



General Operations Plan

Standard General Operating Procedures for Northeast Region Cadet Leadership School

26-31 December 2019

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Joint Base McGuire-Dix-Lakehurst, New Jersey

School Director Information:

John Smith, Lt Col., CAP

Cell: (123) 456- 7890, Fax: 111 -222-3333

Email: john.smith@njwg.cap.gov

Northeast Region Headquarters
Northeast Region Operation Staff

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General

1. Activity Name

Northeast Region Cadet Leadership School (NERCLS)

2. Sponsoring Unit

NER-NJ-003 : Raritan Valley Composite Squadron

3. Activity Director and Contact Information

Activity Director:

John Smith, Lt Col., CAP
Cell: (123) 456- 7890
Fax: 111 -222-3333
Email: john.smith@njwg.cap.gov

4. Plan Author and Contact Information

Plan Author:

Mary Moor, C/Maj., CAP
Cell : [REDACTED]
Email: [REDACTED]

5. Location

Joint Base McGuire-Dix-Lakehurst, New Jersey

6. Dates

26 - 31 December 2019

Sign in will be conducted 0900-1300 hrs on 26 DEC 2019.

All forms must be received NO LATER THAN 1 DEC 2019.

7. Alternate Dates

None

8. USAF Funding

N/A

9. Cost

Cost for food and facilities is \$150.00 per attendee.

Notification & Application

1. Notification of Exercise

This activity/exercise is published on the Northeast Region Website.
Notifications will be sent through emails to Cadets and Senior Members.

2. Qualification Requirements

Attendees shall be active CAP members. Attendees must have graduated from Basic Encampment. RCLS is designed for Cadets that are in or about to approach the Officer phase.

3. Cadets Staff Application Requirements

Graduated from RCLS or COS
Send Resume to the Activity Director
Send a Letter of Intent to the Activity Director
Be prepared for a phone interview with the Activity Director

4. Senior Member Application Requirements

Send Resume to the Activity Director
Send a Letter of Intent to the Activity Director
Be prepared for a phone interview with the Activity Director

5. Physical Fitness Requirements

Attendees should be physically fit, be able to complete the Physical Training Test outlined in the [Cadet Super Chart](#).

6. Exercise Capacity

No more than 60 participants and no less than 15 will be permitted

a. Exercise Enrollment Procedures

Staff Applications due 31 OCT 2019

Attendee payment due 23 DEC 2019 - Payments can be made on the [NERCLS Website](#).

i. Required Forms:

[CAPF 31 \(Cadets\)](#)

[CAPF 17 \(Senior Members\)](#)

[CAPF 160](#)

[CAPF 161](#)

[CAPF 162 \(If needed\)](#)

[CAPF 163](#)

Goals & Staff Selection Process

Staff Selection Process

1. Required Cadet Staff Positions

Cadet Commander
Cadet Deputy Commander
Seminar Advisors
Seminar Associate Advisors
Public Affairs Officer
Kitchen Staff

2. Required Senior Member Staff Positions

Commander
Activity Director
Senior Member Officers

3. Cadet and Senior Member Staff Selection Process

Send in the required documents by the due dates
Be prepared for a phone interview

Goals

Project Goals:

RCLS environment is a fun, challenging, and rewarding experience. RCLS is designed for Cadet Officers to learn new skills and knowledge they need so that they may become more effective leaders.

Learning Objectives:

- Leadership concepts
- Challenges
- Expected to solve challenges
- Core values
- Ethics to management
- Leadership

