lent to the unit, and the commander has the custody of the equipment.

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 inventory every time supply officer's change.
2. You can't screen from Defense Reutilization and Marketing Office (DRMO), only the Wing LO can.
3. Donations are encouraged, but can only be accepted by the WG/CC or higher.
4. You must conduct an annual inventory against the S-3.
5. All disposed of property is documented on a CAP Form 37 *Shipping and Receiving Document*.
6. Lost, stolen, or damaged property must be immediately reported to the WG/CC who will appoint an investigator.
7. When in doubt, consult CAPM 67-1 *CAP Supply Manual* or your wing logistics and supply officers.

C. Transportation

D. Aircraft Maintenance

MP II. Financial concerns:

- A. Corporate funds received or generated belong to the CAP Corporation.
- B. You must ensure the solvency of the unit, prompt payment of debts, and proper budgeting.
- C. Keys to proper financial procedures:
 - 1. Prompt appointment of a finance officer and committee.
 - 2. A thorough knowledge of the unit's financial status yourself.
- D. Tips to ensure proper procedures are being followed.
 - 1. The financial plan is mandatory, and of primary importance.
 - 2. Consider generating income by charging unit dues.
 - 3. All units must have a checking account, signed by the unit commander and one other (but not a spouse).
 - 4. Establish a finance committee, and use it.
 - 5. The finance officer prepares at least one detailed statement annually for the committee, with one copy going to the wing annually.
 - 6. Audits are completed at the end of the fiscal year, or when commanders or finance officers change.
 - 7. The unit must maintain only one checking account.
 - 8. Read CAPM 173-1 *Financial Procedures and Accounting Report for Units Below Wing Level* to know your responsibilities, and call the wing finance officer for a briefing.
 - 9. Once you take command: change account signatures, begin the audit, and cut the Personnel Authorizations under your signature. The sooner the better.

MP III. Safety issues

A. General:

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

To prevent loss of life and equipment:

B. You need:

- 1. A safety conscious attitude.
- 2. Common sense.
- 3. A little hard work.
- 4. CAPM 62-1 *CAP Safety Responsibilities and Procedures*.

C. You must back the safety program.

- 1. Appoint a safety officer in writing.
- 2. Make sure they get the training.
- 3. Formulate a safety plan.
- 4. CAPM 62-1 specifically states that establishing the safety program is the unit commander's responsibility. The safety officer is the commander's point person and advisor.

D. Unit safety officers are mandated, appointments are made in writing.

Safety officers or their assistants in flying units must be pilots (WG/CCs can waive this).

E. Safety officers administer unit safety education training.

- 1. Monthly briefings.
- 2. Supplementary materials.
- 3. Bulletin boards.

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

G. Ensure that an internal safety survey is completed annually (copies to wing).

H. Flying units will be subject to a short-notice safety inspection annually by the wing--

This inspection counts!

I. Accidents:

STATE: The whole purpose of the CAP safety program is to prevent accidents!

- 1. Mishap: bodily injuries, property damage, and other incidents occurring during a CAP activity.
- 2. If an accident occurs:
 - a. Unit commanders will immediately notify the wing commander and safety officer.
 - b. Unit commanders will then have 48 hours to complete and forward a CAPF 78 *Mishap Report Form* to the wing.

THIS IS A LEGAL DOCUMENT!

3. When accidents occur:

Unit commanders will not initiate investigations on their own. This is the wing's responsibility.

J. Member owned vehicles:

1. Only unit commanders can authorize the use of POVs for CAP travel.

Transportation to/from CAP meetings, encampments, and other routine activities is considered personal transportation and is not CAP's responsibility.

STATE: Refer all questions to unit or wing safety officers, or the legal officer.

MP IV. Sexual harassment/discrimination, Equal Opportunity

A. Definitions:

1. Sexual harassment
2. Sexual discrimination
3. Discrimination

B. 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.

C. 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.

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

MP V. Cadet Protection Policy

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

A. Before it happens:

1. YOU must know the Cadet Protection Policy and reporting procedures cold.
2. Make sure your members receive this training.
3. Consider working with the Senior Programs 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.
6. Always remember the two senior member rule:
 - a. Recommended always.
 - b. Mandatory for an overnight activity.
7. Keep parents informed about CAP activities.
 - a. Cadet protection policies.
 - b. CAP Pamphlet 50-6.
 - c. Hold recurring orientation sessions for parents.

B. If something happens...

1. Report it to the WG/CC or Wing Legal Officer IMMEDIATELY. They will contact HQ CAP's General Counsel.
2. If they aren't available, call GC yourself.
But back brief your WG/CC ASAP.

STATE: It is not your place to pass judgment. It is your place to report an allegation!

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

C. A word about physical abuse:

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

Section B:

MP I. Core Values

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. They should not be debated, nor sacrificed for expediency.
3. Commanders must lead by example.

If you don't follow core values, don't expect your people to.

C. Bottom line:

Core values = fair treatment and common sense defined and institutionalized.

MP II. Responsibility to mission and people

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 people to effectively do the job.
4. Knowing the members are only in CAP because they want to be, just like the commanders are.

MP III. 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.

MP IV. 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.
Why discipline is so important, but-

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

2. Don't be afraid of living in a fishbowl.

Use it as an opportunity to show what is necessary - to lead.

Questions and answers

Student Guide Questions:

Define sexual harassment: *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.*

Define discrimination: *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.*

If you receive a report of sexual harassment or discrimination, who should you contact?
Contact your commander for assistance.

When an allegation of sexual abuse is received, who is the first person you should call?
Call the wing commander and/or the wing legal officer.

Should you begin an investigation yourself?
Not unless specifically directed to by HQ CAP/GC.

Why are core values important to CAP?
Core values are CAP's ethical foundation guiding the conduct of members.

Field any questions the students may have.

Conclusion

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.

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.