

Encampment Continuity for the Cadet Commander

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Before I begin to list the myriad of bulleted items which must be covered in order to have a well-run encampment, I consider it very important that you read my command philosophy.

This encampment is not solely mine. We are in a partnership. You are here to provide the best possible leadership to your area of influence and I am here to provide leadership and guidance to the staff as a whole. As part of my job, I feel you should know about how I like to run things that way we can form a productive working environment.

I believe that encampment has two fundamental goals. First, and perhaps most important, we are here to train a new crop of CAP cadets in the basic fundamentals that they will need to be successful cadets in the future. That entails giving them an experience in teamwork as well as skills such as drill, knowledge, customs and courtesies, integrity, attention to detail, and physical training; that is why you have been selected as a staff. You have demonstrated a firm understanding of the above concepts, which are the bedrock of a cadet's career; to the extent that I trust you can instill them inside each and every basic cadet at this encampment. This leads me to the second goal of encampment. Encampment is a leadership laboratory where you put to use the skills that you have learned in your cadet career to train future cadet leaders. It is also a learning experience for us, just as much as it is for Cadet Joe Doe. That being said, I expect that you will train our basics as though they will replace us one day because, after all, that is exactly what will happen. As a staff, you have the awesome responsibility of molding the future of the Cadet Corps in our Wing and in our organization. Do not take this responsibility lightly.

There are a few standing rules that you should know about me. First of all, I like being kept in the loop. I like to know as much as I possibly can about what is going on at all times. That being said, communication flow is critical at this encampment. When I give an order or make an announcement to be passed down, I expect it to happen. Information must flow just as freely up the chain of command to me. I expect the chain of command to be used properly and efficiently, but at the same time I am an open individual. If you have an issue that you feel is crucial, I am willing to lend my ear, but use your best judgment and discretion.

Second, I abhor wasting time. Due to the short duration of this encampment, we have a lot to do and little time to accomplish it. 5 full training days is all the time we have to utilize, and when you insert PT, mandatory classes, meals, sleep, and hygiene time into the equation, that gives us less than 20 hours of actual training time. You have 20 hours to produce a squared away cadet. Clearly, you do not have time to waste. If you are on line staff, I expect you to be training in accordance with the Training Syllabus you will be provided with. It exists as a guideline and a measurement of accomplishment so we can ensure that every basic that graduates from our encampment has the Core Body of knowledge that we expect. You must accomplish all the tasks that are on that syllabus. If, for whatever reason, you have accomplished tasks faster than the training syllabus directs, then move on, but be sure not to move on unless your cadets have **MASTERED** the concepts. Always have a Group Leadership Project prepared or something to fill time, just in case things go awry. If you're on support staff and run out of duties, ask your

department head if there is anything else you can do. Take initiative and be proactive. Impress me and the rest of your superiors by seeking work rather than having it given to you.

Third, motivation is a powerful tool. A Crucial part of motivation is competition and group identity. Encampment is the perfect environment for both. Remember that their motivation is a reflection of your motivation. You must be the spark that starts their fire. Also, I encourage, and in fact expect each flight to have some sort of mascot and a motto. Jodie contests are great motivators. I want cadets to be proud of what they are doing and what flight they are in. I want them to be proud to wear their uniform and clean their barracks. I want them to be proud that they are living a disciplined lifestyle. I will offer a single caveat to this statement. It is important that motivation and training be balanced. Training must not suffer or play "second fiddle" to motivation. Remember, training is why we are here.

Finally, above everything else, remember this single principle and use it as your guideline in everything you do at encampment; Lead by example. Flight Commanders and Sergeants, the respect that your basics have for you is the one tool you have that lets you do your job. If you fail to lead by example, respect for you is eliminated, and, in turn, your ability to do your job suffers. Your biggest fear should be losing the respect of your cadets either due to a lack of leadership by example in things like bearing and uniforms, customs and courtesies, or because of a lack of knowledge. That being said, I expect you all to brush up on your Drill manual, your C&C, and your general knowledge before you come to encampment. I especially encourage the use of the 6 Step Drill Instruction Method highlighted in your Drill Manual and Leadership material. In short, be the standard that you want your cadets to live up to. Be, Know, and Do!

