



CAP Pamphlet 40-2

**CIVIL AIR PATROL
Just in Time Workbook
for
New Unit Commanders
1 September 2017**

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Introduction

Serving as a squadron commander is one of the most rewarding positions in Civil Air Patrol. It is also one of the most important. The success of Civil Air Patrol's three missions (Aerospace Education, Cadet Programs, and Emergency Services) is based on the weekly experiences that occur across the nation in the units for thousands of volunteers who serve. There is much for new squadron commanders to learn and do. While the Unit Commander's Course will provide the foundational knowledge you need to be a successful commander, some commanders are unable to attend before taking command. This guide is intended as "just in time" training to focus your efforts on what needs to be done to take command of a unit. If you read the material and complete the exercises in this guide before taking command, it will help you be compliant and meet expectations. This "just in time" guide is not designed to replace the Unit Commander's Course. It is only a tool to help you step up to the challenge of taking command. You will want to attend the Unit Commander's Course as soon as you can to access more information that you will need for long term success.

This workbook contains the following topics and worksheets:

- **Where do I go for help?**
- **My Staff**
- **Operations and Emergency Services**
- **Aerospace Education**
- **Cadet Programs**
- **Finance**
- **Budgets**
- **Compliance**
- **Logistics and Supply**
- **Goal Setting**
- **Planning**
- **eServices**
- **Planning the Change of Command/Taking Command**

Each topic has been carefully selected and crafted to help you through your first 2-3 months of command while you are scheduled to take the full Unit Commanders Course. This brings up an important point: the JIT workbook is not a substitute for completing the full Unit Commanders Course. It's designed to be just what it says, "Just in Time."

Where Do I Go for Help?

The job of Squadron Commander can be daunting and intimidating. The term of office for a commander is generally four years. Your first task on this journey is to realize that you are not alone. You have help. If you are taking command of an active unit, the members should be able to assist you. Ask them about the strengths, weaknesses, character, and history of the unit. They have a wealth of information to share. If you are chartering a new unit, ask personnel from other squadrons, group, and wing for words of wisdom and advice. Ask them now. Don't wait.

There are many members in the wing who have been in your situation before and figured out how to be successful. Who are they? How do you find them? Does the unit have continuity binders that might help you? If not, start building them in key areas as you learn so you can help your replacement. One of the duties of commanders is to ensure there is a bench of leaders ready to take key positions in the organization. Developing your members is one of your most important jobs. Mentors are important for your members also. If you don't have someone who can help you within the unit, your next step is to contact the next higher echelon for support. Your Wing Commander (or Group Commander, if your wing has groups) needs to be your first contact. The entire purpose of the Wing/Group staff is to support the units so they can accomplish the mission. Use these resources wisely!

The list of contacts below will help you build a support network. Fill in the entire list with the names, phone numbers, and email addresses of knowledgeable personnel. If possible, don't leave any line blank. Most importantly, contact each of the members for advice and guidance. When a problem or challenge arises, you will be armed with a list of experts to help you succeed. You can also begin to network with other squadron commanders. The other squadron commanders in your wing will have a wealth of knowledge and many experiences to share with you.

As you find mentors who can help you as a commander, understand that it can take a few tries before you find the perfect mentor. We can learn from anyone, but a special relationship develops between a well paired mentor/mentee. In addition to finding a good fit for your personality type, mentors need to be experts in the areas in which you need help and open to helping others. An unmotivated mentor is not a good mentor. You need an active support network!

My Contacts

My immediate commander (Wing or Group):

Name: _____ Phone: _____
Email: _____

My mentor:

Name: _____ Phone: _____
Email: _____

Finance (FM):

Name: _____ Phone: _____
Email: _____

Logistics (LG) (equipment, radios, and vehicles):

Name: _____ Phone: _____
Email: _____

Transportation (LGT) (ground vehicles):

Name: _____ Phone: _____
Email: _____

Safety (SE) (Risk Management):

Name: _____ Phone: _____

Email: _____

Cadet Programs (CP):

Name: _____ Phone: _____

Email: _____

Chaplain (HC) (Character Development and your well-being):

Name: _____ Phone: _____

Email: _____

Emergency Services (ES):

Name: _____ Phone: _____

Email: _____

Aerospace Education (AE):

Name: _____ Phone: _____

Email: _____

Operations (DO)(air/ground resources and missions):

Name: _____ Phone: _____

Email: _____

Communications (DC) (radios):

Name: _____ Phone: _____

Email: _____

Professional Development (PD) (training):

Name: _____ Phone: _____

Email: _____

Public Affairs (PA):

Name: _____ Phone: _____

Email: _____

Inspector General (IG) (complaints and inspections):

Name: _____ Phone: _____

Email: _____

Personnel (PD) (promotions, awards and membership):

Name: _____ Phone: _____

Email: _____

Administration (DA) (record keeping):

Name: _____ Phone: _____

Email: _____

My Staff

A good staff is important if a squadron is to succeed. There is much to do and the more hands that contribute, the easier it is to have a dynamic program over time. Only seniors may serve in the positions on these charts. The goal is that every position be filled by a unique individual, but most of the time this is not possible. Some positions combine naturally and others do not. For example, one member may be able to serve in Administration and Personnel. If a well-qualified member is not available, sometimes a nearby squadron can help or wing may be able to assist in developing a member for a position. In other instances you will simply have some positions you cannot fill. As you read the regulations, you will find some duties cannot be combined with others such as commander and chaplain. In some instances, such as Public Affairs Officer, the duties of the position must be completed by the commander if there is a vacancy. Sometimes commanders have to recruit members to fill key positions. There are many sources for volunteers including parents, college students, and retired persons to name a few. Position descriptions are found in CAPR 20-1, *Organization of Civil Air Patrol*. Ensure all staff and committee assignments are recorded in eServices, and ensure that those assigned to positions are also enrolled in the corresponding specialty track (an SUI item). Choose the appropriate organizational chart for your unit from the diagrams on the next several pages and discard the diagrams you do not need. Pencil in the names of possible staff on the organizational chart. Note the following:

- Members must complete Level 1 before being assigned to a staff position.
- The NCO Advisor must be an NCO and cannot serve as commander at the squadron level or above.
- Chaplains have specific professional requirements and cannot serve as commander.
- The Finance Officer cannot be the commander and cannot be related to the commander.
- Legal Officers have specific professional requirements and cannot serve as the commander and legal officer in the same unit.
- Members serving in command positions should not simultaneously serve as that unit's Safety Officer.
- If no Public Affairs Officer has been assigned, then the commander must fill this position. After six months, the commander must begin to advance in the specialty track.
- Health Service Officers have specific professional requirements.
- The commander cannot serve as the Testing Officer or assistant.

Boards and committees help commanders manage key processes in units. Four committees commanders must appoint are the Awards Board, the Unit Membership Board, the Promotion Board, and the Finance Committee. The Awards Board must consist of 3 members and is chaired by the Personnel Officer. For more information, see CAPR 39-3, *Award of CAP Ribbons, Medals, and Certificates*.

1. _____, Personnel Officer, Chair
- 2.
- 3.

The Unit Membership Board is appointed to assist in determining the eligibility of new applicants as well as those transferring into the unit. Membership boards may consist of 1-3 members. Individuals related to the prospective member should not sit on the board. The use of CAP pamphlet 52-26, *The CAP First Talk Guide*, is recommended when interviewing prospective members. For more information, see CAPR 39-2, *Civil Air Patrol Membership*.

