



CIVIL AIR PATROL

# THE DISPATCH

Safety | Health Services | Chaplain Corps



August 2024

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The Dispatch is for informational purposes. Unit Safety Officers and Health Service Officers are encouraged to use the articles in The Dispatch as topics for their monthly safety briefings and discussions. Members may go to [eServices - Learning Management System](#), click "Absorb," search for this month's The Dispatch, take the quiz, and receive safety education credit.

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*The Theme for This Month's Dispatch is Core Values for Cadets and Seniors. These articles from Health Services and Safety provide information on CAP's Core Values, which are Integrity, Volunteer Service, Excellence and Respect. By living up to these Core Values daily we can protect the well-being of our members and others.*

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### Primary Articles - Core Values for Cadets and Seniors

#### CAP's Core Values - The Bedrock for an Ideal Safety Culture

By: Capt. David Ellis, Safety Officer, VA-060

"When your values are clear to you, making decisions becomes easier." (Roy E. Disney, former senior executive for the Walt Disney Company)

An effective Safety Program relies upon a vibrant Ideal Safety Culture. There are many things that make up an Ideal Safety Culture but what is the foundation that supports and guides that culture?

In CAP, that bedrock foundation is our shared Core Values, which are Integrity, Volunteer Service, Excellence and Respect. Integrity sits at the heart of all other core values. It embraces "attributes such as courage, responsibility, accountability, justice, openness, self-respect and humility."

Volunteer service is about choosing to serve others before ourselves. In human interaction, excellence is a continuous process not an end state. It is not about achieving perfection. It is about continuously striving to do the best that we are capable of and when we inevitably fall short of that ideal, we rededicate ourselves to doing our best going forward. Respect is “treating everyone with fairness and dignity and working together as a team.” (Quotes from [CAP Core Values - CAP Safety Principles Webpage](#).)

As we fulfill our duties or plan and execute activities, we are often faced with choices that have conflicting priorities, but which decisions are the *right* ones? If I choose this safer, less convenient option, will people be upset with me? Will we be able to get the activity planned and started on time if we take additional time to perform a Deliberate Risk Assessment? Will the commander cancel this exciting activity if I mention this safety concern?

There are many ways in which CAP’s Core Values can affect and guide our decisions. Let’s explore some of the ways that our Core Values guide us in the Deliberate Risk Management (DRM) process. For many members, one of the most intimidating aspects of CAP’s Safety Program is DRM. During this process, we Identify Hazards, Assess Risks, Develop Controls & Make Decisions, Implement Controls and Supervise & Evaluate.

**The following are some ways that our Core Values affect our decisions in relation to DRM:**

**Identifying Hazards** - Integrity guides us to not intentionally ignore a hazard because addressing it will be inconvenient. Volunteer service directs us to do this because it is beneficial to the safety of others, not because it is a required step of DRM. Excellence guides us to be as thorough as possible in identifying the hazards. Respect leads us to work as a team, open to everyone’s ideas and concerns. For example, food will be provided at an event. The Activity Safety Officer formed a risk management team to evaluate food related hazards, such as food related allergies.

**Assessing Risks** - Integrity directs us to honestly assess the risks and to not skew the assessment to achieve a desired outcome. Volunteer service leads us to commit to the time necessary to thoroughly assess the risks. Excellence guides us to strive to be as accurate as possible in assessing the initial and post-control risk levels. Respect guides us to consider the risk level to others, not just to ourselves. For example, the risk management team used a risk assessment matrix and determined that there is a high chance that one or more members will have food related allergies.

**Developing Controls and Making Decisions** - Integrity also leads us to accept responsibility for controls, for which we are the most appropriate person to oversee. Volunteer service guides us to accept responsibility for controls (where appropriate) to balance the load for everyone. Excellence directs us to diligently develop effective controls and assign oversight to the most appropriate members. Respect guides us to think about the workload of others when we consider assigning them to oversee controls. For example, the Activity Safety Officer included the food services personnel in developing controls to reduce the risk of exposing the at-risk personnel to foods containing allergens.

