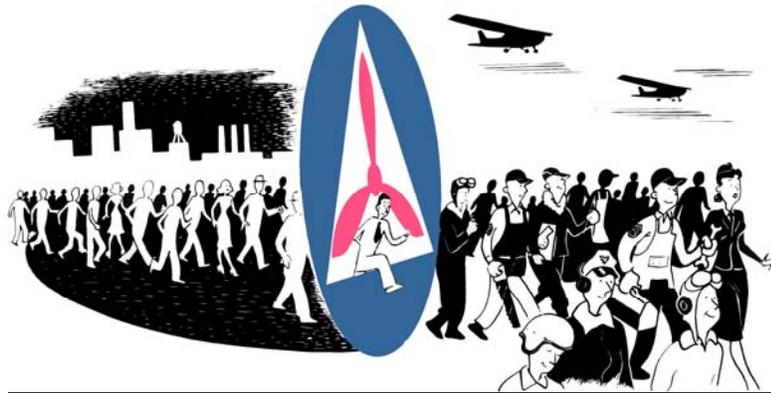


Chapter I

Starting with a Solid Foundation



Chapter Goal

Students should leave this chapter with an understanding of what is expected of them as a member of the Civil Air Patrol. They should have a clear knowledge of what attitude they should bring, the commitment that they are taking on, the core values of CAP, and those tools necessary as a follower and future leader.

INSTRUCTION

Starting with a Solid Foundation

Suggested Teaching Method: Lecture Method

Instructions: The instructor should express how critical it is that all members understand the importance of followership and what is the correct attitude for CAP members to have.

Tip: Use analogies based on your life experience to get the point across. For example, ask the students who is the U.S. Vice President's boss. They should reply with, "The U.S. President." Then ask, "Who is the U.S. President's boss?" They may have to think for a moment, but with some coaxing, they should reply, "The citizens of the United States." In other words, everyone is answerable to someone.

When discussing attitude, a suggested method to relate to your students is to ask if they act in the same manner with friends while having fun (i.e. playing video games, going golfing) as they would at church or with their parents. Once the students understand that everyone behaves differently in different environments, then hone in on what is expected of them while performing as a member of the Civil Air Patrol.

Core Values

Suggested Teaching Method: Lecture Method

Instructions: The instructor should emphasize that core values is the keystone to our organization.

Without it:

- Select individuals may get special attention without merit
- Members would not learn to show respect for each other even when upset with one another
- Members may find cheating acceptable
- Members may become closed minded to innovative ideas during critical moments
- Perhaps members could become seriously injured or die.

Tip: Use personal accounts and the attached case studies to review actual situation where core values can lead to the right decision if applied.

Handouts:

Case Study #1 (for senior members)

Case Study #2 (for cadets)

Listening

Suggested Teaching Method: Lecture Method

Instructions: The instructor should emphasize the importance of being open minded to new ideas and clearly listening to understand what is being said.

Tip: For Senior Members, distribute a copy of AU-4 Listening Effectively as a take home reading assignment. For Cadets, distribute a copy of “How well can you follow instructions” and give the cadets five minutes to perform the task in class. Explain where the cadet may have succeeded or failed.

Handouts:

AU-4 Listening Effectively, by Dr John A. Kline, Air University Press, ISBN 1-58566-009-4

(<http://aupress.au.af.mil/AUNumberTexts/AU-4.pdf>)

How well can you follow instructions?

Self-Management

Suggested Teaching Method: Lecture Method

Instructions: This section is primarily for cadet audiences. The instructor should briefly review the topics with senior members and answer any questions they may have. For cadet students, take time to go over the subject and emphasize its importance to their future success as a cadet.

PUBLICATIONS & RESOURCES

AU-4 Listening Effectively, by Dr John A. Kline, Air University Press, ISBN 1-58566-009-4

(<http://aupress.au.af.mil/AUNumberTexts/AU-4.pdf>)

CAPP 50-2, CAP Core Values

Summary Exercise Answer Key

Core Values Discussion

Case Study #1

The following is an article put out by the Associated Press in February 2008 about an incident in August 2007. Carefully read the story and discuss the questions following the article.