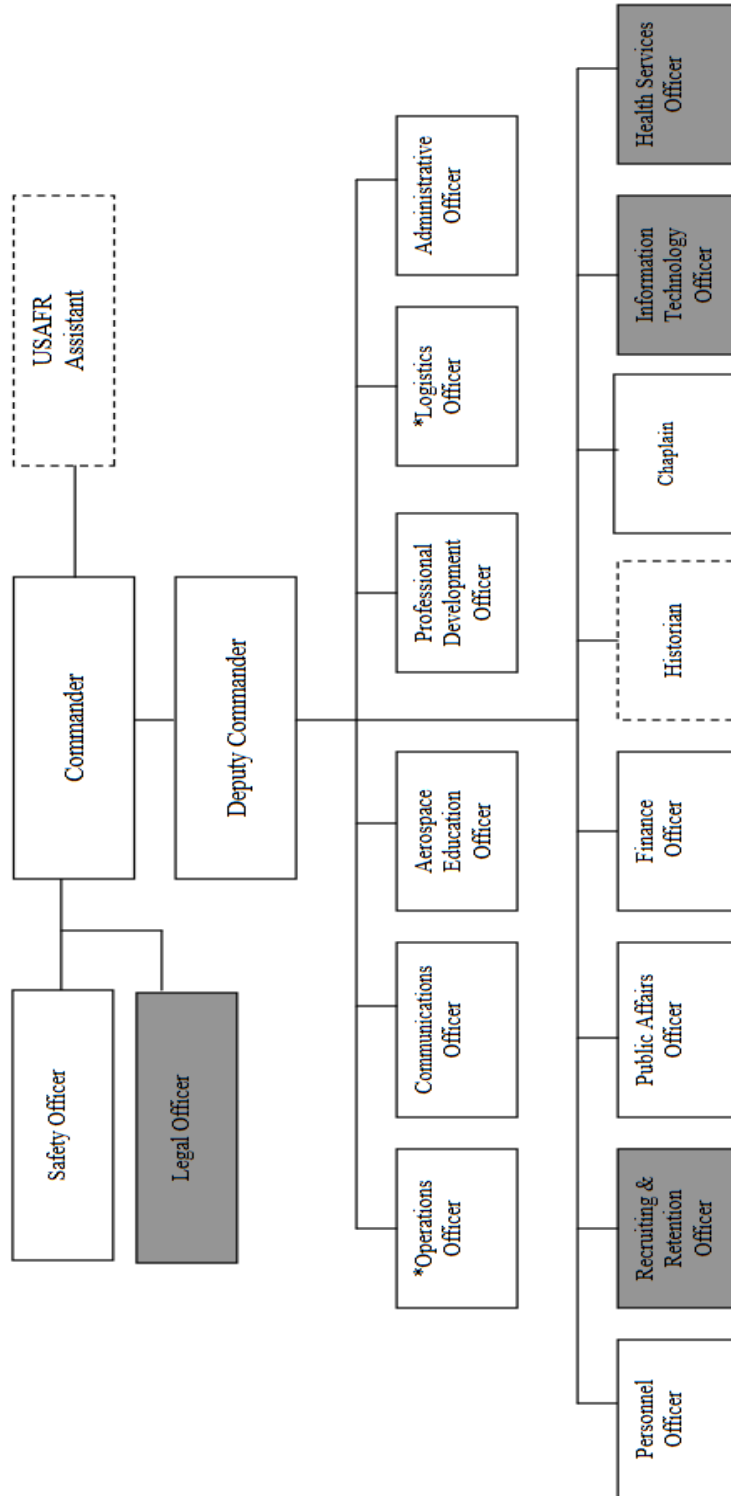
- 1.
- 2.
- 3.

The Promotion Board consists of at least 3 members. The chair should be of a higher grade than those the board considers for promotion. When promoting an NCO, an NCO should serve on the board. Squadron commanders are the first approval for promotions in their units and are the final authority for 1st lieutenants, 2nd lieutenants, flight officers, technical sergeants, and staff sergeants. For more information, see CAPR 35-5, *CAP Officer and Noncommissioned Officer Appointments and Promotions*.

- 1.
- 2.
- 3.

The following charts from CAPR 20-1, *Organization of Civil Air Patrol*.

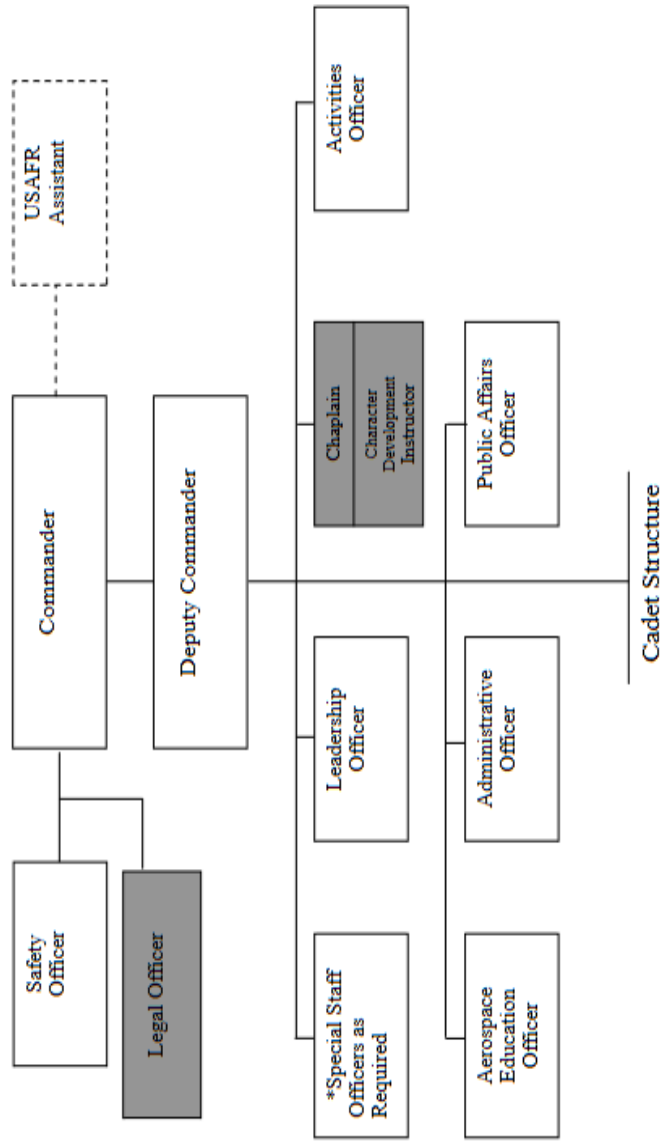
Figure 12—Senior Squadron Organizational Chart (Strength Over 50 Senior Members)



*The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on the following pages are recommended.

NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the group commander.

