

# Staff Duties

## 1. General Policies for command & support staff:

- Be punctual. Attempt to arrive at meeting 15 minutes early to be ready for duties.
- Attend all classes.
- Come prepared for duties.
- Participate in training and activities – not just spectators.
- If you are out of uniform or are in the wrong uniform you will not serve on staff for that meeting.
- Staff will be evaluated quarterly. If performing well they may keep their position for up to one year. Staff may be rotated every 6 months to give leadership experience to new sergeants/ officers.

## 2. General Policies for command staff:

- Will attend staff meeting at the conclusion of regular meeting. This should be no longer than 5 minutes.
- Staff should not tell cadets they will be promoted without consulting DCC.
- Staff will inform CC NLT than Sat if they will not be at meeting on the following Tuesday. If situation changes staff will call Cadet Commander NLT 1700 on the day of the meeting.
- Will participate in, as much as possible, staff conference calls or meetings that are scheduled.

## 3. Support Staff (ES Officer, Safety Officer, Aerospace Education Officer):

- Assist senior member in area they work in. This includes teaching classes.
- Inform 1<sup>st</sup> Sergeant of special equipment needs.

## 4. Flight Commander / Flight Sergeant:

- Ensure that new cadets
  - Get necessary assistance in procuring and putting together their uniform
  - Get required training
  - Take necessary exams
  - Understand basic squadron policies
  - Take Cadet Orientation Course

Complete New Cadet Follow-up Record for each Cadet Basic to verify that they have received necessary training and assistance.

- Will call all cadets on a weekly basis NLT 2000 on Monday. Report to CC by e-mail, NLT 2100 on Monday what cadets will be attending the meeting. Please make note of any cadets that have excused absences – school commitments or sick. Flight staff may divide call list between Flight Commander and Flight Sergeant. This is your opportunity to advise cadet of any performance issues, inform them of the uniform of the day, as well as confirm attendance.
- Ensure that that all cadets sign in at the meeting.
- Ensure that cadets are prepared for the biweekly inspection.
- Ensure all cadets have Quarterly Schedule, Organizational Chart, and Cadet Basic Knowledge Booklet.
- Is responsible for drilling of flight and flight time training.

- Flight commanders are responsible for teaching a Leadership Training Class, based on Learn to Lead texts, every other month or as assigned..
  - Flight Commander will complete Monthly Flight Log. Logs for the previous month are due the 1<sup>st</sup> Tuesday of the month.
  - If Flight Commanders cannot do their assigned duties they may delegate their tasks to Flight Sergeants on an as needed basis. Please inform CC if this is necessary.
5. 1<sup>st</sup> Sergeant:
- Will announce start/ end times and keep squadron on schedule.
  - Will call room to Attention at the appropriate times.
  - Will be responsible for PT training on 1<sup>st</sup> week of the month.
  - Will select the color guard. This may be assigned on a rotating schedule on a monthly basis.
  - Will get equipment for classes.
  - Organize clean-up and snack times. These tasks may be delegated to a Senior Airman or NCO to help them develop leadership skills but 1<sup>st</sup> Sgt is responsible for the tasks being accomplished.
  - Complete 1<sup>st</sup> Sergeant Log. Logs for the previous month are due the 1<sup>st</sup> Tuesday of the month.
5. Executive Officer:
- Will ensure support staff duties are completed.
  - Will advise and assist CC as requested.
6. Cadet Commander:
- Conduct biweekly inspections.
  - Organize or delegate monthly team building activity.
  - Will teach a Leadership Training Class, based on Learn to Lead texts, every month.
  - Will find interesting speakers to augment training schedule. Preferably the 3<sup>rd</sup> week of the month.
  - Will ensure that there is at least one activity per month conducted by Cadet Programs. This can be at the squadron, group, or wing level. Activities should rotate through field trips/educational activities, community service activities, and fun events.
  - Cadet Commander should e-mail staff NLT Saturday prior to the meeting to confirm attendance.
  - Report via e-mail to DCC disposition of staff and cadets prior to meeting.
  - Will send out a letter to cadets on a regular basis – at least monthly. This may be done via the squadron newsletter.
  - Complete Cadet Commander Log. Logs for the previous month are due the 1<sup>st</sup> Tuesday of the month.