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Program

Curriculum Outline

Class / Activity	Duration (Hours)	Instructor #1	Instructor #2
Briefings (Welcome, Safety, etc.)	.5 (Total)	Col Johnson	
Core Values	1	C/Maj Williams	
Drug Demand Reduction	1	Chaplain	
Professionalism - Standards of Conduct	1	Lt Col Smith	
Prompting a Safety Culture	1	Maj Brown	
Leaders as Followers	1	C/1st Lt Davis	
Roles and Responsibilities	1	C/Capt. Moore	
Constructive Discipline	1	Maj Brown	
Effective Writing Techniques (early)	1	Lt Miller	
Conducting Leadership Feedback	1	C/Capt. Hall	
Mentoring and Coaching	1	C/Capt. Young	
Public Speaking and Project Presentations	1	Maj Cook	
Myers-Briggs and Motivating Techniques	1	C/Maj Lopez	
Student Presentations	2-3	Students	
Critical Thinking and Creative Thinking	1	C/Lt Col Rogers	C/1st Lt Davis
Ethical Decision Making and Problem Solving	1	C/Capt. Moore	
Management and Delegation	1	C/1st Lt Davis	Lt Col Smith
Servant Leadership	1	Col Bell	
Situational Leadership	1	C/Capt. Ross	
TLC #1 (Public Speaking?)	0.5	C/Lt Col Rogers	
TLC #2	0.5	C/Maj Lopez	
TLC #3	0.5	C/Capt. Ross	
Guest Speakers?	?		
Graduation	1.5		
Total Hours	22 hrs		

Lesson Plans (All presentations were made by Cadet Staff from 2019 NERCLS)

- [Core Values](#)
- [Conducting Leadership Feedback](#)
- [Ethics and Leadership](#)
- [Myer-Briggs and Motivating Techniques](#)
- [Mentoring and Coaching](#)
- [Professionalism - Standards of Conduct](#)
- [Situational Awareness](#)
- [TLC](#)

Supporting Resources

Host Facilities

1. **Lodging:** Joint Base McGuire-Dix-Lakehurst, New Jersey
Building Number TBD
2. **Meals:** Joint Base McGuire-Dix-Lakehurst, New Jersey (DFAC)
3. **Training Space:** The Auditorium provided by Joint Base
McGuire-Dix-Lakehurst

Activity Equipment Requirements

1. **Cadets:**
Cadets must bring a notebook, pens/ pencils. It is not required but strongly suggested for Cadets to bring computers and adaptors (A power bank extension would be helpful for charging purposes).
2. **Senior Members:**
Senior Members should bring a computer and have a phone incase of emergencies.
3. **Cadet Staff:**
All Cadet Staff should bring a notebook, pens/ pencils, a computer, and a power bank extensions cord. It is recommended to bring a clipboard and flash cards.

Arrival & Departure Transportation

1. All Staff will arrive at 0700 hrs on 26 DEC 2019 for check in and Staff meetings
2. All students will arrive at 0900 for inprocessing from 0900 - 1300 hrs on 26 DEC 2019. All students must have their required form PRINTED copies with.
 - a. All attendees who will be arriving on Public Transportation and need a CAP van to pick them up, [please fill out this form.](#)

Ground Transportation Plan During Program

1. **Transportation:**
We will be walking/ marching to the required arias, if needed there will be 3 CAP vans on site.