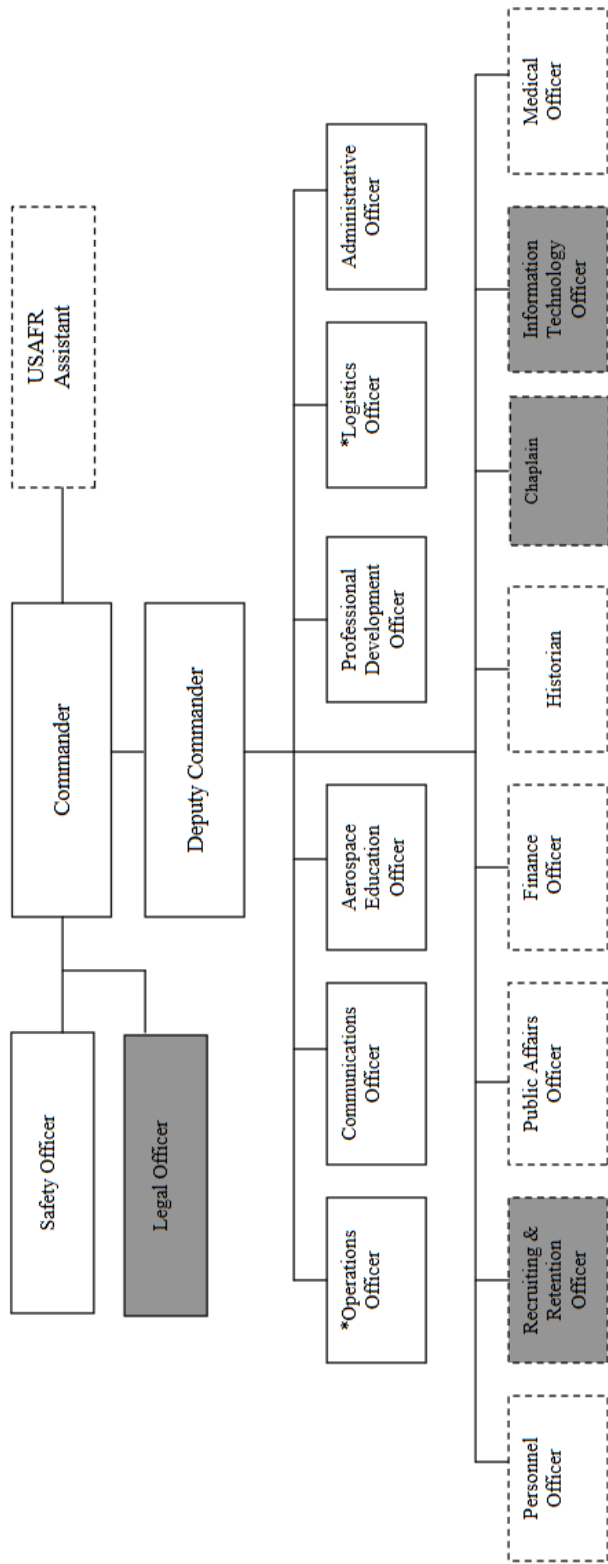
Figure 17–Cadet Squadron Organizational Chart (Senior Member Positions)



***Special Staff Officers**

1. Personnel
2. Communications
3. Logistics
4. Professional Development
5. Recruiting & Retention
6. Finance
7. Health Services
8. Testing
9. Historian
10. Operations
11. Information Technology
12. Homeland Security
13. Drug Demand Reduction

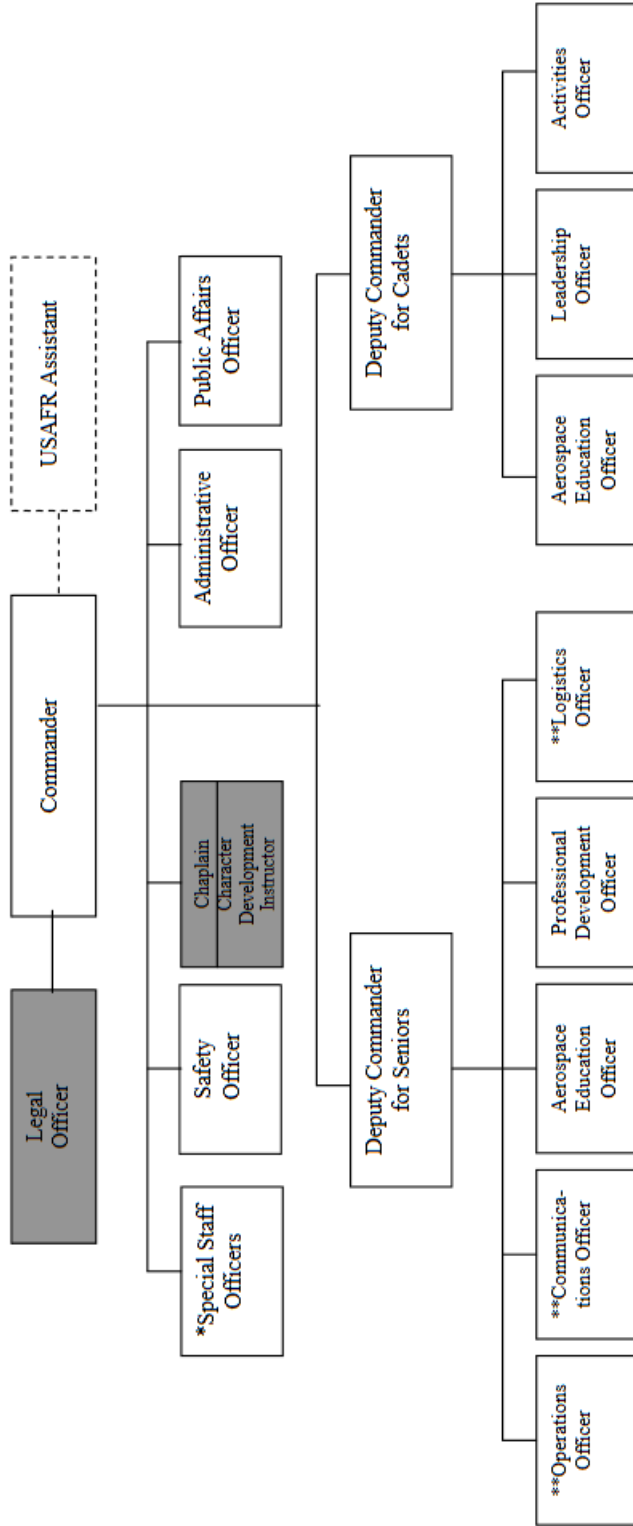
Figure 14—Senior Squadron Organizational Chart (Strength Less Than 50 Senior Members)



*The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on the following pages are recommended.

NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the squadron commander.

Figure 16—Composite Squadron Organizational Chart (Senior Member Positions)



- *Special Staff Officers**
1. Personnel
 2. Recruiting & Retention
 3. Information Technology
 4. Finance
 5. Medical
 6. Testing
 7. Historian
 8. Homeland Security
 9. Drug Demand Reduction Officer

**The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on page 20 are recommended.
NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the squadron commander.

Operations and Emergency Services

Emergency Services is one of CAP's three missions. The unit you command or will command may or may not participate in Emergency Services. Squadron commanders often rely on their Operations Officer to help them in this mission area.

In today's Civil Air Patrol the Operations Officer is a manager of staff, a coordinator of programs, liaison with other staff agencies or interested agencies and CAP-USAF counterparts, developer of policies and procedures necessary to ensure mission safety and accomplishment, and the developer and implementer of operations plans, programs and directives.

The Operations Officer must be able to develop standard operating procedures for the control and operation of CAP aircraft. The Operations Officer does not have to be a Certified Flight Instructor, Maintenance Officer or even a pilot, though it would be an advantage to have this experience.

The Operations Officer does not have to be a pilot but in many cases will be, though he or she may not be an active, flying pilot. The squadron, group, wing, or region commander may designate any person with an aviation background as an Operations Officer if he or she feels that person is capable of performing these duties.

The Emergency Services Officer (ESO) coordinates ES activities with other unit staff officers and develops working relationships with local agencies responsible for search and rescue, disaster relief and other local emergencies. The ESO develops and maintains an adequate emergency services force, coordinates with other unit staff officers to determine the status of resources (personnel, vehicles, aircraft, radios, etc.) available for ES missions.

The ESO will also develop training programs to ensure that highly qualified ES personnel are available for a variety of missions to support local, wing, and region ES programs. These missions may include but are not limited to search and rescue (SAR) and disaster relief (DR).

Though some units do not have much ES mission activity, all units are encouraged to train and qualify personnel (cadets and senior members alike) to participate in these missions. CAP is provided significant support and resources across the country, in part to be able to help our communities in times of need, and personnel should be encouraged to train in order to be prepared to help when called upon. Cadets that are General Emergency Services qualified is also one of the criteria that can help a unit become a Quality Cadet Unit.

OPERATIONS WORKSHEET

1. Is the unit active in Emergency Services?
2. Do you have an Operations Officer? What are his or her qualifications?
3. Does the unit regularly offer Emergency Services and Communications training?
4. What kinds of emergency services missions are common in your wing and region?
5. Does the unit have an alert roster?
6. In what areas does your unit have mission qualified personnel?