With that out the way, I think you now have a good idea of the responsibility which is now resting on your shoulders. For the next few pages, I would like to cover a few of the topics which are not directly associated with encampment, but just as important. Before you read any further into this continuity, please take some time to read the words of one our nation's greatest leaders.

"It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself for a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat." - Theodore Roosevelt

Bad Decisions and Poor Communication

One of the biggest obstacles you will have to overcome while leading in Civil Air Patrol is poor communication. When you are trying to get your point across to someone who you would like to push over the edge of a cliff, filling an email, letter or phone conversation with sarcastic comments (or tone) is not going to get anybody, anywhere. When dealing with people you really do not like, or do not like you, the best way to communicate is through kindness, tact, and professionalism beyond reproach.

"I have often regretted my speech, never my silence." - Xenocrates

I have found myself, many times, regretting how I handled a situation. I went with my gut and snapped back at a senior member or cadet who either hit a wrong nerve or did something incredibly stupid. The hardest thing I have had to deal with is how I react when I receive an email which is inflammatory, mean-spirited, caustic, nasty, or generally unpleasant towards me or someone else. My first reaction is just that, a reaction. The hardest part of responding to emails like those is to remember you are not responding to emails at all, you are responding to a person. You will find yourself making massive decisions which affect hundreds of people and there are going to be people who disagree with you. You are also going to make some people very angry. It is going to happen, and you need to be prepared to respond to them respectfully and with impeccable tact.

ADVICE: When you are responding to someone via email (where their email was less than positive or respectful), when you finish the email, do not send it immediately. I have found that my initial response to a person is going to be somewhat of an emotional twist on what I really wanted to say. Fighting fire with fire is not going to help anybody. Responding respectfully and with tact is key to dealing with situations will not only make your life easier, people will respect you far greater for being wise with words and cool in temperament.

ADVICE: Use the phone. Email is great and all, but I just spent 351 words giving some advice on how to avoid making bad decision in the use of email. Getting off the computer and on the phone... it's faster, more personal and much less prone to the misunderstanding and misconstruing of words. Voice inflection and tone communicate much more than a million words in an email ever could.

ADVICE: Don't communicate when you're mad. When you involve emotion in your decision-making process, bad things happen. As hard as it is... you have to sleep on it. Then, with a clear head, say what you need to say, not what you want to say.

Pride Cometh Before the Fall... Always

I think that saying anything on this topic would not do it justice. The best way I can approach this subject is by the words of those who know better than I.

“A proud man is always looking down on things and people; and, of course, as long as you're looking down, you can't see something that's above you.” - C.S. Lewis

“Pride makes us artificial and humility makes us real” – Thomas Merton

“Pride attaches undue importance to the superiority of one's status in the eyes of others; And shame is fear of humiliation at one's inferior status in the estimation of others. When one sets his heart on being highly esteemed, and achieves such rating, then he is automatically involved in fear of losing his status.” - Lao Tzu

There is a big difference between pride and taking pride in one's work.

“Disciplining yourself to do what you know is right and importance, although difficult, is the highroad to pride, self-esteem, and personal satisfaction.” - Margaret Thatcher

Integrity... It Ain't Just What You Do When People Are Watching

“It's not what we eat but what we digest that makes us strong; not what we gain but what we save that makes us rich; not what we read but what we remember that makes us learned; and not what we profess but what we practice that gives us integrity.” - Francis Bacon, Sr.