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Safety

Identified Risks

CAPF 160 - DELIBERATE RISK ASSESSMENT WORKSHEET					
1. ACTIVITY Northeast Region Cadet Leadership School			2. DATE (DD/MM/YYYY) 26 - 31 DEC 2019		
3. PREPARED BY					
a. Name (Last, First, Middle Initial) Moor, Mary, C		b. Rank C/Maj	c. Duty Title/Position		
d. Unit NER-NJ-003	e. Email		f. Telephone		
g. Signature of Preparer	SDA USE ONLY NOT OFFICIAL				
Five steps of Risk Management: (1) Identify the hazards (2) Assess the Risks (3) Develop Controls & Make Decisions (4) Implement controls (5) Supervise and evaluate (Step numbers do not equate to numbered items on form)					
4. SUB- ACTIVITY or SPECIFIC TASK	5. HAZARD	6. INITIAL RISK LEVEL	7. RISK CONTROL	8. HOW TO IMPLEMENT/ WHO WILL IMPLEMENT	9. RESIDUAL RISK LEVEL
Note: Each sub-activity or task will probably have multiple hazards/risks associated with it. Each one should be assessed.	Consider Hazards from each of the "5-M" categories in CAPP 163: - Member - Medium - Machine - Mission/ Activity - Management	Use Risk Assessment Matrix on page 3.	Describe the actual control being used to address the specific risk.	Describe how the risk control will be implemented and monitored, and who is responsible.	Use Risk Assessment Matrix on page 3 of form
Walking to the DFAC	Member/ Medium	L ∨	Marching in Flights/ Seminars - Off roads	How: Seminar will march in flight formation off the road Who: Seminar Advisors	L ∨
Walking to auditorium	Member/ Medium	L ∨	Marching in Flights/ Seminars - Off roads	How: Seminar will march in flight formation off the road Who: Seminar Advisors	L ∨
Barracks Showers	Medium	M ∨	Monitor occupancy in the showers, No running, No slipping and falling, ages separated	How: Schedule shower times for different ages, clean up Who: EVERYONE ×	L ∨
ADDITIONAL SPACES FOR ITEMS 4 THROUGH 9 PROVIDED ON PAGE 2					
10. OVERALL RESIDUAL RISK LEVEL - (The highest residual risk level in Column 9, with all controls implemented):					
<input type="checkbox"/> EXTREMELY HIGH	<input type="checkbox"/> HIGH	<input type="checkbox"/> MEDIUM	<input checked="" type="checkbox"/> LOW		
NOTE: ALL RESIDUAL RISKS ASSESSED AS "H" OR "EH" MUST BE APPROVED BY CAP/CC					
11. OVERALL SUPERVISION PLAN AND RECOMMENDED COURSE OF ACTION: Ensure that column 8 (How to Implement/ Who will Implement) is followed to minimize risk.					
12. APPROVAL OR DISAPPROVAL OF MISSION OR ACTIVITY					
APPROVE <input checked="" type="checkbox"/>			DISAPPROVE <input type="checkbox"/>		
a. Name (Last, First, Middle Initial) Smith, John, L	b. Rank Lt Col	c. Duty Title/Position Activity Advisory	d. Signature of Approval Authority		

Emergency Medical Services Available

1. **First Aid**
 Handled on site; Not Medical Professionals but will provide help if needed.

2. **Emergency Medical Services**
 Will be contacted through 911
 - a. Non-emergency medical issues will be handled at the local hospital

 - b. Local Hospital:

87th Medical Group
 3458 Neely Rd, Trenton, NJ 08641
 (866) 377-2778

Safety Briefings

Safety briefings will be provided to all attendees at the start of the day.

Hydration & Nutrition Plan

1. **Hydration**
 There will be water, and other beverages provided in the DFAC, there will also be a water buffalo for attendees to fill up the water carrier they bring.

2. **Nutrition Plan**

<u>NJWG WINTER RCLS FOOD MENU</u>		26-31 DEC 2019	To serve approximately 50 attendees.
	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>
Thu 26 Dec 2019		Staff Only Lunch	Swedish Meatballs/ Mashed Potatoes
		Hard Roll w/Ham or Turkey, Am Cheese	Salad w/dressing
		Lettuce & Tomato, Chips,	PB&J w/ Bread,
		Salad w/dressing	Coffee, Tea, Water, Lemonade
		PB&J w/ Bread,	Iced Tea, Gatorade,
		Coffee, Tea, Water, Lemonade	Apples, Melon
		Iced Tea, Gatorade,	Van/Choc Pudding
		Apples and Melon	
Fri 27 Dec 2019	English Muffins w/ Egg Patty	Philly CheeseSteaks, Cheese Sauce	Baked Mac&Cheese, Green Beans
	W/ Bacon or Sausage, Amer Cheese	Onions, Hogie Roll, Fries	Bread & Butter
	Cereal, Yogurt, Apple Juice, OJ	Salad w/dressing	Salad w/dressing
	PB&J w/ Bread, Milk, Choc Milk,	PB&J w/ Bread,	PB&J w/ Bread,
	Coffee, Tea, Water, Lemonade	Coffee, Tea, Water, Lemonade	Coffee, Tea, Water, Lemonade
	Iced Tea, Gatorade,	Iced Tea, Gatorade,	Iced Tea, Gatorade,
Apples and Melon	Apples and Melon	Apples and Melon	
			Van/Choc Pudding

