

TRAINING LEADERS *of* CADETS

BASIC COURSE

LESSON PLAN

3.4 Compliance & Quality

VERSION:	October 2021 <i>please verify this is the latest version by visiting gocivilairpatrol.com/TLC</i>
DURATION:	60 minutes approximately, and subtopic times shown in margins below are also approximate
INSTRUCTOR:	A master-rated cadet programs officer or highly experienced CC or CDC is suggested
KEY QUESTION:	How can we be sure our squadron is on track?
OBJECTIVES:	<ol style="list-style-type: none">1. Describe what compliance measures can say about a squadron's health.2. Describe the key compliance processes in a local cadet program.3. Describe ways that peer support efforts can help keep a squadron on track.4. Describe self-assessment tools available to monitor squadron performance.5. Discuss the importance of SMART goals in tracking a squadron's performance.6. Describe the purpose of the QCUA program.7. Describe how the Commander's Dashboard can be used to monitor unit performance.8. Demonstrate a working knowledge of the QCUA program by analyzing unit data and creating "smart" goals leading to QCUA attainment.
SIMPLE OUTLINE:	<ol style="list-style-type: none">1. Starter: The climbing expedition2. Compliance Metrics3. Regulatory Language4. Exercise: Key Practices5. Self-Assessment6. Peer Support Measures7. Outcome Metrics8. Exercise: QCUA9. Final Word
CLASS ACTIVITIES:	Group discussions, Key practices discussion, guided tour of the Commander's Dashboard, and an exercise where students figure their unit's QCUA status.
EQUIPMENT:	QCUA data, web access & password for students, whiteboard and markers



Welcome & Starter

2 min



In this next hour, we'll think about how we measure our squadron's performance, how we can know if our squadron is on track toward success. There are at least four basic ways we can do that: compliance, peer support, self-assessments, and outcome metrics. We'll spend a little time on each, but will focus on outcome metrics like the Commander's Dashboard and Quality Cadet Unit Award program.

Here are those four basic approaches to checking a squadron's overall health and journey toward success. For each approach, we'll mention two tools available to you.

If you possess sophisticated business acumen, wonderful, but realize during this hour we're simplifying the complex world of program evaluation.



Compliance Metrics

4 min

Q1: What does compliance mean?

A: Compliance is:

- Definition: adhering to a rule, such as a policy, standard

Q2: What does a compliance review look at, and what does not fall under compliance?

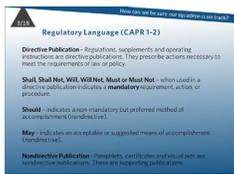
A2:

- Compliance generally considers how well the squadron abides CAP regulations; Are we following the rules?
- Compliance does not look at program content – you can have an amazing leadership structure and a fantastic mentoring program and not be compliant.
- You're leader may be awesome, but if they haven't completed CPPT you are not compliant.

Compliance is often about safety, but also about providing a well rounded program that encourages best practices. Compliance is another way of saying "these are the basics you need to be doing to get on the path to success." In CAP, our regulations prescribe the compliance requirements.

Q3: What is the event where the squadron's compliance is measured? Who is making sure we are following the rules?

A3: Inspections. Squadrons will undergo a Subordinate Unit Inspection every 2 years. This visit by wing staff looks exclusively at compliance. *See CAPR 20-3, Section 9 and CAPR 60-1 Attachment 1*



Regulatory Language

2 min

Let's briefly talk about the language you will encounter in our publications and how to interpret it, as it relates to compliance. *See CAPR 1-2, Section 8 and 9*

Directive Publication – Regulations, supplements and operating instructions are directive publications. They prescribe actions necessary to meet the requirements of law or policy.

Shall, Shall Not, Will, Will Not, Must or Must Not – when used in a directive publication indicates a mandatory requirement, action, or procedure.

Should – indicates a non-mandatory but preferred method of accomplishment (nondirective).

May – indicates an acceptable or suggested means of accomplishment (nondirective).

Nondirective Publication - Pamphlets, certificates and visual aids are nondirective publications.

