

Staff Processes

Lesson Objective: Staff officers contribute to achieving the commander's intent by fulfilling their functional responsibilities within the authority the commander delegates to them. Effective staff officers provide commanders with correct and timely relevant information and well-analyzed recommendations.

Desired Learning Outcomes (DLO):

1. Participants will be introduced to how to build a staff summary sheet and answer a task.
2. Participants will explore the staffing process (suspense/preparing a response/coordination) and where taskings originate.
3. Read and discuss Staff Officer Process Reading list.

LESSON STRATEGY: This lesson is designed to understand the importance of the Civil Air Patrol staff tasking process as well as how to answer those tasks.

Scheduled Lesson Time: 50 minutes

Reading List:

1. CAPP 1-2: The CAP Guide to Effective Communications

1. Introduction

As a staff officer you will often be tasked to assume the role of an action officer helping to answer tasks from higher headquarters and staff agencies. In that role you will be responsible for coordinating actions thoroughly without permitting the coordination process to cause the action to miss the established suspense. Through the coordination process, critical issues may be identified and presented to your leadership for decision.

2. Know the vocabulary

We live in a world of acronyms and the staffing process is not exempt from that! This lesson will help us establish and adopt common acronyms to ensure that we are successful.

3. Responsibilities of an Action Officer

Balancing the objective of producing "the perfect action/response" against the need to complete work in accordance with the established timeline is an art, this lesson will help you to be prepared to meet those challenges.

As an action officer you will be responsible for maintaining the situational awareness of staff package's location and status at all times, so your ability to remain organized is key.

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Finally, as an action officer you must ensure that the actions are complete. This includes tracking an action and ensuring the final response has been dispatched to the requesting or directed agency.

4. Understanding where tasks come from:

Actions originate both external (such as, from the Public, members of Congress, and the Department of Defense/USAF) and internal to CAP.

5. Preparing a response:

When we as Civil Air Patrol Airmen develop a consistent, coherent, and coordinated position, we speak with one voice and we are best able to articulate our organizations preferences.

The office of primary responsibility for answering a task is responsible for collecting information, presenting all sides of an issue and making a recommendation.

As an organization we have templates or preferred methods for responding. It's your responsibility to understand those templates.

6. Answering the task:

Our senior leaders are busy people, it's imperative that as an action officer we provide the most clear and concise background and associated recommended response. This often requires us to think strategically vs. how this effects CAP Squadron 123. While important, action officers need to think how their response will affect the organization as a whole.

7. Building an eSSS (Electronic Staff Summary Sheet)

The purpose of an eSSS is to provide information needed by the decision maker to complete an action in a brief, concise format. The eSSS provides the framework for a decision to be made but in most cases is not the decision document. The eSSS is used to request coordination (Coord), approval (Appr), signature (Sig), or to forward information (Info)

8. Coordination

Coordination gives affected organizations an opportunity to contribute to and comment on actions. Early involvement of all concerned organizations is crucial to full development of an issue/response. A properly coordinated action considers the full range of options on the issue and presents all relevant facts. The extent of coordination depends on the nature of the action. A good rule of thumb is that any task that requires a decision that changes or goes against published regulatory guidance requires a legal review.

Coordination responses are provided in one of three ways:

1. Concur: Agree with the package, as written.
2. Non-concur: Disagree with the package, as written.

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- a. Must be accompanied by specific comments and/or recommended changes and supporting rationale.
 - b. An attempt must be made to resolve non-concur responses before moving forward for final approval/signature. If non-concur cannot be resolved, state the reason why in the "Views of Others" section of the eSSS.
3. Concur w/ comment(s): Agree with the package; however, recommended changes or comments are provided.

Comments should be organized using a Comment Resolution Matrix (CRM) and are categorized in one of three ways:

- a. Critical: Major deficiencies or disagreements with the intent or content that will result in a non-concur. Changes must be made or addressed in the staff package before moving forward.
- b. Major: Incorrect material that may cause non-concurrence if not corrected.
- c. Substantive: Proposed changes to the intent or content of the staff package that should be considered before the staff package is submitted for final action.
- d. Administrative: Proposed changes to the format, grammar or language of the staff package.

Lesson Summary and Close:

CAP Staff officers should contribute to achieving the commander's intent by fulfilling their functional responsibilities within the authority the commander delegates to them. Effective staff officers provide commanders with correct and timely relevant information and well-analyzed recommendations

ASSIGNMENT: Students should practice using the following scenario:

Your wing commander has presented you (as a member of his or her staff) with the attached supplement to CAPR 39-1. Use the Comment Resolution Matrix (CRM) attached, following the instructions to review the proposed supplement and note any issues you find with it. You must list 10 items for consideration on the CRM.