CASPER (AP) -- Strong wind and turbulence may have played roles in the crash of a Civil Air Patrol plane that killed three people in the Big Horn Mountains in August, according to the National Transportation Safety Board.

The plane had been part of a search for a 16-year-old boy who was later found unhurt.

James Henderson, 59, of Cowley, was piloting the Cessna 182-R single-engine plane when it went down Aug. 20. Also killed were James Meyer, 53, and Patricia Larson, 52, both of Sheridan.

The National Transportation Safety Board released its final report on the crash last week.

The report said smoke from a wildfire had reduced visibility to three to five miles, while wind was gusting up to 30 mph. Also, an advisory for possible turbulence below 14,000 feet had been issued for parts of Wyoming, Idaho and Montana, including the search area.

But the report said there was no record of Henderson getting a Federal Aviation Administration weather briefing before the flight even though doing so is Civil Air Patrol policy. Because pilots are supposed to add 1,000 feet of altitude for every 11.5 mph of wind speed, Henderson should have been flying 2,000 feet higher, according to the report.

The report said the plane had been flying at just 400 to 600 feet when it crashed.

Stan Skrabut, wing commander for the Wyoming Civil Air Patrol, said Tuesday he had not seen the report but knew that wind and smoke had made the mission difficult.

Skrabut said Henderson had a current pilot's license and met all of the Civil Air Patrol's standards for flying rescue missions, including 100 hours of "in command" flight time. Henderson also had completed monthly "search and rescue flyouts," where a pilot flies over a test rescue area once a month.

To be the lead pilot on a search and rescue mission, a pilot must have had at least 25 such "in command" flights with a mentor, where the pilot is controlling the flight.

"He was a very experienced pilot," Skrabut said.

He said Civil Air Patrol members train extensively to avoid accidents.

Discussion

What roles do CAP core values have related to the incident?

Who is at fault, if anyone?

Core Values Discussion

Case Study #2

Carefully read the scenario below then discuss the question presented.

One week before the end of the year holiday party at Champion Cadet Squadron, a couple of cadet officers were talking in the back office. The office was the cadet commander's and the cadets were the cadet commander and deputy cadet commander. Both are good friends outside of CAP activities and make a great leadership team for the unit.

The cadet commander stepped out for a moment. During that time, the deputy cadet commander notice what looked like a cadet test partially exposed from under a couple of files. The deputy cadet commander reached over and pulled the paper out. It was a cadet test. However it was a test that was for new cadet airmen. The cadet commander took this test years ago and past.

The deputy cadet commander is confused. "Why would he have this on his desk?" "He knows there are strict CAP regulations regarding the security of all test." "He knows that only the unit testing officer can handle the test and any test not being used for testing purposes must be filed back in the testing cabinet."

The deputy commander puts the test back where he found it. He thinks to himself, "What should I do?"

Discussion

If you were in the position of the deputy commander, what would you do?

How do core values relate to this story?

Why are core values important in the deputy commander's decision?

Core Values Discussion

Case Study #2

Post Discussion

This was an actual incident that took place in the 1990s. The deputy cadet commander, despite his personal friendship, informed the deputy commander for cadets (senior member who is the cadet commander's superior). In turn the following week during the holiday party, the cadet commander was brought in to discuss why he was in possession of the test.

At first he claimed it was so he could better teach the incoming cadets and thought there would be no harm done. However the senior member in charge did some further investigating prior to the questioning and found several other tests in the cadet's office. They included test that the cadet commander needed to take in order to advance. When brought to the cadet commander's attention what was found, he confessed.

The cadet commander had taken the unit keys from his father (who was the testing officer), opened the unit building and opened the unit's testing cabinet. Unknown to his father, he made copies of many test. The cadet commander was reviewing test questions to rapidly advance. He was also sharing test questions with others who were friends of his and also his younger brother who was new in the cadet program. What was at first seemingly innocent, was a large cadet testing scandal.