Transition: Let's look at what will be review in the SUI and what are other requirements for cadet units do to stay in compliance.



Exercise: Key Processes

12 min

There are many items that are included in the regulations, and some are included in the SUI, but today we are just going to focus on the ones that directly apply to the Cadet Program, at this basic level.

Q4: What are important compliance items for the cadet program?

Through group discussion have students replicate the table on the next page. The gray boxes are part of the SUI for cadet units. The white boxes are regulations that are not currently covered in the SUI.

Item	Why	Compliance & Measure	Remember
Cadet Protection SUI B-1, 11	Keeping cadets safe is the top priority	All active adult members (and cadets over 18) have an up-to-date CPPT (every 48 months) in eServices	CAPR 60-2, 3.2 Adult leaders in non-compliance are prohibited from participating from participating in CAP activities; cadet members may not promote.
Adult Leadership SUI B-1, 05	Adult leaders are the key to a successful youth program	At least 2 TLC graduates on unit roster in eServices	CAPR 60-1, 2.3.2.4
Annual Goals SUI B-1, 06	If you don't know where you're going, you might not get there	Have written goals that are specific & measurable and be able to show them to the inspector. Provide documentation that the goals are being reviewed quarterly	CAPR 60-1, 4.2 The process of setting goals is what counts in the SUI; if you don't reach every goal, that's ok
Meeting Schedules SUI B-1, 07	Cadet exit surveys say that boring, poorly planned meetings contribute to membership lapses	Produce written schedules prior to each meeting; Ensure monthly minimums are being met. Retain 3 months, available for review during SUI	CAPR 60-1, 4.3
Activities Calendar SUI B-1, 08	To aid in internal communications and for cadet protection purposes	Have a web-based calendar that is regularly updated with all cadet events the unit plans to attend	CAPR 60-1, 4.3.3.1 CAPR 60-2, 2.6.2
Weekend Activities SUI B-1, 08	Allows for deeper learning, time for more hands-on activities and leadership development	The unit offers at least one weekend event per month (except Nov & Dec) and it is listed on the web calendar [Utilize CAPF 160, CAPF 60-80]	CAPR 60-1, 4.3.3 Participation at weekend events is not the measure for compliance, opportunity is
Internal & External Aerospace Program SUI A-1, 02 SUI A-1, 03	Empowering members with opportunities and resources to promote aerospace-related STEM education and careers	Have an internal AE program. This inherently is built into your meeting schedules. Have an external AE program that represents CAP's outreach to the general public	CAPR 50-1, 5 CAPR 50-1, 6 Documentation will be required for inspection
Safety Briefing SUI E-2, 08	To instill the knowledge cadets need to be a contributing part of the CAP safety culture	Conduct a safety education topic every month and record in eServices	CAPR 160-1, 5.2.1
Safety Day SUI E-2, 09	A Risk Management refresher geared towards the hazards and risks faced in daily life	Set aside one meeting day during the months of January, February, or March to conduct an Annual Safety Risk Management Day	CAPR 160-1, 5.2.1.4 Document in eServices
Recruiting Campaign	New cadets must join as other are age out	Conduct one recruiting campaign or open house each year.	CAPR 60-1, 3.1.1 A <i>Cadet Great Start</i> open house will satisfy this requirement
Cadet & Parent Orientation	Newcomers need special guidance to successfully acclimate to the program	Provide prospective cadets with a detailed, systematic orientation; Provide a parents' orientation	CAPR 60-1, 3.1.2; CAPVA 60-100 The <i>Cadet Interactive New Cadet Course</i> and the <i>Cadet Great Start</i> program will satisfy this requirement
Attendance Roster	Active participation is the mark of a healthy program and a key to retention	Maintain participation roster & track retention rate. Reach out to cadets who have chronic absences	CAPR 60-1, 3.4.2 Optional Participation Tracker is available in eServices

Transition: Let's move beyond compliance and consider ways squadrons can ensure they're on the right track through some self-examination.