“A man may have to die for our country: but no man must, in any exclusive sense, live for his country. He who surrenders himself without reservation to the temporal claims of a nation, or a party, or a class is rendering to Caesar that which, of all things, most emphatically belongs to God: himself.” - C.S. Lewis

Overconfidence is Stinky Pride with a Pretty Mask

One of the hardest lessons I had to learn, and you will have to learn as well, was that we do not know everything. Pride

Encampment Preparation Sequence of Events

- Determine location and date for activity.
- Put in place standards for staff selection as well as what you want to receive as a part of this application. There are several items which have led to the selection of a great encampment staff.
 - An essay with the following topic: “What is your definition and understanding of the corps values?”
 - An essay with the following topic: “What is your philosophy of command?”
 - An essay with the following topic: “If placed on staff, what is the most important thing you can do to help the mission of encampment be accomplished?”
- Work with the DCP and Encampment Commander in order to establish the best way to communicate during the planning process. If there is an issue as to how you are communicating, the encampment is going to fall apart at the seams.
- Announcement for Executive Staff
 - Executive staff includes the following: Deputy Commander, Executive Officer (Adjutant), Director of Training, Safety Officer, SET Commander, Command Chief, and Squadron Commanders.
 - It is very important that the cadet commander indicate how important staff is to the success of the mission. The cadet commander is not there to run the show, he/she tells the staff what to do in order to accomplish the mission (to train cadets) and then let them amaze him/her with their creativity.
- Announcement for Line, Support and SET Staff
 - Line staff includes the following: Squadron Commanders, Squadron First Sergeants, Flight Commanders and Flight Sergeants.
 - Support staff includes the following: Firearms, Medical, and Logistics. There is no need for Logistics, Administration, Finance, and Communications. Administration, Finance, and Communications work a lot better to be lumped into Logistics and put one person in the c/OIC position. This effectively makes them a work crew which helps tremendously.
- Deadline for Staff Applications
 - When you place a deadline on applications for executive staff positions, there is no wiggle room for the final date. If they are going to be serving on exec staff, they need to have their stuff together. For all other cadets staff position, it is not uncommon or wrong to allow some give room on deadlines because many of the cadets have never staffed before and should be given a sympathetic ear.
- Picking your staff (Executive Staff)
 - You have received all the applications for exec staff positions. The hardest part has just begun, choosing the right cadets for the right jobs:
 - You are the commander and your vision is the encampment vision

- When you say jump, they say “how high”
- They think on their feet
- They have a spotless or near spotless record of sound integrity and abiding by the corps values.
- You will give detailed instructions sometimes, but most of the time, you will be giving broad orders which have to be handled in more detail as the communication goes down the line. These cadet staff members need to be able to think on their feet in this aspect.
- Friendship will not cloud your judgment since you have been made the cadet commander and must realize how many people your decisions affect. Your decisions are not going to be “cool” a lot of the time, but your exec staff realizes that these orders are crucial to accomplishing the mission and not directed towards them.
- Picking your staff (Line, Support and SET)
 - You have received all the applications for exec staff positions and you have picked the staff will either make or break your encampment. Now you have to pick the staff which make the encampment happen. This part can sometimes be even more difficult than choosing your exec staff because in the case of exec staff, you have a pretty good idea of who these people are. With line, support and SET, you might not have any idea as to who they are. When choosing cadets for staff you need to cover the following things:
 - If they have been to any of the CTEP schools, go and talk with instructors and find out how the cadets did at their school.
 - This is what you will be asking for in applications for line, support and SET.
 - Completed (New) TXWGF 31A with parental and squadron commander signatures.
 - A brief resume with the following information:
 - Full name and grade.
 - Staff position sought with two alternate positions.
 - List of experience in the positions applying for.
 - What you can offer as staff to improve it from previous encampments.
 - A brief paper (250 words+) stating your philosophy of responsibility while in command.
 - A brief paper (250 words+) stating what the Civil Air Patrol Core Values mean to you.

