

***Corporate Learning Course*****CASE STUDIES****Mission Support Study #1**

**CASE STUDY OBJECTIVE:** To enable the students to apply what they have learned from the Mission Support segment and reach a workable solution to the case presented.

**INSTRUCTOR NOTE:** In completing the case study students will provide samples of behavior which show comprehension of Developmental Objectives 2, 3, 5, and 6.

**INSTRUCTOR NOTE:** Refer to Cadet Programs Study #1

**CASE STUDY:**

You have just told the wing Director of Cadet Programs about your concern over the quality of the wing's moral leadership program, including the potential shortcomings of your program. You have told the Director that you will assist all you can.

But you realize that *your* main problem is the lack of chaplain support in the wing, and it goes beyond moral leadership: it extends to missions, encampments, and a host of other activities.

**Hint: Reference Cadet Programs Study #1 for more information.**

### **Mission Support Study #1**

#### **Questions for Facilitation:**

1. What sources can you use to assist you in strengthening your program?

*The CAC, wing staff, the wing/CP, military chaplains, lay ministers as MLOs, etc.*

2. Does it necessarily entail obtaining only chaplains or MLOs?

*No. The point is to build support for the chaplain program, and through that to increase resources.*

*It may sound like a chicken/egg problem, (possible discussion point): should jobs be created for chaplains/MLOs, or should chaplains/MLOs be recruited before jobs are secured?*

3. Do you need to build squadron support? Why? If yes, how?

*Yes? The chaplain program works best at the local level because that's where the people (the need) is. Build elements of the chaplain program (mission chaplains, moral leadership, cadet counseling, etc) to foster squadron support.*

4. How can you strengthen your program?

*Answer varies. Look for consistency in the application of the program throughout the wing.*

5. Instructor's questions.

*Corporate Learning Course***CASE STUDIES****Mission Support Study #2**

**CASE STUDY OBJECTIVE:** To enable the students to apply what they have learned from the Mission Support segment and reach a workable solution to the case presented.

**INSTRUCTOR NOTE:** In completing the case study students will provide samples of behavior which show comprehension of Developmental Objectives 3, 5, and 8.

**CASE STUDY:**

You are on the wing Logistics staff. The wing LO has come to you to inform you that that one of the squadrons has been taking surplus items, or “screening” for themselves at the Defense Reutilization and Marketing Office (DRMO). They’ve only been screening for uniforms and boots, which are expensive to purchase and in short supply at the wing.

When you call the squadron logistics officer, she even tells you that she’s shared some uniforms with a start-up unit across town. You know the regulations prohibiting squadrons from screening from DRMO. Still, they have only taken what they needed, and have shared any excess they do have with a squadron that needed help.

## Mission Support Study #2

### Questions for Facilitation:

- 1: What do you think happened in this scenario?

*Answers vary - the squadron apparently has trouble getting needed items. Do they feel the wing/wing LO is being unresponsive (discussion point). They may not have been aware of the restriction about CAP squadrons screening from DRMO. DRMO may also have been misinformed, etc. The squadron commander may have been misinformed about DRMO procedure, etc.*

2. What could the squadron logistics officer have done instead?

*The squadron LG could have gone to the WG/CC or other squadrons for help or guidance, she could have arranged to take back old uniforms from current and departed unit members; thrift stores could have been searched, etc.*

3. What could you have done to help had you been asked?

*The wing/LG could have had the LO screen from DRMO for them, steered chits their way, accessed wing uniform supplies (if any), solicited help from other squadrons, provided funds for emergency purchases (if available), worked with wing staff to assist the squadron with raising money, etc.*

4. Did the squadron LG really do anything wrong?

*Technically yes, it was wrong. Was it intentional? Maybe yes, maybe no. It depends on what she knew and what she wanted to know.*

*FUQ: Is ignorance a valid excuse?*

*CAP has many sources to find information - all one really has to do is start asking questions.*

*FUQ: Does the unit commander share responsibility?*

*Yes. The squadron commander is ultimately responsible for everything that happens in the unit. S/he should also have enough experience to know what is allowed, and if not, at least to know where to look for the answers.*

*FUQ: Does the wing/LG (you in the scenario) share responsibility?*

*Yes. It is the wing/LG's responsibility to ensure that CAP directives/wing policies are disseminated and understood by all. It is also their responsibility to let the unit LGs know where they can go for help.*

5. Instructor's questions.

*Corporate Learning Course***CASE STUDIES****Mission Support Study #3**

**CASE STUDY OBJECTIVE:** To enable the students to apply what they have learned from the Mission Support segment and reach a workable solution to the case presented.

**INSTRUCTOR NOTE:** In completing the case study students will provide samples of behavior which show comprehension of Developmental Objective 6.

**CASE STUDY:**

You are the squadron finance officer and have been asked by the operations officer to help process several CAP Form 108s, Requests for Reimbursement. You notice that the requests for reimbursement is for a mission completed three months before, and that the fiscal year has been closed for two months.

The operations officer wants to know if the dates could be altered to ensure that the 108s are paid. He says that his pilots routinely spend hundreds of dollars out of their own pocket, and he wants to make sure that if CAP can help its members offset expenses that it does.