**Note: Responsibilities listed above take precedence to any conflicting information in the position descriptions that follow.**

# Cadet Flight Sergeant

## Synopsis

The flight sergeant is the direct, hands-on leader who helps the flight commander motivate and train the cadets in a flight. On average, flight sergeants will lead 8 to 15 cadets, including 2 to 4 element leaders. Their main area of concern is the leadership laboratory. Flight sergeants teach in-ranks cadets the basics of cadet life: drill, wear of the uniform, customs and courtesies, and physical fitness. Although flight sergeant is an entry-level leadership position, this cadet needs to be responsible and resourceful enough to take complete charge of the flight in the flight commander's absence.

Immediate Supervisor: Flight Commander Typical Grades: C/SSgt through C/CMSgt

## Key Duties

**Instruct Cadets in Basic Subjects.** Not only do you need to know how to drill, wear the uniform properly, render customs and courtesies, and more, as flight sergeant you need to be able to teach junior cadets how to perform those tasks as well. As an instructor, it's essential that you know what you're talking about, so be sure to review your CAP manuals so you can be certain that what you teach is correct.

**Motivate & Discipline the Flight.** Your attitude is always on display. Cadets will be influenced by your actions much more than your words, so lead by example. Encourage cadets. Ensure they know what they are doing well, and congratulate them for their accomplishments. Likewise, always be watching for cadets who need extra support in drill, preparing their uniform, etc., and see to it that they receive help. Uphold CAP standards by ensuring your cadets wear their uniform properly, render customs and courtesies, etc. When enforcing standards, be positive but firm.

**Serve the Team.** A flight is a team. But groups of individuals do not magically become a team; it takes a leader. Cheer on your people. Teach them how to be good cadets. Encourage them to help one another as you help them. Resist the urge to think too highly of yourself because you are a flight sergeant. Rather, see yourself as the flight's servant, not their boss.

**Lead the Flight in Drill & Ceremonies.** As flight sergeant, you will be the flight's primary leader in drill and ceremonies. You are responsible for forming the flight, checking their alignment, receiving the report from the element leaders and passing on the report to the first sergeant, and preparing the flight for inspection. Likewise, you will need to develop a good command voice and know what foot to call commands on. Flight sergeants also lead the flight in calling jodies or cadences.

**Pass on Information.** Keep your flight informed about your squadron's training schedule. Likewise, keep your flight commander informed about the cadets' progress in basic cadet subjects. You'll need to learn discretion – the art of knowing what matters should be brought to your flight commander's attention, and what matters are routine and can be resolved on your own authority.

**Take Responsibility for Your Cadets.** Know where each of your cadets is at any given time. Talk with your flight commander to obtain a detailed schedule for each squadron meeting or cadet activity. Follow this schedule. Ensure your cadets are at the right place at the right time, with the right equipment in hand, ready to participate. Also see the cadet element leader position description for other fundamental duties.

## Prepare for the Future: First Sergeant

- Move from basic proficiency in calling commands to mastery in drill; ask an experienced cadet to critique your leadership in drill.
- Become a better instructor; work on organizing your teaching points into a logical order, and ask a more experienced cadet to critique your presentation style.
- Hone your mentoring skills. Practice your ability to listen actively. Develop a habit of recognizing cadets for their accomplishments.

# Cadet Flight Commander

## Synopsis

The cadet flight commander leads a flight of 8 to 15 cadets. It is the first cadet position to have significant managerial and oversight responsibilities, as the flight commander supervises and mentors a flight sergeant and 2 to 4 element leaders. Having developed some basic instructional skills, flight commanders are called on to teach almost any cadet-related topic. As commanders, they set goals and develop training plans for the flight, informally counsel cadets and formally evaluate their leadership skills. As officers, flight commanders serve on the squadron's leadership team, working with the cadet commander and other officers to grow the squadron. In short, the flight commander creates the conditions necessary for the flight to succeed.

Immediate Supervisor: Cadet Commander Typical Grades: C/2d Lt through C/Capt

## Key Duties

**Instruct Cadets.** While the basic aspects of cadet life – wear of the uniform, drill, saluting, etc. – should be instructed by cadet NCOs, as a flight commander and cadet officer, the squadron needs your teaching experience. You may be called on to teach a variety of cadet-related topics. Continue to develop your teaching and presentation skills.

**Motivate and Discipline the Flight.** The key to developing positive attitudes is understanding. Ensure everyone in the flight understands the big picture, the reason behind the various aspects of cadet life. Uphold CAP's standards in the leadership laboratory and the Core Values, but work through flight sergeants when possible. Recognize that your status as a role model is even more powerful than your positional authority. Lead by example.

**Mentor the Flight Sergeant and Element Leaders.** Ensure the flight sergeant and element leaders understand the scope of their responsibilities. Expect them to make mistakes from time to time, and help them learn from them. You are their coach and mentor; help them develop their leadership skills. Likewise, be on watch for cadets who are ready for new leadership challenges.