Aerospace Education

Aerospace Education (AE) is a CAP mission. CAP is responsible for educating its members (internal AE) and the general public (external AE). Squadron commanders should be aware of the required reports and paperwork for AE. These items appear on SUIs. When you log into eServices under Aerospace Education you will find the AE Squadron Plan of Action link. When you click that link you will be able to fill out the required forms online. You need to report activities for the past year and to write a plan of action for the next year.

One program your unit can enroll in is Aerospace Education Excellence (AEX). This program requires the unit to complete a series of AE activities to earn an award. This is a great internal aerospace program. To enroll, click the [AEX](#) link in the Aerospace Education section on eServices. After you complete the requirements, the unit can request the certificate. If your unit has cadets, AEX is one of the criteria that can help you become a quality cadet unit (QCU). Cadets also have Model Rocketry as an achievement they can complete. Guides are available to administer this three-stage program. Cadets who complete the program earn a badge. Senior members can earn the Yeager Award by studying aerospace and taking an open or closed book test on its content. Senior members who complete the Yeager Award earn a ribbon to wear on their uniform and a certificate.

For some of the larger and/or more established squadrons, you will have a lot of expertise in this area, and many people lined up to help with AE. This is an ideal situation. For smaller or newer squadrons, your resources may be limited. The main requirement to be a good AEO is simply to be willing to do some work, and have fun while doing it.

There are many AE resources available to the unit that are low cost or free. There may be grants you can apply for from the wing or other entities. The Air Force Association offers some grants each year to CAP educators. Local support may also be available from hobby shops or other aviation organizations. Grants may give you money to build your hovercraft, purchase rocketry supplies, build a wind tunnel, etc. National Headquarters provides squadrons with 10 different STEM kits which are hands on and engaging. A unit requests a STEM kit through the Aerospace Education section on eServices. Click the [CAP STEM Kit](#) link and fill in the required boxes. To be eligible for another STEM kit, the unit has to send a short evaluation back detailing how you used the kit. When the squadron uses the STEM kit, the members obviously benefit (internal AE requirement is met), but the kits are small enough and portable enough that you can use them for your external requirement simply by sharing that experience with a local school or organization. Sharing the kit is external AE and can be reported on your SUI. Finally, if one clicks the [AE Downloads and Resources](#) link in the Aerospace Education section on eServices, there are books full of information and projects for all ages.

The Aerospace Connections in Education (ACE) program is another way to engage the public. Teachers can enroll in this program and receive lesson plans and materials to teach AE. This program supports grades K-6. Teachers must be senior members in CAP or Aerospace Education Members to receive the materials.

Outside of the free resources above, inexpensive ways to build on science knowledge that is also fun involve balsa wood airplanes. When you set up the room properly, your AE officer can teach about weight & balance, take-off distance and landing rolls, speed (measuring time and distance)--with a simple balsa wood airplane, some fishing line, a central pivot point (upside down trash can or used broom handle), and a stopwatch/timer cell phone app. There are enough activities with a balsa wood airplane that a unit can do an entire year's worth of AE activities simply using one balsa plane! Go to <http://www.modelaircraft.org/education/aerolabs.aspx> to purchase a low cost DVD for the balsa plane education. This DVD has simple instructions and explains the science so even a novice instructor can teach AE using it.

There are also Aerospace Education Awards. This is a great tool to help you promote your squadron and reward hardworking members. Cadets, seniors, and outside entities can be nominated for the Brewer Award. Teachers who support AE are also eligible for an award. More information can be found at http://ae.capmembers.com/for_educators/available-awards/.

AEROSPACE EDUCATION EXERCISE

1. Does the unit have an AE officer assigned? More than one? How long have they been in the program?
Any ratings in AE?
2. What is your unit doing for internal AE? Does the unit participate in AEX? Has it earned the AEX Award?
3. What is your unit doing for external AE?
4. Did the unit submit the most recent AE activity report in a timely manner?
5. Did the unit complete the AE Plan of Action?
6. What percentage of senior members have earned the Yeager Award?
7. Has the unit applied for any grants?
8. Has the unit ordered a STEM kit? Was the report completed?
9. Have members of the unit earned any AE awards?

Cadet Programs

The Cadet Program is one of the three mission areas and has an entire culture of education, training, compliance, and activities that are best handled by a Deputy Commander for Cadets with a sufficiently resourced staff. However, the commander plays a crucial role in their ability to manage and direct the Cadet Program.

You will need to complete the Advanced Cadet Protection Course before taking command. Members complete Basic Cadet Protection training in Level 1. CAPR 52-10, *CAP Cadet Protection Policy* explains CAP's zero-tolerance policy against sexual and physical abuse. CAP does not allow hazing because hazing is a form of physical abuse. Cadets must complete Cadet Protection training within 6 months after their 18th birthday. Finally, commanders must ensure that 2 approved senior members are at all cadet activities.

Cadets participate in leadership, aerospace education, fitness, and character aspects of the cadet program. Sample schedules in CAPR 52-16, *Cadet Program Management* will help you understand how to make a monthly plan to address all the activities cadets need. Cadets sometimes participate in High Adventure Activities such as rappelling, marksmanship, or cold weather camping. High adventure activities require some extra approvals and risk management. You can learn more in CAPR 52-16. Units must have a web-based calendar of events. Commanders should talk with the parents of new cadets to ensure they understand the program. When new cadets join, commanders are responsible for assigning them to the appropriate fitness category. New cadets complete the Cadet Wingman Course as an orientation to the cadet program.

There are a number of activities that require commander input and approval which are critical to the Cadet Program. You can learn more about encampment in Chapter 9 of CAPR 52-16. Encampments immerse cadets into all aspects of cadet life. Cadets who face economic challenges can apply for a Cadet Encampment Assistance Program (CEAP) scholarship through eServices to help with the cost of encampment or uniforms to attend encampment. Squadron commanders must assign cadets to the Cadet Advisory Council no later than 1 September each year. CAC meets at the squadron, group, wing, region and national level. Cadets who actively participate can earn a ribbon. You can learn more about CAC in CAPR 52-16 Chapter 7 or at capmembers.com/cac. Cadets may wish to participate in Cadet Competition. The events vary but include things like public speaking, obstacle courses, fitness circuits, and color guard functions. You can learn more about cadet competition at cap.gov/ncc. Cadets who win at the wing level can compete at the region and national level. Cadets can earn a ribbon for participation in this program. You can learn more in CAPP 52-4, *National Cadet Competition Curriculum Guide*.

CAP cadets can apply for scholarships and National Cadet Special Activities (NCSAs). Cadets must complete an encampment to be eligible to attend an NCSA. Scholarships are announced each year and awarded to deserving cadets. Visit www.capmembers.com/scholarships to learn more. National Cadet Special Activities are amazing opportunities for cadets. These include leadership, aerospace, and emergency services as well as career exploration events. Flight academies and the International Air Cadet Exchange are also possibilities. These are experiences cadets will never forget! You can learn more about them at www.capmembers.com/nrsa.

Cadets who earn their Curry Award can receive a \$100 voucher to help them purchase a blues uniform from Vanguard. Squadron commanders or their designee should monitor this program through the Cadet Promotions—Reports section of eServices. Vouchers expire in 45 days.

Commanders also ensure that their unit has at least two members who have completed Training Leaders of Cadets and that Required Staff Training is conducted (as needed). Commanders also assign cadets to the unit's cadet staff. Commanders are also responsible for retention and directing that someone contact first year cadets who have not attended for 30 days. Commanders approve all cadet promotions and awards. Unit commanders also approve accommodations for cadets with special needs.