**Implement Controls** – Integrity directs us to take responsibility for controls assigned to us. Volunteer service leads us to help others with implementing their risk controls. Excellence guides us to implement our controls diligently, effectively and to brief our team members.

Respect guides us to be open to other people's suggestions or concerns, especially when they differ from our own point of view.

**Supervise and Evaluate** – Integrity leads us to honestly assess controls, even when it is inconvenient to do so. Volunteer service directs us to help lead the effort to adjust risk controls, when plans change, or new hazards appear. Excellence guides us to supervise and evaluate our assigned controls diligently. Respect guides us to verify that team members understand and are capable of implementing controls properly.

Beyond DRM, I challenge you to consider ways that CAP's Core Values are personally meaningful to you. Think about how those values can guide you to support an Ideal Safety Culture. Explore ways that they can lead you to put people first, to treat others fairly and trust in fair treatment, to report safety issues and to positively acknowledge others for raising safety concerns. Examine how they can guide you to understand acceptable and unacceptable behaviors, to reduce unnecessary risks, to adapt to changing demands and unforeseen developments and to overcome obstacles without compromising safety.

When we learn what CAP's Core Values means personally, it helps us to internalize those values and provides us with moral clarity to make appropriate decisions. Once we understand, internalize, make decisions and act in accordance with the bedrock foundation of our shared Core Values, we foster and support an Ideal Safety Culture that helps to protect the well-being of our members and all those we interact with.

#### **References:**

- [CAP Core Values - CAPSafety Principles Webpage](#)
- [CAP's Ideal Safety Culture](#) - Michael Nunemaker, CAP Chief Strategy Officer
- Civil Air Patrol Basic Risk Management Course in AXIS.

### **Core Values for Seniors and Cadets**

By: Lt. Col. Stephen Leighton, MD, NC-052

One of the primary reasons that I responded to the opportunity to join Civil Air Patrol was when I learned about the **CAP Core Values. Respect, Integrity, Excellence and Volunteer Service.** These are values that are so very fundamental to how I strive to live life, and it was actually thrilling to know that the organization I was joining held these same values.

Unfortunately, it was a bit disconcerting, later, to note how infrequently these fundamental Core Values were incorporated into the classes in which I was participating in. It seemed to me that we were missing opportunities to remind ourselves about why we were really here. Since then, whenever I have had an opportunity to share in the training of cadets and senior members, I look for opportunities to bring up the Core Values and directly connect them to whatever the topic is.

It really doesn't matter whether we are talking about Cadet Protection, preparing for a Mission, or participating in a briefing on the weather . . . the Core Values can always be connected and are fundamental to our success and our safety. Without these guiding lights, I

think that CAP's record in all areas would not approach the quality that has been achieved over these decades.



In my county, we have a challenge program called the Davie Respect Initiative that is aimed at increasing the amount of expressed Respect being demonstrated. It has been an amazing experience to participate in reading the applications of our potential awardees (young folks between 12 and 21 are eligible to apply), and see the sometimes-astonishing creativity, compassion and care that is being expressed. Several of our local CAP Cadets

have been awardees in the program, developing programs that make a real difference. The same thing can be observed about many cadets in CAP who are examples of Integrity and Excellence in action.

So, the challenge for all of us is to strive DAILY to live up to these Core Values and become living examples of CAP's Core Values in daily action.

## What's "Safety Culture" and Why Should I Care?

By: Maj. Charles "John" Graham, NM-018

### What

Safety culture is the collection of the [beliefs, perceptions](#) and [values](#) that members of an organization share in relation to [risks](#). It's sometimes described as "what happens when no one's looking."

### Why

Weaknesses in safety culture can lead to accidents and mishaps—the Chernobyl disaster and the Space Shuttle accidents are well-known examples. Of course, this happens on a smaller scale too. On the other hand, [U.S. industry experience](#) shows that a mature safety culture benefits all aspects of the organization, including morale, retention, and operational success. Above all, it's about [protecting our people](#) and the assets the U.S. Air Force has entrusted us with. And getting better at it.