What can you do to resolve this situation? Can the wing help you?

### Mission Support Study #3

#### Questions for Facilitation:

1. Is this the "right" thing to do?

*Ethically and procedurally, no. It is against CAP directives concerning the spending of appropriated dollars - which can only be spent during the fiscal year (FY) in which they were appropriated. Ethically, it would be harmful to ramrod it through, because it would signal that the rules were not made to be followed; and that it was permissible to mislead higher headquarters.*

*FUQ: Could the dates on the receipts/requests be altered?*

*No, again, it is illegal - the Air Force would pick it up during an audit, and it could jeopardize CAP's financial status with the government, because the Air Force could not legally defend the practice.*

*FUQ: Is it unfair to hold CAP to this standard?*

*It is not a question of fairness because CAP uses government appropriated dollars to pay the bills. The trade-off for the money, or the "cost" is that CAP must follow the rules established by Congress and the agencies involved in order to receive the money.*

2. Who at the wing could assist you?

*The wing/DO and Finance Officer can assist you in processing those forms that can still be processed. They can also reacquaint the staff members involved about proper reimbursement procedures - for mission participants, staffs, and the wing.*

3. Can this be handled at the squadron level?

*Perhaps, it depends on the cause of the late requests - misunderstandings, remedial training, and honest mistakes can probably be handled locally, but you have to find the problem first. And that may take help from the wing.*

4. What are some of the potential problems which could be found in this scenario? How can they be solved?

*The problems can be: the late filing of reimbursements - which means more out-of-pocket expenses for members. It may be caused by lack of training, improper prioritizing by the operations officer, whether the squadron finance officer pushes the staff for prompt submissions, and whether the wing pushes for proper paperwork too.*

*A secondary problem is the potential lack of awareness about the year-end close out procedures, and the idea that the rules can be bent in some cases to solve the problem.*

*When CAPF 108s are filed past the fiscal year-end date there may not be enough money to pay the bill, because the money was not set aside and the account was closed.*

***These problems can be solved through proper training and compliance. The best solution is to ensure that members know the proper procedures and that they file all requests for payment/reimbursement promptly.***

5. Instructor's questions.

*Corporate Learning Course***CASE STUDIES****Mission Support Study #4**

**CASE STUDY OBJECTIVE:** To enable the students to apply what they have learned from the Mission Support segment and reach a workable solution to the case presented.

**INSTRUCTOR NOTE:** In completing the case study students will provide samples of behavior which show comprehension of Developmental Objectives 1, 3, and 4.

**CASE STUDY:**

You are the Wing Marketing and Public Relations Officer serving as the wing has suffered a terrible tragedy. During an Air Force authorized SAR mission, a CAP search plane has crashed, killing the three occupants. The victims were all members of the same unit, and preparations are being made to notify the victims' families, though this task has not been completed.

Members of the media have heard of the incident and want details, but have agreed to wait until family notifications are made. This gives you some time to work with the staff to prepare a statement.

The entire wing is in a state of shock and mourning, and you must somehow explain the tragedy to the public and the wing, while being mindful not to release details of the investigation into the crash, or to further disturb the families and friends of the victims.

**NOTE:** While this a disturbing scenario, unfortunately it is still possible. It is meant to serve as a multi-faceted way of highlighting the importance of the public relations function. This may be one of Marketing/PR's most important tasks.

### Mission Support Study #4

#### Questions for Facilitation:

1. What should your message to the public be?

*Possibilities: They gave their lives protecting the lives of others, and the thoughts and prayers of all CAP members go out to the victims families. In spite of this unfortunate incident CAP has a strong safety record - far stronger than general aviation. The search for the original target will proceed. The cause of the incident will be established as quickly as possible in order to protect the safety of CAP flight crews.*

2. How can the virtues of core values be seen both in the scenario, and in a potential statement to the press?

*It could be said that these VOLUNTEER members risked and lost their lives trying to save the lives of their neighbors; that CAP members do it all the time, and that they do this many times at their personal expense and at the expense of their families.*

3. What steps should be taken to ensure privacy for the victim's families?

*Be forthright to the press, but control the process, telling them that all the information will be released once the families have been notified. You can also make arrangements with local authorities to ensure the victims' families and friends are not disturbed by the press. Finally, prepare statement sheets and distribute to those members' likely to encounter the press telling them what to say and what to avoid.*

4. What should the limits of your comments be concerning the incident itself?

*Do not speculate as to the cause of the accident. Do not give details about the condition of the bodies or the victims' relative health at the time of the accident. Tell only what you know for sure, and when you are sure, check it again for accuracy. Stick to the old but true checklist: who, what, where, when, and when available, why.*

5. Who must you coordinate with and why?

*Coordinate through the wing with National Headquarters. They will be the main point of contact for Air Force, legal and compensation issues. HQ CAP/SE will also be arriving within a short time of the accident to assist in the investigation. Work with the LO and wing staff to ensure that everything happens in sequence. Work with civil authorities to ensure the statement you release is accurate and will not hamper their investigation. Finally, work with the media - if you are fair with them they will remember it.*

6. Instructor's questions.