CADET PROGRAM WORKSHEET—This worksheet is for units with cadet programs. If your unit does not have cadets, you can skip this worksheet.

1. Does your unit schedule meet the requirements in CAPR 52-16? What do you need to change?
2. How many members of the unit have completed Training Leaders of Cadets? You need at least 2. If you don't have two, make this a goal!
3. Have all members completed the required Cadet Protection training? Has the commander completed the Advanced Course?
4. Has the unit had any activities that required RST training? Was it done? Has the unit had any High Adventure Activities? Was the proper process and paperwork completed for approval?
5. Does the unit offer Saturday activities once a month?
6. How many cadets participated in encampment last year? Did any get CEAP support?
7. Use the Commander's Dashboard to determine what percentage of the cadets have had an orientation flight. How does this compare to the wing goal? How can you improve this rate?
8. Did any cadets attend NCSAs or apply for scholarships?
9. Was this unit a Quality Cadet Unit last year? Why or why not? What areas is the unit participating in this year? What areas can you add?
10. Are new cadets assigned a mentor? Who calls cadets in their first year who stop participating?

Finance

Very few things can get you in a lot of trouble in CAP, but how unit money is handled is at the top of the list. It is not difficult to manage funds well with the procedures CAP has in place. These procedures are in place to keep you and CAP from mismanaging funds. Learn the procedures and follow the rules explicitly. The 173-series of CAP Regulations explain the policies/procedures, and your wing finance officer is available to assist you in following the rules. Read the finance regulations carefully!

The number one thing you must remember when working with finances is that all funds that come into CAP are CAP funds. The money donated to your squadron is for your squadron's use. However, funds must be handled in accordance with CAP rules because finance issues reflect poorly on the organization at all levels. We need to be good stewards of the resources we have. CAP gets funds from several sources including dues, donations, state funds, and appropriated funds. These sources provide us with the funds we need to complete our missions and the sources expect us to spend the money they give us in a responsible and accountable manner. CAP developed a program called Wing Banker to manage finances efficiently and effectively.

The Wing Banker program is designed so that there is one bank account for all funds within each wing. Local units do not have their own bank accounts. The wing sets up sub-accounts for each unit and monitors each squadron's part of the consolidated account. This removes the accountability requirement for each unit to report its financial status to higher headquarters because they already have most information. The requirement now is for the squadron to deposit all income in Wing Banker and to notify the wing finance officer when deposits are made. This allows wing to properly credit the unit with the funds. If the unit needs funds, it lets wing know what is needed and why. Wing can send the funds to the unit. This process creates a system of checks and balances so no member can misappropriate CAP funds and we can prove our good stewardship.

The unit's part of the checks and balances procedure is in double checking to ensure the unit sub-account is credited with all deposits and that all expenses are recorded properly at wing. Every unit assigns a Finance Committee to review the unit's sub-account for any possible errors at least quarterly. This meeting must be held and recorded with a written set of meeting minutes that are kept on file at the unit. The Finance Committee also ensures that more than one member approves before funds are spent. The unit must have a Finance Committee appointed in writing within 30 days of a change of command. This is also done in eServices using the Committee Assignment module of the Duty Assignment module. The Finance Committee must be composed of at least three active senior members. Five or more members should be assigned so that a quorum is more likely when absences occur. Commanders may not appoint immediate family or household members to the committee. Cadets are not allowed to serve on the Finance Committee. The commander serves as the chair of the committee.

Annually, CAP's funds are audited by an outside financial firm so we can prove to our constituents that we are being good stewards of their funds. This audit requires us to provide several additional items beyond bank account records. All unit commanders are required to report that all of their funds are in the Wing Banker program and that the unit is following all of CAP's financial regulations. This is done in the eServices Finance module using the Unit Commander's Declaration of Funds. It must be completed by 1 January of each year.

Contact your Wing Finance Officer for other requirements and local wing procedures for the Wing Banker program.

Key Publications:

CAPR 173-1, *Financial Procedures and Accounting*

CAPR 173-3, *Payment for Mission Support*

CAPR 173-4, *Fund Raising/Donations*

FINANCE WORKSHEET

1. What CAP publications relate to financial accountability?

2. Are all of our unit funds in the Wing Banker program?

3. Who are the members of our Finance Committee? Did you assign them in writing? Are they assigned in eServices?
 - _____, Squadron Commander, Chair
 - _____, Squadron Finance Officer
 - _____
 - _____
 - _____

4. When was the last Finance Committee meeting?

5. When is the next Finance Committee meeting scheduled?

6. How much money does our unit have?

7. Are unit members spending money out of their own pockets for squadron expenses? If so, why?

8. Where does our unit get the money it spends? What does our unit do for fundraising? What types of fundraising might you like to implement? Note: fundraising must be approved by the wing commander.

9. What is our unit budget? What is our plan for spending our money?

Budgets

The previous section mentioned unit budgets. What is a budget? Most people think of spending limits or other limitations when they think of a budget. A household budget allows for only so much spending for food, travel, entertainment, bills, etc., and you are expected to stay within those limits. This helps an individual avoid spending more money than he or she has available. CAP budgets are similar to personal budgets in some ways.

Look at your unit budget as a plan of how the unit will spend money and where the money will come from. Many members complain about the expenses related to CAP membership. In some instances, these members are trying to pay the bills from their own pocket. While there are some personal expenses involved, most of the expenses of the unit should be paid by the unit. For example, why is Capt Jones buying insignia for cadets? That is not something a member should do. Purchasing one's own insignia is the responsibility of the member, but not purchasing insignia for the cadets. Capt Jones is purchasing insignia because it needs to be done, and he does not want to see the cadets without their insignia. Situations like this can be solved easily by creating and working with a budget.

Creating a budget for CAP is not difficult. Work with your Squadron Finance Officer or your Wing Finance Officer. These resources may be able to provide a sample budget you can use to build the squadron budget. First ask what do we want to do this year and what will it cost? Accurate cost estimates are helpful; however, you can still make a budget with the information you have. As planning for each activity progresses, update the budget. Over time, the numbers will become more accurate. Budgets are adjusted as needed. They are not static.

Once you create a list of the items and events you need money to support and how much money is needed, the next step is to make a plan for raising the funds. How can the unit generate the necessary funds? If you plan good fundraising activities, the unit can raise the money. If not, the Finance Committee will need to take a good look at the budget and decide what the unit cannot afford. Finance Committees conduct Quarterly Budget Reviews to ensure units follow and adjust their budgets. There is money available but the unit will have to put forth a bit of energy to find it.

There are myriad different ways to raise money but units must follow CAP regulations when fund raising. First, units must receive approval from the Wing Commander prior to committing to any fundraiser. While this may seem silly, the intent is to protect both the unit and CAP during the fund raising project. The Wing Commander will ask the Legal Officer to review the plan to ensure that CAP will not end up owing money after the fundraiser. There are many unscrupulous companies that specialize in helping non-profit organizations raise money. These companies, however, are not "non-profit" themselves. If a commander does not follow CAP's regulations and ends up owing money to a fundraising organization, he or she could be held liable for paying that debt. Even the simplest fundraiser may have some unexpected consequences. CAP provides you with free legal review. Use it!

Review the 173-series of CAP Regulations for more details on CAP finances.

A SIMPLE SQUADRON BUDGET

Complete the following budget by filling in the blanks with reasonable ideas and estimates. Answer the questions at the bottom of the page and adjust the budget as necessary.

ACTIVITY/EXPENSE	ESTIMATED COST
Office Supplies	\$100
Postage	\$50
SAR Training 1 st Quarter	\$100
SAR Training 2 nd Quarter	\$100
SAR Training 3 rd Quarter	\$100
SAR Training 4 th Quarter	\$100
Encampment	\$500
_____	_____
_____	_____
_____	_____
Total	_____

INCOME/FUNDRAISING/DONATIONS	ESTIMATED INCOME
Start of year funds In Wing Banker	\$258
Wreaths Across America	\$100
Donation from _____	_____
Donation from _____	_____
Fundraiser _____	_____
Fundraiser _____	_____
Total	_____

1. Is your expected income enough to pay for all your expenses?

2. Let's assume that your fundraising fell short by \$350. Can you still afford all your projected expenses? If not, what can you do to fix this issue?