Application Process (Staff/Basic)

- Contraband list must be published with the gear list.
- Application deadlines must be final with no exceptions.
- Note: Make sure that cadets know to show up to the encampment location and not where the applications are to be sent.
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Schedule: When putting together the schedule for encampment, there are a few things which need to be addressed:

- Make sure there is 10 minutes of transit time from one location to another. This is only applicable on campus because off-campus activities such as firearms and ropes course will require more time. Removing transit time from your schedule will keep you behind schedule all the time.

- When scheduling staff meetings, make sure that the senior and cadet meetings are at separate times. If they fall on the same time, make sure that there are always cadet staff with the basic cadets during the meeting.
- Always schedule 15 minutes for devotionals at the beginning of personal time. If the time for personal time changes, the devotionals need to stay on the schedule unless otherwise dictated by the Chaplain.

In-Processing:

- Check in does take longer than two hours, it took four hours.
- Parents should not be allowed to stay longer than 5 minutes after dropping off their cadets to help ease their mind. Parents standing around cause nothing but problems.
- Leather Luster is now contraband.
- More than \$5 in cash is contraband.
- Knives with double-side blades, those longer than 3 inches (exception: 5 inches for LISA attendees).
- Allowed Electronics for all staff members: Cell Phones, iPods (mp3 players), alarm clocks, watches, digital/film cameras, and PDAs.
- Allowed Electronics for exec staff members: Laptops.
- DVDs and standalone DVD players are off limits.
 - If there is a movie to be shown during the encampment, it must be planned for ahead of time so that it will not be confiscated during bag check.
- Communication during this activity is very, very important. An established set of instructions for all the staff will be printed out and handed off to everyone before cadets begin to arrive.

Flight Staff:

- All flight staff must read the Encampment Training Manual and the Air Force Drill manual before they attend the encampment.
- The jody booklet which is available on Texas Cadet encampment page is very helpful. All jodies not contained in this booklet will be allowed only if they contain no foul language, racism, prejudice towards individual staff/basic attendees or unprofessional action.
- Flight staff will review the Pass in Review document before encampment.
- Flight staff will make sure that they have mascots and mottos for their flights before they arrive at encampment. This will allow them to immediately begin working on unity and motivation.
- Inexperience and self-confidence can only be tolerated for so long. In the case where cadet executive staff is talking with the cadet staff in questions and there is no improvement... the cadet must be removed.
- First Sergeants need to take initiative.
- Flights need to be accountable for all their cadets at all times.

Communication:

- Stay in constant communication. All cadets and senior members should be able to be reached within a 5-minute window at the most.
- There should be enough radios for at least every cadet staff member as well as every TAC officer.
- Logistics and Communications need to get everyone radios. Every cadet staff member must have an ISR.

Fire Watch:

- Have an approved CQ format list before encampment begins.
- Fire Watch needs to be setup ASAP. This is one of the first things that need to be setup at an encampment. This will always be a thorn in the flesh for the cadet staff if this is not taken care of at the beginning.
- The CQ will be completed by the Executive Officer and his/her support staff.
- The Commandant of Cadets will oversee the CQ schedule and will coordinate with the Chief TAC officer in order to keep the seniors informed. As long as the senior members are informed and made aware of the decisions being made, they will be happy to work with the schedule.

Old After-Action Reports:

- Review old ARRs in order to ensure the problems encountered at the previous encampments will not have to be addressed again at a later encampment.

Physical Training:

- Physical Training will require the attendance of all cadet staff unless they are otherwise in medical or doing other staff duties.
- There needs to be at least 2 TAC Officers at PT.
- TAC Officer(s) need to turn on lights at track 10 minutes before PT.
- Water must be present at track and needs to be ready the night before.
- Medical needs to be at track with a CAP Van to transport cadets who encounter medical issues.
- All flight must have orange vest and flashlights for road guard procedures. All cadets will demonstrate proper road guard procedures.
- Double-time to the formation.