### Who

Leadership—especially commanders—sets the example and tone. "Influential leaders" such as safety officers and program directors can make a significant difference too. Commanders don't need to be experts in the safety program to "talk the talk and walk the walk." Understand how the CAP Safety Principles tie to CAP's Core Values, particularly excellence and integrity, as explained on the [CAP Safety Principles](#) webpage.

## When

Always—an organization's underlying culture doesn't turn off. Nor can we expect it to change overnight—we need to keep working on it to continually improve.

## How

The CAP Safety Management System is a template for achieving an excellent safety culture. CAPR 160-1 lists four components of an informed and involved safety culture.

## To summarize:

### Reporting Culture:

The need to report mishaps, deviations, near-misses, lessons learned, observed hazards, and improvement suggestions should be constantly emphasized by leadership at every level. *(Wait—does that mean telling on each other? No—it's just being honest about what's working and what's not, which is the only way to improve.)*

### Just Culture:

Members must be confident they will be treated fairly when they report. Leadership should foster an environment of trust where members are encouraged and even rewarded for reporting safety related information, while realizing there is a line to be drawn between acceptable and unacceptable behavior.

### Learning Culture:

Leaders at all levels should show a willingness to learn from errors as well as successes, inspiring members to follow their lead...The key to a learning culture is exemplified in an inquisitive mind; constantly seeking information on what might go wrong or what did go wrong, and what could prevent it.

### Flexible Culture:

This is realized when the tenets of safety RM are employed at every level and at all missions and activities throughout Civil Air Patrol and in our members' daily lives...individuals and groups fully understand and routinely apply safety RM processes as a matter of habit.

\*\*\*Public Health Corner\*\*\*

Public Health Officer – Do You Know Who Your Local Counterpart Is?

By: Maj. Heather Parth, MPH, CIC, FAPIC, FL-001

As a Civil Air Patrol Health Services Officer (HSO), my primary charge is “Force Protection.” I collaborate with colleagues in the Safety and Chaplaincy Corps to facilitate overall health and wellness for all our members, cadets and seniors alike. Whether your focus is Aerospace Education, Cadet Programs, or Emergency Services, my mission is to make sure you accomplish yours.

This approach necessitates looking at individual risk factors and placing them in context of interactions with environmental hazards, aka basic Public Health methodology. Only then can a meaningful risk assessment be made to guide mitigation strategy.

However, that realm of environmental hazards is diversely complicated: everything from poor food handling (foodborne illness risk) to extreme temperatures (heat illness risk) to plants and animals (poison ivy and fire ants) anyone might be a consideration. So where to start? How do you become an expert in...*everything*?

Short answer: you don't! But the good news is, you do have resources you may not have considered: your local Public Health Department. Although jurisdictions organize differently, there is always a section dedicated to human disease and conditions. Some names it might go by include Epidemiology, Communicable/Transmissible Diseases, or Environmental Health. Professionals in these areas should be knowledgeable about not only a variety of local hazards, but also trending and the latest prevention recommendations. Some Public Health departments can also offer educational support and other resources on request with advance notice.

In addition to familiarizing yourself with the local webpage and phone numbers, I encourage you to personally introduce yourself to your Public Health counterpart. Taking a proactive approach with your local jurisdiction, especially prior to large Civil Air Patrol events (e.g., Encampment), establishes important points of contact, communication and can expedite resource allocation if Public Health support is needed.

Just like HSOs are “advisers to command,” consider a Public Health professional your advisor: they won't make the final call, but they can provide invaluable insight to help you make *your* informed decision when you need to advise your chain of command.

Additional information can be found here: [Health Department Directories](#)

**\*\*\*RECOGNITION\*\*\***

**Congratulations Members on Achieving Their Master Rating in the Safety Officer  
Specialty Track!!**



- *Lt. Col. William Creekbaum, OH-001*
- *Maj. David Roden, AZ-064*

**\*\* Communications From Safety, Health Services, and Chaplain Corps\*\***



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We would like to solicit your valuable input for The Dispatch articles.

For consideration, please submit your article to the following editors/groups:

**[Safety - Health Services - Chaplain Corps](#)**

**Upcoming Edition and Theme:**

**September - Fresh Start, New Challenges, please submit your article by August 21<sup>st</sup>.**

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