Compliance

Compliance is a substantial responsibility of commanders. CAP commanders at all levels are responsible for ensuring members under their command comply with all publications released under their authority and with all higher headquarters' directive publications. Units do what commanders value and prioritize. A commander, who makes meeting deadlines and expectations a priority, can create a culture of continual compliance. In a culture of continual compliance, members work ahead of deadlines and make meeting expectations a part of their routine. This is more effective than completing items on or near due dates and nagging members.

The culture of a unit impacts the ability of the unit to be successful. Commanders should ensure members are guided by the CAP Core Values of Integrity, Volunteer Service, Excellence, and Respect. The core values are an ethical foundation. In addition to this foundation, the commander is the example members of the unit follow. Lead by example. Show the members of the unit what you value and expect in your bearing, how you wear the uniform, and how you treat others. CAP's ethics policy, which is found in CAPR 1-1, *Ethics Policy*, will also guide your efforts. Welcome members for what they contribute and value them. Do not discriminate and do not choose favorites. The climate you develop in the unit will impact the growth of the unit. Commanders must ensure CAP's Nondiscrimination Policy is briefed annually to the members. The CAP Nondiscrimination Policy is found in CAPR 36-1, *Civil Air Patrol Nondiscrimination Program*.

Commanders must develop a culture of risk management. It is impossible to take all the risk out of activities; however, we must ask ourselves two key questions. What can go wrong? How can we prevent it? Practicing risk management helps the squadron be successful. The Safety Officer, as well as all members, help the commander implement risk management. In the event that a mishap occurs, unit commanders ensure that wing reporting procedures are used and comply with CAPR 62-2, *Mishap Reporting and Investigation*. Mishaps are entered in eServices and investigated so we can learn from them and track trends we may need to address.

Compliance is monitored through Subordinate Unit Inspections (SUI). An SUI is a visit by a team of experts who will help the unit by evaluating it in several key areas. The effectiveness of the unit is rated in a series of subject area tabs such as Aerospace Education, Cadet Programs, etc. If the team finds discrepancies between unit practices and regulations, the items are noted in a report. The unit must address all open discrepancies found in the Discrepancy Tracking System (DTS) in eServices before the due date or the unit is shut down. The Inspection Knowledge Base tells units what must be accomplished to close a discrepancy. Ask the Wing Inspector General to explain the SUI process to you. Reviewing the unit's last SUI results will tell you about the health of the squadron. It is also important to ensure the unit is preparing for the next SUI. You can learn more about SUIs in CAPR123-1, *Civil Air Patrol Compliance Inspection Program*. You can find the Inspection Knowledge Base at https://www.capmembers.com/cap_national_hq/inspector_general/inspection-knowledge-base/.

Commanders must ensure members wear uniforms correctly. Uniforms should be neat and clean. A member who does not meet the weight and grooming standards in CAPM 39-1, *CAP Uniform Manual* must wear a CAP distinctive uniform rather than an Air Force style uniform. The Personnel Officer can help you monitor uniform wear and ensure everyone follows the rules.

Reading the regulations carefully is time well spent. You can find our publications at https://www.capmembers.com/forms_publications_regulations/index.cfm. Start by reviewing CAPR 1-2 *Publications Management*. This regulation will help you learn how our other regulations are organized. Duties and deadlines occur in many areas. As you read the regulations, note any duties you must perform or deadlines you must meet. Failure to comply can bring consequences to the unit such as loss of vehicles or to a member who may not get a well-deserved award or opportunity. A partial list of due dates (current as of February 2017) is available at the end of this guide.

COMPLIANCE QUESTIONS

1. When was the last SUI for the unit? Obtain a copy of the SUI. What were the unit's strengths and weaknesses?
2. Have all open discrepancies been closed in DTS (found in eServices)? If no, when must they be closed?
3. When is the next SUI planned for the unit? What preparations have been made?
4. Who do I notify in case of a mishap or safety issue?
5. Are safety reports being closed out in a timely manner (60 days or less)?
6. When was the annual Nondiscrimination Policy briefing? Do we have proof that members received the information?
7. Review the most recent entries in the Safety Information and Reporting System (SIRS) system. Does the unit have a lot of mishaps? Are we asking ourselves what can go wrong and trying to prevent it in our activities?
8. Are members wearing uniforms properly and IAW regulations?

Logistics and Supply

CAPR 174-1, *Property Management and Accountability* is your resource for Logistics questions and guidance. Logistics is another area where compliance and stewardship are very important. Just like with funds, property issues can lead to trouble for member and commanders.

As a commander, you need to become familiar with ORMS (Operational Resource Management System) found in e-services. In ORMS you can print reports, conduct and validate inventories, issue equipment, and upload vehicle utilization reports.

As a new or soon to be commander there are several things you need to accomplish:

- 1) Appoint a Logistics/Supply Officer in eServices.
- 2) Have the Logistics/Supply Officer complete a 100% eyes on inventory within the first 30 days (recommended) of assuming command.
 - During this 100% inventory the Logistics personnel need to ensure that all non-expendable property is marked with a CAP Property Tag (This answers SUI Tab D7 question #2)
 - Review the unit's property storage areas to ensure they are safe, secure, and protected from the elements. (This answers SUI Tab D7 question #6)
- 3) As the Commander, ensure that all inventories have been completed in ORMS. Sometimes this is just a validation that the unit does not have any property in a category:
 - Aircraft
 - Communications Gear
 - Supplies & Equipment
 - Real Property
 - Vehicle
 - If you assume duty between 1 October and 31 December, this is when units complete annual inventories in ORMS. (This answers SUI Tab D7 question #1)
- 4) Separate from a Logistics/Supply Officer you may want to consider appointing a:
 - Communications Officer, if you have Communications Gear
This Officer is responsible for not only training and management of the unit's communications program but also issuing and tracking Communications gear in ORMS.
 - Transportation Officer, if you have a vehicle(s).
This Officer is responsible for ensuring timely completion of Vehicle Usage Reports in ORMS, monitoring condition and maintenance of the vehicle(s) and ensuring that vehicle mishaps are reported in accordance with regulations. This person may review and approve driver's license applications.
 - Aircraft Manager, if you have an aircraft assigned to your unit.

LOGISTICS AND SUPPLY WORKSHEET

1) Appoint a Logistics/Supply Officer a CAPF 2A and in eServices.

Who: _____

When: _____

2) Conduct a 100% eyes on, "hands-on" "Change of Command" inventory. Note: You can print a report from eServices that will show you what items have been issued to members.

Date: _____

Location: _____

3) Once you are appointed as Commander ensure all inventories are complete:

<u>Items</u>	<u>Complete Y/N</u>	<u>Date Completed</u>
- Aircraft	Y / N	_____
- Communications Gear	Y / N	_____
- Supplies & Equipment	Y / N	_____
- Real Property	Y / N	_____
- Vehicle	Y / N	_____

4) Determine the need for a:

<u>Officer</u>	<u>Needed Y / N</u>	<u>Who</u>	<u>Date Appointed</u>
- Transportation	Y / N	_____	_____
- Communication	Y / N	_____	_____
- Aircraft Manager	Y / N	_____	_____

Goals and Goal Setting

An organization without goals is like a train without a track. There is lots of effort and the wheels are spinning, but no real forward motion occurs. A healthy squadron has goals that indicate where the unit wants to be in the future. Have you ever seen a group of people without goals? In CAP, a unit without goals tends to be a bunch of seniors who come together occasionally and hangar fly, or a group of cadets who come to every meeting and just practice drill and ceremonies all evening. Does this describe your CAP experience?