As a result the cadet commander along with several other cadets who were cheating were dismissed from the Civil Air Patrol due to their dishonorable actions. The cadets who sought to advance rapidly only advanced out of the program. The cadet commander's father (the testing officer) was so embarrassed and resigned.

The deputy cadet commander was later promoted to cadet commander. The friendship with the cadet commander ended. Some saw the incident as the deputy cadet commander snitching so as to advance to the cadet commander position.

Discussion

Was the decision to remove the cadets involved in cheating appropriate?

Do you think the deputy cadet commander made the decision to report the incident just so he could be promoted to the next higher position?

Did the deputy commander properly apply the core values? If so, describe?

How Well Can You Follow Directions?

Directions

You have a 5 minute time limit to complete the parts of this test. Carefully read all of the parts of the test before doing anything. In order to ensure the accuracy of this exam, you should not use more than the allotted time of 5 minutes. You may start the timer and begin whenever you choose. Good Luck!!

1. Write today's date--month-day-year in the top right hand corner of your test paper.
2. Write the answer to the following multiplication problem directly underneath the date on your test paper-- $6 \times 5 = ?$
3. Write the name of the month that begins with the letter "D" in the top left hand corner of your test paper.
4. Add 15 to the answer you got in part #2, and write this new total directly underneath your answer for part #3.
5. In the lower left hand corner of your test paper, write the names of your favorite singer and your favorite group.
6. Just above your answer to part #5, write "This test is very easy."
7. In the lower right hand corner of your test paper, draw a rectangle and inside the rectangle draw a five pointed star. The size of these drawings is not important.
8. Directly above your answer to part #7, draw a row of three small circles. Once again, size is not important.
9. Write the name of the first president of the United States on the back of your test paper anywhere you choose. If you don't know who this is, write your own name instead.
10. Write the name of any country that begins with the letter "I" directly underneath you answer to part #2.
11. Take the number of dwarfs in the Snow White story and add it to the number of bears in the Goldilocks story. Divide by 2. Write this total in the approximate center of your test paper.
12. Think of a number between 1 and 50. Double that number. Add 20. Add 6. Subtract 17. Subtract 9. Divide by 2. Write this number on your test paper directly underneath your answer to part #11.
13. Now that you have carefully read all of the parts so far, and you have not carried out any of the actual work, skip the next 2 parts and go back and only complete part #3.
14. The name of the first president of the United States is George Washington. He was president from 1789 until 1797. Add the 2 dates together to see if the total is less than 5000.
15. You should not be reading the end of the exam before the beginning of the exam, but now that you are here, you have just wasted some of the time you may need to complete the test.

1. The first step in learning leadership is mastering followership.
Answer – a. True
Refer to page I-1, Attitude
2. The key to developing a proper attitude towards the Civil Air Patrol, lies in understanding of ____.
Answer – c. what is expected of you
Refer to page I-2, Followership
3. Obeying Civil Air Patrol publications and legitimate orders given to you by those appointed to positions of authority above you is mandatory.
Answer – a. True
Refer to page I-4, Respect
4. The strict adherence to a code of conduct is known as ____.
Answer – b. integrity
Refer to page I-2, Integrity
5. You see a piece of trash on the ground, pick it up, and throw it away. This is an example of _____.
Answer – a. self-discipline
Refer to page I-2, Integrity
6. Taking notes, making eye contact, and keeping an open mind are all samples of good _____.
Answer – b. listening skills
Refer to page I-4, Listening
7. What are the four core values of the Civil Air Patrol?
Answer – Integrity, Volunteer Service, Excellence, and Respect
Refer to page I-2, Core Values
8. Name at least three ways of studying that have proven successful whether preparing for an exam or learning just for fun.
Answer – Any three of the listed items under Studying Habits on page I-5
Refer to page I-5, Studying Habits
9. Name three steps in that skilled readers use a three-step approach to improve their reading comprehension.
Answer – Identification, Interpretation, Evaluation
Refer to page I-6, Reading Skills