Self-Assessment

7 min

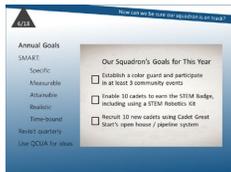
How does your team think it's doing? Taking some time to review and reflect on your practices, what's working, what's not, what has gotten forgotten, will help draw a picture of how your squadron is doing.

Self-assessment isn't foolproof – you don't know what you don't know, so you can mistakenly believe you're doing great when really you're not – but avoiding self-assessment is a sure-fire way to continue down an unsuccessful path.

Setting and reviewing annual goals quarterly is a great form of self-assessment (it also happens to be a required practice for this very reason). Each unit sets its own goals, and each unit evaluates its progress toward those goals.

Q1: Who wants to briefly share their process for setting and monitoring annual goals?

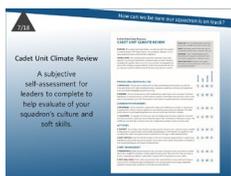
A: *Allow students opportunities to share ideas.*



The "SMART" method is what is recommended. Again, every squadron is required to set annual goals and revisit them quarterly, but your lack of attaining those goals does not trigger any penalty; the assumption is that by deliberately thinking about your goals and keeping tabs on them a few times during the year, your squadron will become more successful, even if a couple goal items aren't fully realized. A detailed description of SMART goals can be found in the CAPP 60-31, *Cadet Staff Handbook*, 2.3

Read aloud each goal found on the slide, one at a time. Orally work through the SMART process. Is the goal specific, measurable, etc.?

Each goal models SMART principles, for overarching yearly goals. Though as a "next step" in the yearly planning, local leaders should add some specificity to each, such as identifying the community events, dates, and points of contact etc.



The Cadet Unit Climate Review is an optional tool that takes a subjective look at the squadron's culture and the leaders' soft skills / people skills. Think of it as a guided walk through your squadron that prompts you to consider how well leaders are mentoring cadets, whether the staff works together to plan activities, and whether the cadets truly display self-discipline, among other intangibles.

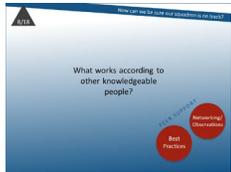
The Cadet Unit Climate Review is included in the Student Packet. Read through a couple of the survey items, just enough so students get a flavor for its subjectivity and focus on soft skills.

We recommend sitting down in the weeks following this course and working through the worksheet with another leader in your unit.

Q1: Does anyone have experience working with the Cadet Unit Climate Review or something similar?

A1: *Allow students opportunities to share ideas.*

Transition: So far, to check whether our squadron is on track for success, we know we can look at regulatory compliance, look within our squadron by making a self-assessment. We can also solicit the opinions of our colleagues and “steal” their best practices.

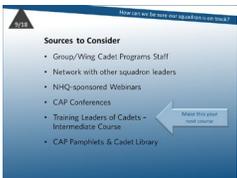


Peer Support Measures

5 min

What works according to other knowledgeable people?

One way to ensure the squadron is on the right track is to consider how other successful units and leaders you respect do business. This is a search for best practices. A handful of tools are available to you.



Build a relationship with your group or wing cadet program staff. These people are resources that are at your disposal. They often have years of experience at the squadron level and are well versed in the best practices of CAP. Invite someone to come see your squadron in action! Ask then how you could improve. *As the instructor, have the contact information of the specific Wing & Group Cadet Programs Staff that is relevant to your students. Share that with the group.*

Similarly, visits to other units can help you validate your practices and collect new ideas.

Special Emphasis: Perhaps most importantly, the Training Leaders of Cadets course is a great venue to network, collect new ideas and pursue continuing education. We're in the midst of the TLC Basic Course. After completing this, we encourage you to invest a day in the TLC Intermediate Course. The Basic Course prepares you to *contribute* to your local Cadet Program, while the Intermediate Course goes a step beyond and prepares you to *lead* your local Cadet Program. *Have schedule information for next course available.*



The Cadet Library. The cadet library itself is a good source for ideas, best practices, and tools for successful implementation of key practices.