Goals can be easy to achieve or may challenge the entire organization. A unit should have a good combination of easily achievable and challenging goals. The simple goals give the organization a feeling of accomplishment in the short term, while the challenging goals tend to last longer and motivate members to expand their horizons. Long term goals can give members a great sense of accomplishment.

There are many ways to develop goals, but everyone in the unit should have some input. Let everyone suggest a few ideas during a brainstorming session. Take the entire list, review it, and prioritize the items to decide which ones the unit will set as goals. Set a reasonable number of goals. Too many goals can demoralize volunteers and spread efforts too thinly. Too few goals will fail to challenge and engage members.

What makes a good goal? A common method used to check goals is the SMART test. SMART is an acronym that stands for specific, measurable, achievable, realistic and timely. Evaluate each goal to ensure it meets these requirements and the unit will have a great list of goals.

Specific – Express the goal so that everyone understands it. Do not be vague.

Measurable – How will the unit know if it achieved a goal? Numerical goals are easy to measure, but they are not the only way a goal completion can be measured. Creating a certain situation is measurable.

Achievable – Do not set goals that are impossible for the unit to accomplish. Do not plan a squadron trip to Mars. That isn't going to happen. Don't sell yourself short either. Put one or two big goals on the list to allow the unit to challenge itself. Realistic and achievable go together.

Relevant – The goal the unit chooses needs to be relevant to at least one of CAP's missions, and it should be relevant to the members. Good goals are something members want to do. Commanders can help motivate members to achieve goals.

Timely – Set goals that the unit has time to complete and that will still be applicable when the unit achieves them. If the unit sets a goal to raise funds to pay for cadets to attend an activity, it is important to set the deadline early enough to receive the funds in time to pay the activity fees.

MY UNIT'S GOALS

Develop 5 short-term, easy goals for your squadron. For instance, "Recruit 1 new cadet and 1 new senior member within the next month." Ask your commander about his or her goals and incorporate them into your goals also. Use the SMART test to evaluate the goals you set.

1. _____

2. _____

3. _____

4. _____

5. _____

Develop 1 long term or major goal that you would like to see the squadron accomplish. For instance, "Take a unit trip to the USAF Museum next summer." Use the SMART test to evaluate the goal. Remember, engaged members return to CAP each week!

What are some (at least 2) of the goals that the next higher echelon commander expects the unit to accomplish? Use the SMART test to evaluate the goals. Modify the goals, if needed.

Planning

Now that the unit has goals, we need to figure out how we are going to accomplish the goals. Planning helps the unit go from goals to accomplishments. Taking the time to plan will make things run smoothly and give unit activities a professional appearance. Members and prospective members can see the difference between properly planned meetings/activities and improperly planned meetings/activities. Members stop attending when planning is ignored.

How do we plan? We need to know where we are, where we are going, and what it takes to get from point A to point B. Many people start with the goal first and plan backwards. This process is called “backwards planning” and involves determining what needs to be done before the goal is accomplished. There may be diversions and obstacles that will appear while you are completing this process. You will need to determine a way to minimize the effect the obstacles have on accomplishing the goal. Once you have worked your way through the process, you can create a schedule from the present.

Tasks do not always need to be accomplished in sequential order. Often, several different tasks can be complete at the same time. If we are planning a cookout this weekend, some tasks we need to accomplish include buying the food, preparing the grill, cooking the food, chilling the drinks, and serving the food. While we cannot cook the food until we have bought it and prepared the grill, we can chill the drinks at the same time as we prepare the grill and cook the food. Parallel processing is very helpful to reduce the time required to reach a goal, but may require additional manpower to complete multiple tasks at the same time.

Scheduling is the process of assigning dates and times to events. Events can be a full activity or a planning milestone. Milestones are points in time when smaller parts of a project are completed, and they assist people with determining progress toward completion of a goal. Events need to be scheduled to avoid conflicts. Many people think that scheduling is planning. Scheduling, however, is only an important part of planning. Once you have determined dates that your goal should be completed, get it on the schedule as soon as you can so other events may be deconflicted early. Everyone will need time to adjust schedules, tasks, etc.

Putting an event on the calendar is only part of planning. What else is there? Resources such as facilities, financing, staffing, food, water, and lodging need to be procured. These things are all part of planning. What needs to be done before the event occurs? Is it an overnight event? If so, where is everyone going to sleep? How much is this going to cost and where is the funding coming from? Who is doing what and when during preparation, execution, and demobilization? The more detailed the plan, the better the event will go.

One of the keys to the success of any plan is to have your Safety Officer involved every step of the way to help planners with the risk management part of the plan. Before every event or activity, no matter how small or how large, hazards must be identified, risks must be assessed, and controls must be put in place to reduce risk to an acceptable level. As the commander, you are ultimately responsible for ensuring you and your staff have done due diligence in identifying and reducing risk in all squadron activities.

As has been paraphrased from the poet Robert Burns “The best laid plans of mice and men often go awry.” No plan is going to be perfect. Design your plan in such a way that you have backups for important tasks, and so the plan can be adjusted during execution. This allows the people executing the plan to avoid obstacles by making small changes to the plan. This will give the event the best chance to succeed.

PLANNING WORKSHEET

Complete the following annual planning calendar by filling in events that the squadron will participate in that are not already planned by other units, including wing. For this exercise, you need to find time for orientation flights, ES training, and a 5-day long squadron trip to a location of your choosing.

(Sample) Annual Planning Calendar

	WING	GROUP/OTHER SQDNS	OUR SQUADRON
January	_____		
February	Cadet Comp	Winter Bivouac	_____
March	SAREX	_____	
April	AE Weekend		
May	Wing Conference		
June	Encampment		
July	_____		
August	Summer Bivouac		
September	SAREX	_____	
October	Model Rocketry		
November	_____		
December	_____		

1. What do you need to consider to ensure the squadron trip is a success?

2. What is your projected timeline for trip planning? What milestones will you set to assist in determining if everything is on track?

eServices

eServices is CAP's web portal, and it is used to process most of the personnel actions for members. Promotions, Awards, Training, Training Records, Duty Assignments, Transfers and more are managed in eServices. eServices also contains ORMS, the logistics part of the database, where all accountable resources are tracked, assigned and inventoried. The IG tracking system, called the Discrepancy Tracking System or DTS, is also located in eServices.

There are several tools to help you get a picture of the health of your unit such as the Commander's Dashboard and Member Reports. Good leaders made decisions based on data. The data commanders need comes from eServices. You should look at the Commander's Dashboard at the first of each month. Track key information that pertains to the expectations of your commander and your goals on a spreadsheet. Update the data monthly. Begin to identify trends in your data and use it to improve your unit, plan needed activities, plan training, etc.

As a commander, you need to be able to operate in eServices to get most anything done. Like all new systems, eServices may seem daunting at first. The more you use the system, the more you will see how easy tasks are to accomplish in eServices. The following guide will help you with a few of the most common eServices tasks used by commanders. Some are used weekly and others yearly. This guide should help you begin to find your way around the system. If you are unable to find what you are looking for, don't let it frustrate you. Call your mentor or your commander for assistance.

As you review the dashboard for your unit (if you have access), fill in the following chart:

Strengths and weaknesses are internal. Opportunities and threats are external.

Strengths	Weaknesses
Opportunities	Threats

HOW DO I . . . in eSERVICES?