**Set Goals for the Flight.** Take the cadet commander's broad goals and add specificity and detail to them as you set goals for the flight. Identify what skills and subjects cadets need help with and what they need to do to qualify for promotion; help get those needs added to the squadron's training calendar. Depending on how your squadron develops training plans, you may be asked to draft schedules for weekly squadron meetings or special activities. Assist the cadet commander and senior staff in setting mid to long-range goals for the squadron.

**Coach and Counsel Cadets.** Help cadets develop their potential through informal, on-the-spot coaching. Work through your flight sergeant when possible. Likewise, formally evaluate each cadet's performance using a CAPF 50. Assist the cadet commander and senior staff in making promotion decisions. Always be observing cadets.

**Drill and Ceremonies.** Lead the flight during formations and ceremonies. Supervise and coach the flight sergeant and element leaders as they drill the flight.

**Prepare for the Future:** Cadet Deputy Cmdr. or Cadet Commander

- Keep developing your people skills. Pay special attention to how you interact with seniors. Listen well. Explain your ideas logically. Be open to others' ideas. Show that you are willing to cooperate.
- Be level-headed and show you grasp the big picture and are not easily rattled or frustrated. Maturity and a positive attitude are two critical attributes for cadet officers.
- Work on delegation. Resist the urge to micromanage your NCOs. Give "mission-type" directions to your NCOs and allow them some flexibility to make the job their own.
- Take charge of your own leadership development. Review your own leadership performance. Consider using a journal to reflect on what you are learning about leadership.

## Cadet First Sergeant

### Synopsis

Holding the most prestigious and challenging position available to a cadet NCO, the cadet first sergeant's role is a varied one. The "shirt" is expected to be a master trainer, a great motivator, a fair referee, a just disciplinarian, and an aide-de-camp to the cadet commander.

Immediate Supervisor: Cadet Commander Typical Grades: C/MSgt through C/CMSgt

### Key Duties

**Lead Cadets in PT.** As first sergeant, you will lead cadets in fitness games and drills, and ensure cadets warm-up and cool-down properly. You are expected to be a great motivator during all fitness events.

**Lead Cadets in Drill & Ceremonies.** You organize all squadron formations and receive the reports from the flight sergeants. Additionally, you supervise and mentor flight sergeants during drill. The testing officer may request your help during the drill portions of leadership tests.

**Safeguard CAP Facilities & Property.** The cadet commander will rely on you to ensure the headquarters, and any place the cadets visit, is left in good condition. Likewise, you help the supply officer issue temporary equipment and ensure it is properly cared for and returned.

**Participate in Inspections.** Assist the inspecting officer by taking notes during inspections. Follow-up by working with the flight sergeants to ensure cadets correct deficiencies. Look for trends in the inspection results to determine if cadets need extra training to meet standards.

**Keep Cadets Safe.** Because you will be working directly with junior cadets, you have a special responsibility to protect their safety and general welfare. This includes ensuring they drink plenty of water, understand the safety rules, keep themselves clean, etc. (This aspect of your job applies mostly during weekend and summer activities.)

**Counsel Cadets.** Flight sergeants will seek your help in resolving disputes, correcting inappropriate behavior, and enforcing standards. A visit to the first sergeant is a cadet's last chance to resolve a problem informally, without involving an officer. Listen well and be fair in your dealings with cadets.

**Train Cadets in the Basics of Cadet Life.** You should be one of the top instructors in the whole squadron, an expert in basic leadership topics. You may be called upon to teach cadets drill, wear of the uniform, and customs and courtesies. Moreover, it is your responsibility to help the element leaders and flight sergeants become good trainers.

**Provide Personnel & Administrative Support.** You should be a resource for cadets in the personnel arena by helping them request ribbons and awards. Also, keep the commander informed about which cadets are eligible for promotion. The commander will also count on you for general administrative support.

**Pass-On Information.** As a vital link in the chain of command, you need to promote excellent two-way communication between yourself and the cadet commander. Keep your commander informed of any issues which may develop into significant problems.

**Support the Commander.** Represent the cadet commander. When passing on their instructions, show cadets that you support the unit's goals. Be flexible and help the commander whenever possible.

**Prepare for the Future:** Flight Commander

- Study for Mitchell Award exam. Lead by example. Keep progressing rapidly in the Cadet Program.
- Think about your own performance as a leader. What are your strengths? What are your weaknesses? Lead yourself by taking charge of your own leadership development.
- Hone your delegation skills. To succeed as first sergeant, you must gain the support of your flight sergeants. As you advance in CAP, delegation skills will become even more vital.