Chow:

- Cadets are going to use both doors and go down both sides.
- Flight staff will lead their flights (follow the leader) and then drop their stuff on a table.
- They will then get their cadets seated and then seat themselves.
- All cadets need to arrive 5 minute early to be seated and ready to eat at the designated start time for the meal.
- There will be no yelling or jodies while in the dining facility due to the

Working with Senior Members:

- Former cadet Thomas J Wright said it well: "Fortunately, here in Texas, cadets are usually not hindered by Senior Member micro-management, allowing them to make the mistakes necessary to learn the art of Leadership."
- Things That Can Cause Tension - *And Lots of Bad Feelings!*
 - Miscommunication causes lots of problems
 - Seniors intervening because they think they can do a better job than the cadet
 - Cadets think that the senior is infringing upon their authority
 - A senior disrespects the chain of command
 - Senior members wearing their uniform incorrectly; improper customs & courtesies
 - Cadets not showing the proper respect for the senior's authority
 - A senior totally blowing off a cadet's advice without even considering it (or vice versa)
 - Lack or proper understanding of each other's duties and responsibilities

- Ways To Avoid Tension - Build mutual Respect and Trust
 - Be willing to admit when you're wrong
 - Learn from each other
 - Do your best to understand where the other is coming from
 - Understand each other's duties and responsibilities
 - Communicate, communicate, communicate!
 - Seniors: Learn to wear uniform properly. Learn and use proper customs and courtesies
 - Cadets: Respect seniors' experience! (and vice versa)

Encampment Duty List: Support Staff

This is a brief list of duties that support staff cadets are expected to carry out on a daily basis during encampment. It is by no means all-inclusive. In addition to the items on the list, all cadets are expected to maintain continuity binders for their positions.

One of the most important parts of the entire support staff setup is to have everyone know that they need to be flexible. Communications, logistics and administration personnel will need to be re-tasked all the time and they need to realize they are at the service of the executive officer and in turn, the entire encampment.

Logistics

- Compile and publish daily laundry roster
- Compile and publish daily CQ duty roster
- Maintain CQ Log
- Compile and publish daily area clean-up roster
- Ensure adequate supplies of consumables (esp. cleaning supplies and paper)
- Assist the senior logistics in meal pick-up
- Inspect daily all signed in encampment vehicles
- Inventory all encampment non-consumables at the start and end of the event
- Ensure equipment set-up for special events (cadet parties, volleyball competition, etc.)

Administration

- Set-up and break down in-processing materials
- Receive, inventory and secure contraband
- Receive, account for, and secure room keys
- Process sign-in documents
- Field check personnel rosters
- Produce and distribute flight rosters
- Produce and distribute room lists
- Publish and distribute daily schedules (one day prior)
- Produce typed meal requests for use in obtaining MRE's.
- Generate meal counts for logistics
- Produce certificates
- Receive and distribute cadet correspondence through encampment e-mail and base snail mail (as appropriate).
- Maintain lost and found
- Ensure that a continuous presence is maintained in the command post during all hours
- Maintain Administration bulletin board, to include vehicles (type and location), key personnel contact information, and major task listing in order of precedence
- Maintain room assignment diagram with room type (male/female basic, senior/cadet staff) and key personnel.
- File EVERYTHING, EVERYTHING, EVERYTHING!!

Communications

- Act as net control for the encampment radio net
- Maintain a continuous presence in command post during the duty day
- Monitor weather reports and announce inclement weather forecasts
- Maintain and announce flag conditioning IAW USAF Standards, and in concert with the base command post at the Encampment/CC's discretion
- Log emergency traffic
- Receive, account for, and secure all encampment communications assets

- Publish communications logs for file once daily

Public Affairs

- Maintain encampment public bulletin board to include encampment generated news articles, announcements, and special interest stories from other sources
- Be present at all cadet events
- Photograph all cadet events
- Compose and publish news articles twice daily
- Assist in the maintenance of encampment webpage
- Film selected events
- Assist in production of encampment Power Point presentation
- Assist the senior PAO in discharge of duties

Medical

- Assist the senior medical officer
- Be present at all cadet activities
- Publish medical logs for file once daily