<u>Task</u>	<u>Location</u>
Sign up the unit for AEX	Aerospace Education, AEX, Apply for AEX
Recommend a member for an award	Personnel, Award Recommendation, Enter Member Information
Print a Certificate of Appreciation	Administration, CAP Certificates, Print Certificates, Cert of Appreciation
Complete the Cadet Protection Training	Online Learning, Learning Management System, Courses, Filter by Functional Area, Cadet Programs, Choose Course
Apply for a STEM kit	Aerospace Education, CAP STEM Kit, Application
Input a cadet's CPFT information	Cadet Programs, Cadet Promotions, Data Entry, Scroll Down to Physical Fitness Test, Enter information, Submit
Promote an Active Senior Member	Personnel, Membership System, Promotion, Enter ID #, Select Grade, Review Criteria, Enter Justification, Submit
Evaluate my unit's membership stats	Log in to eServices, Click the button in the top right of the Statistics box, enter the Time Period, review membership trends
Assign a member to a duty position	Personnel, Duty Assignment, Assign Senior Duties, Choose Member, Choose Functional Area, Choose Duty Position, Enter Date, Choose Assignment Type, Submit
View a unit's open items in DTS	Inspector General, Inspector General, Scroll Down and choose unit
Print a membership roster	Reports, Member Reports, Membership, Choose Unit, Choose Member Type, Choose file type, View Report, Print
View a member's personnel record	Administration, Member Search, Enter ID #, Member Search Report
Issue equipment to a member	Logistics, ORMS, Expendable Property, Enter ID #, Enter Information
View a member's ES training records	Operations, Operations Qualifications, 101 Card, Enter ID #
View a member's phone number	Administration, Member Search, Enter Last Name, Click Magnifying Glass, Choose name, Click Contacts
Approve a member's ID photo	Administration, Photo Admin, Validate CAP Photo
Report a member injury	Safety, SIRS, File New Mishap
Enroll/Update a member in a Specialty Track	Professional Development, Specialty Track, Specialty Track, Choose Member, Select Track, Choose Rating, Enter Date, Submit
Enter vehicle usage data	Logistics, ORMS, Vehicle Usage Entry, Enter Data, Upload F73, Submit
Transfer a member into your unit	Personnel, Membership System, Transfer, Enter ID #, Choose Transfer To, Enter Transfer Date, Submit & Approve Transfer
Read a regulation	Administration; Forms, Publications, and Regulations
Review Unit Health/Metrics	Command, Commander's Dashboard

The Change of Command Ceremony

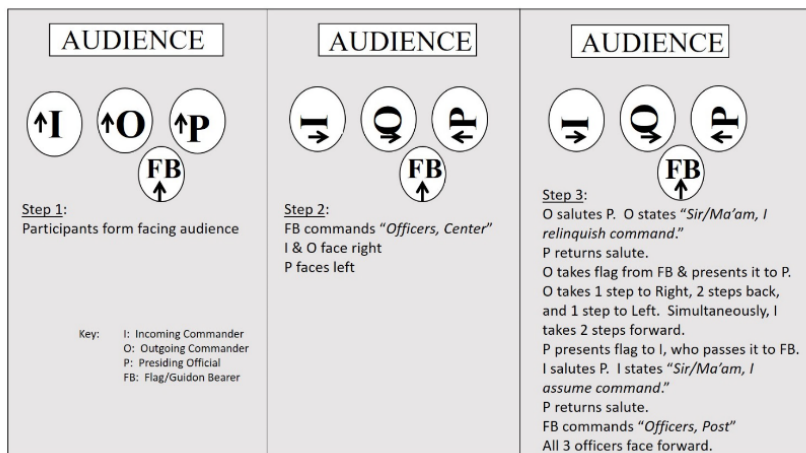
You might think that you do not need a ceremony to take charge of the unit. You might be right. The unit, however, does need a ceremony. The change of command ceremony exists to show the smooth transition of commanders. Units celebrate the outgoing commander and thank him or her for the time and effort spent leading the squadron. It is also a time to set the tone and provide the first impression of what you will be like as a commander. If the outgoing commander is absent, the ceremony will be for Assumption of Command rather than Change of Command and adjusted. In all, it is a very important time for the squadron. Remember, the change of command is not about you. It is for the unit members, and they deserve it.

There are several methods outlined for a change of command ceremony within CAP publications. CAPP 3, *Guide to CAP Protocol* Appendix 4A and 4B, list two sample agendas and descriptions of the change of command ceremony. The cadet drill test for Learn to Lead, Chapter 7, problem #2 also explains a change of command variation. The drill test is not a controlled item, so it may be referenced for that version of the ceremony.

Planning is required for the change of command ceremony to be executed with the level of professionalism that it deserves. Again, CAPP 3 should be used as the basis for planning. Ensure you have a good time and place where everyone can attend. The ceremony should be conducted by the next higher echelon commander. Make sure the time and place fit into his or her schedule. Send invitations to local dignitaries such as politicians, military leaders, the owners/managers of the meeting facility, etc. Make the invitations formal to emphasize the importance of the event for your intended guests. Do not send the primary invitation by email. You may follow-up on an invitation using email or a phone call, but the actual invitation should be sent by card or personal letter.

Often, a reception occurs after the ceremony. This is usually planned by the incoming commander as an opportunity for the unit members to talk with the new commander in a relatively informal environment. It may also be a celebration of thanks to the outgoing commander. In CAP, it is often both.

The graphic below shows a sample change of command. You can learn more in CAPP 3, and CAPP 60-20, *Drill and Ceremonies*.



ASSUMPTION OF COMMAND/CHANGE OF COMMAND QUESTIONS

1. When and where will my change of command ceremony be?
2. Who should be there?
3. Will I have a reception afterwards? Who is planning that for me? Will we have refreshments?
4. Who will be participating in the actual ceremony? Who will handle the colors?
5. Will there be a promotion involved for either me or my predecessor? Do we have the promotion oath ready?
6. Which ceremony are we using? When will we get together to practice it?
7. Do we have all required resources (flags, flag stands, etc.) for the ceremony?
8. What members of the press will you invite? Will the PAO take care of that?
9. What remarks will you make at the change of command? This is an opportunity to motivate your new unit, thank them, and share your vision.
10. Will any awards be needed? Who will bring them?
11. Commanders cannot be appointed in eServices. Ask your commander if the CAPF27 has been completed and submitted to NHQ.

Partial List of Due Dates/Suspenses (Current As of Feb 2017)

Annually:

- Brief the Nondiscrimination Policy
-

Monthly

- Safety education
- Vehicle utilization reports due in ORMS (by the 10th)
- Aircraft utilization reports due (by the 20th)
- Reconcile Wing Banker account
-

Quarterly

- Review budget and note it in Finance Committee Meeting minutes
- Finance Committee meets
- Review all Wing Banker reconciliations
-

1 January	New calendar year files start, CAPF172 completed
10 January	Chaplain Corps Statistical Report due
15 January	AFA Outstanding CAP Cadet, AFSA NCO of the Year, of the year nominations due
31 January	Annual Safety Surveys due
15 February	NCSA applications must be approved by the unit
31 March	Annual Safety Day must be completed before this date
15 April	VFW Cadet NCO/Cadet Officer awards due
15 May	Balsem Award nominations due
10 July	Chaplain Corps Statistical report due
1 September	CAC representatives assigned in eServices
30 September	Review/approval of domain names
1 October	New fiscal year files begin, annual budgets due
15 October	AE Plan of Action and AE Activity Report due to wing, winter NCSA applications due
30 October	DDR End of Year reports due
1 November	Execute CAPF 171
15 November	AFA AE Cadet of the Year nomination due
31 December	Annual inventory due, CAP Scholarship applications due

CIVIL AIR PATROL
JUST IN TIME WORKBOOK
FOR
NEW UNIT COMMANDERS



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To maintain academic integrity, CAP protects this material.

No portion of this guide may be used for any purpose other than command training.

Professional Development Division
Civil Air Patrol National Headquarters
105 South Hansell Street
Maxwell AFB AL 36112-5397
Phone 877.227.7748, ext. 405