# Cadet Commander

## Synopsis

Cadet command is the ultimate challenge for a cadet officer. It is an enormous test of leadership skill, especially one's ability to articulate a vision and point all cadets toward meaningful goals. The position stands at the epicenter of the squadron: The cadet commander is the most visible cadet, a role model for the entire cadet corps, and the liaison between the senior staff and the cadet staff. The nature of this position depends on the number of cadet officers and NCOs in the squadron. Therefore, the position description must be flexible. In small squadrons, the cadet commander may need to assume flight commander and even first sergeant duties. In large squadrons, the main task is to direct and coordinate a team of cadet officers and NCOs.

Immediate Supervisor: Deputy Commander for Cadets Typical Grades: C/Capt through C/Col

## Key Duties

**Set Goals for the Squadron.** The vision for the cadet corps must stem from the cadet commander. Use your insight and experience to point the squadron toward exciting and meaningful goals. Survey cadets' interests to learn what activities they desire. Confer with the squadron commander or deputy and propose short range (weekly), mid-range (quarterly), and long range (yearly) goals for the squadron to achieve.

**Establish Plans, Policies & Procedures.** Keep the squadron focused on its goals by setting short term training objectives for each weekly meeting and special activity. Ensure all cadet activities are well planned and successful. Continually evaluate the effectiveness of the cadet staff's standard operating procedures.

**Coordinate Cadet Staff Activities.** Build a spirit of teamwork among the cadet staff. Outline basic guidelines for how they will work together. Hone and clarify the various cadet staff position descriptions. Convene and chair cadet staff meetings on a regular basis. Serve as the primary liaison between the senior member and cadet staffs.

**Make Personnel Recommendations.** Propose cadet duty assignments. Mentor one or more cadets as your potential successor(s). Ensure cadets receive meaningful feedback about their leadership performance through the CAPF 50 process. Make promotion recommendations.

**Direct the Cadet Corps.** Cadet Commander is the ultimate position in the cadet corps' hierarchy. Supervise and mentor all cadets, especially cadet officers, while working through the chain of command. Resolve conflicts and disputes. Motivate and discipline cadets, working through the flight commanders. Keep the senior staff informed of any issues that may develop into serious problems, and all issues affecting the general safety and welfare of the cadets.

**Promote Excellence.** Lead by example and motivate all cadets to live the Core Values and meet or exceed CAP standards concerning the fundamentals of cadet life. Lead the inspection party during squadron level uniform inspections. Ensure the cadet staff is aware of potential safety hazards and takes steps to keep cadets safe, especially during field activities.

**Lead Drill & Ceremonies.** Command all squadron-level cadet formations. Assist with cadet promotion and award ceremonies.

**Plan for the Future: Senior Membership & Adulthood**

- Keep a journal of your experiences as cadet commander. Use the journal to reflect on your decision-making processes, leadership challenges, and lessons learned.
- Learn what opportunities are available to adults in CAP. As a longtime CAP member and a leader, CAP needs you to remain active after you outgrow the Cadet Program. Investigate the opportunities for service and continued leadership growth available to senior members.

- Continue to pursue your personal goals in your education, career aspirations, and life in general. Consider how you can apply what you've learned as a cadet officer to the challenges you face as a young adult.

## **Cadet Deputy Commander**

### **Synopsis**

Cadet Deputy Commander is a challenging position partly because it can be so ambiguous. The deputy is the commander's right hand, but each commander will use their deputy in a different way. There is no universal job description for deputy. Traditionally, the deputy manages cadet operations and acts as commander when the commander is absent. Additionally, the deputy is usually the cadet next in line to become cadet commander, so this cadet will need to learn the cadet commander's job as well.

Immediate Supervisor: Cadet Commander Typical Grades: C/Capt through C/Lt Col

### **Key Duties**

**Manage Cadet Operations.** With the cadet commander focused on the long-term challenges affecting the cadet corps, as deputy you will be called on to manage cadet operations. You are the main focal point for planning cadet activities, drafting training plans, and preparing training schedules for the commander's approval.

**Supervise & Mentor Flight Commanders.** Your responsibilities in managing cadet operations will have you working closely with the flight commanders. In most large squadrons, the deputy acts as the immediate supervisor and mentor for the flight commanders. Ensure they understand the scope of their responsibilities, and help them grow as leaders.