- Learn to Lead Activity Guide
 - Hands-on, experiential learning opportunities completely outlined: Case studies, games, movies, and puzzles
 - Located at bottom of Learn to Lead webpage
- CAPP60-20 New Cadet Guide
- CAPP 60-32 Staff Duty Analysis Guide
- CAPP 60-15 Cadet Protection Policy Implementation Guide
- CAPP 60-40 Cadet Orientation Flight Program Guide

- CAPP 60-43 Cadet Wings Student Guide
 - funded training to CAP cadets to earn their Private Pilot Certificate
- CAPP 60-21 Cadet Great Start
- Red Ribbon Leadership Academy Curriculum Guide
 - RRLA places high school aged cadet NCOs and officers in front of middle school students (non-CAP) to serve leaders during a 3-hour workshop
- CAPP 60-14 First Talk Guide
 - The squadron's tool for interviewing prospective adult members

Also we've used in this course (not shown)

- CAPP 60-11 Cadet Program Officers' Handbook
- CAPP 60-31 Cadet Staff Handbook

Q1: Does anyone have any other secrets for collecting best practices?

A1: *Allow students opportunities to share ideas.*

- CAP Facebook groups
- Professional Development Webinars
- Conferences

Transition: Now, let's get to the real tools we want you to have a working knowledge of: the Commander's Dashboard and the Quality Cadet Unit Award program.



Outcome Metrics

12 min

The compliance measures, peer support measures, and self-assessments are tools people use once or a few times a year. In contrast, the Commander's Dashboard and QCUA are tools you should use every month.



The Commander's Dashboard in eServices offers statistical snapshots of the squadron's performance in a number of areas, not just Cadet Programs.

eServices > Command > Commander's Dashboard

Go to the Commander's Dashboard and walk students through the information that is available. Invite a student to identify one thing the profiled squadron should work on to ratchet up their game. (Select one a squadron in good standing to limit the likelihood that anyone gets embarrassed by weak performance metrics.)



The Quality Cadet Unit Award. The QCUA is a program designed to make squadrons successful as they work toward the award. In other words, if you try to fulfill the award criteria, you cannot help but become an outstanding unit in the process. The criteria are presented cafeteria style – take those items that interest you and pass on those that don't. If your unit fulfills the required criteria, you will receive the award.

The criteria changes slightly every year to reflect the national averages. For each category, the metric is slightly higher than the national average or regulatory requirement. For example, in most units is around 33% of cadets have achieved the Wright Brothers, so a unit that goes a bit beyond that in hitting 40% meets a criterion.

The most up-to-date information about the QCUA is available on the website at: gocivilairpatrol.com/QCUA *Go over to the website and pull up the criteria for the current year and review each category.*

Every unit is automatically entered in the program and NHQ automatically computes the winners annually. There's no paperwork involved on your end, except to ensure that eServices is up-to-date. Additionally, every squadron could win the award – you're not competing against other squadrons, whoever meets the requirements receives the award.



How to Find Reports

4 min

eServices > Reports > Member Reports > Quality Cadet Unit Report

Go to eServices and demonstrate how to pull up a squadron QCUA report and walk through the criteria and ensure everyone understands how to read the report. Again, to avoid embarrassment, pick a squadron in good standing and walk the students through the data for that squadron.



Leaders can find more information about who specifically has met the criteria on the Details page.

eServices > Cadet Programs > Cadet Promotions > QCUA Details



Exercise: QCUA

11 min

Let's give everybody an opportunity to work with the QCUA data. For this next activity, you can work on your own or with a partner. Find your unit's data online, analyze it against the QCUA criteria, identify what criteria you've accomplished so far, and most of all, identify one criterion you want to work on next and write down some specific things you can do to work toward meeting that criterion.

Allow 5-10 minutes for this exercise, and then invite some students to show-and-tell their criteria and share their action plans.



Final Word

1 min

What's measured is what gets done. By using the compliance, peer support, self-assessment tools, and the Dashboard and QCUA tools especially, we'll be focusing on the sort of objectives and tasks that cannot help but put our squadron on track for success.