**Monitor Cadet Inspection Programs.** Take a high level view of cadet inspections and manage the overall inspection system. What trends are you seeing? What do the trends tell you about the cadets' training needs? How well are the flight commanders preparing their cadets for inspection?

**Recommend Duty Assignments.** As deputy, you are involved in nearly every aspect of cadet life in a squadron. The cadet commander will therefore call for your perspective when it is time to find the right duty assignment for each cadet. Likewise, the commander will often ask for input on how each cadet staff member is doing. Who needs additional mentoring? Who is doing great? Who are the squadron's up and coming leaders?

**Command the Squadron.** In the cadet commander's absence, you are responsible for commanding the squadron. At all times, you represent the commander and are presumed to speak on his or her behalf. Respect the special trust placed in you.

**Prepare for the Future:** Cadet Commander

- Identify the strengths and weaknesses of the squadron's programs and procedures. Pay attention during debriefings and "lessons learned" discussions after cadet activities so that you can improve the programs next time.
- Try to be included in the cadet commander's decision-making process. Take note of the wide range of issues and options discussed. You'll need an appreciation for the breadth and depth of the issues cadet commanders encounter.
- Create (or update) a continuity file for the squadron's major programs. If you become cadet commander, you will be leading those programs and will not have time to re-invent the wheel
- Continue developing a good rapport with senior members. If you become cadet commander, your immediate supervisor will be a senior.

## **ADDITIONAL LEADERSHIP OPPORTUNITIES**

The cadet staff positions described below are assigned on an as needed basis.

### **Cadet Executive Officer**

#### **Synopsis**

The cadet executive officer is the member of the command staff who manages the mission support functions of the cadet corps. The position is usually unnecessary in most squadrons, except the largest and most top-heavy. Cadet executive officers are found mostly at encampments, which are usually group level organizations. The position exists with the assumption that the squadron has a handful of cadets managing support functions (ie: supply NCO, administrative NCO, webmaster, etc.) that for span of control reasons require a cadet officer to supervise on behalf of the cadet commander.

Immediate Supervisor Typical Grades: Cadet Commander C/Capt through C/Lt Col

#### **Key Duties**

- Supervise and coordinate cadet support staff activities.
- Manage the cadet corps' mission support functions.
- Develop and/or help maintain websites, newsletters, rosters, calendars, and a cadet supply system.
- Manage local personnel programs, like uniform inspection records and the cadet of the month program.

### **Cadet Leadership Officer**

#### **Synopsis**

The cadet leadership officer instructs cadets in leadership topics and leads or supervises leadership activities. The position is usually not needed, except in the largest or most top-heavy squadrons. Because the duties are similar to those of a flight commander, commanders should carefully divide the labor of the two positions to avoid overlap.

Immediate Supervisor: Cadet Commander (varies) Typical Grades: C/2d Lt through C/Lt Col

#### **Key Duties:**

- Instruct cadets in leadership topics.
- Coordinate and oversee local mentoring programs.
- Support cadet drill and ceremonies training.
- Mentor the NCO staff.

### **Cadet Aerospace Officer or NCO**

#### **Synopsis**

The cadet aerospace officer instructs cadets in aerospace topics and leads or supervises aerospace activities. The position is usually not needed, except in the largest or most top-heavy squadrons. Because the duties are similar to those of a flight commander, commanders should carefully divide the labor of the two positions to avoid overlap.

Immediate Supervisor: Cadet Commander (varies) Typical Grades: C/2d Lt through C/Lt Col

- Instruct cadets in aerospace topics.
- Lead aerospace-related activities.
- Coordinate and oversee aerospace tutoring or mentoring.

**Cadets Emergency Services Officer or NCO**

- Assist the senior staff in training cadets in emergency services.
- Assist the senior staff in developing emergency services plans.

**Cadet Personnel Officer or NCO**

- Assist the personnel officer by taking attendance.
- Organize sign-up rosters for special cadet activities.
- Maintain the squadron bulletin board.

**Cadet Safety Officer or NCO**

- Assist the safety officer in presenting monthly safety briefings.
- Assist the safety officer in conducting operational risk management (ORM) reviews during special events and when in the field.

**Cadet Supply Officer or NCO**

- Assist the supply officer in outfitting cadets with uniforms and equipment.
- Monitor inventory of chevrons, ribbons, and other items in the “squadron BX,” (base exchange or supply box) if one is maintained.

**Cadet Information Sciences / Webmaster Officer or NCO**

- Assist the senior staff in maintaining the unit website.
- Assist cadets in accessing E-Services.
- Provide technical support to seniors and cadets.