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Sat 28 Dec 2019	Pancakes w/ Syrup, Sausage	Chicken Parm w/ Mozz & Parm Cheese	Hamburgers, Hot Dogs, Amer Cheese
	Cereal, Yogurt, Apple Juice, OJ	Hard Rolls, Marinara Sauce, Chips	Salad w/dressing
	PB&J w/ Bread, Milk, Choc Milk,	Salad w/dressing	PB&J w/ Bread,
	Coffee, Tea, Water, Lemonade	PB&J w/ Bread,	Coffee, Tea, Water, Lemonade
	Iced Tea, Gatorade,	Coffee, Tea, Water, Lemonade	Iced Tea, Gatorade,
	Apples and Melon	Iced Tea, Gatorade,	Apples and Melon
	Apples and Melon	Choc Chip/Raisin Cookies	
Sun 29 Dec 2019	English Muffins w/ Egg Patty	Ham & Turkey Sandwiches, Amer Cheese,	Sloppy Joes, Hard Roll, Chips
	W/ Bacon, Amer Cheese	Hogie Rolls, Chips, Apples, Water,	Salad w/dressing
	Cereal, Yogurt, Apple Juice, OJ	Mayo/Mustard Packs	PB&J w/ Bread, Milk, Choc Milk,
	PB&J w/ Bread, Milk, Choc Milk,	PB&J w/ Bread,	Coffee, Tea, Water, Lemonade
	Coffee, Tea, Water, Lemonade	Coffee, Tea, Water, Lemonade	Iced Tea, Gatorade,
	Iced Tea, Gatorade,	Iced Tea, Gatorade,	Apples and Melon
	Apples and Melon	Choc Chip/Raisin Cookies	
Mon 30 Dec 2019	Scrambled Eggs, Hash Browns	Ham & Turkey Sandwiches, Amer Cheese,	BANQUET
	Sausage, Bacon, English Muffin	Hogie Rolls, Chips, Apples, Water,	
	Cereal, Yogurt, Apple Juice, OJ	Mayo/Mustard Packs	
	PB&J w/ Bread, Milk, Choc Milk,	PB&J w/ Bread,	
	Coffee, Tea, Water, Lemonade	Coffee, Tea, Water, Lemonade	
	Iced Tea, Gatorade,	Iced Tea, Gatorade,	
	Apples and Melon		
Tue 31 Dec 2019	English Muffins w/ Egg Patty		
	W/ Sausage, Amer Cheese		
	Cereal, Yogurt, Apple Juice, OJ		
	PB&J w/ Bread, Milk, Choc Milk,		
	Coffee, Tea, Water, Lemonade		
	Iced Tea, Gatorade,		
	Apples and Melon		

3. Sleep Plan

All attendees will be given a 8 hour time frame recommended for sleep. Attendees may use this time if wished to do so to complete unfinished work, this would be by choice.

Metrics

Participants' Feedback Opportunities

2019 NERCLS Seminar Advisor Feedback Sheet

Cadet: _____ Grade: _____ Seminar: _____ Date: _____

Pre-Arrival Information: Do you feel your Seminar Advisor got the information and emails to you in a timely manner, and was helpful? 1 2 3 4 5

Seminar Time: Was Seminar Time effective and personally used efficiently and appropriately? 1 2 3 4 5

Interaction: Do you feel the Seminar Advisor's interaction with your Seminar benefited the group as a whole? 1 2 3 4 5

Encouragement: Was your Seminar Advisor encouraging you to do your absolute best? Were they helpful? 1 2 3 4 5

1=Does not meet standards	2=Below Standards	3=Standards
4=Above Standards	5=Exceeds Standards	

Comments:

Staff & Cadre Feedback Opportunities

2019 NERCLS Course Feedback Sheet

Expectations: Did the NERCLS Course meet your expectations? Yes No Needs Improvement

Presentation: Do you feel the content of the presentations were helpful? Did the courses expose you to new knowledge and practices? Yes No Needs Improvement

Recommend: Would you recommend this course to other cadets? Yes No Needs Improvement

Overall: Please give us an overall rating of how you think the course went. Yes No Needs Improvement

Comments: (For those marked "Needs Improvement" please add specific comments)

Appendices

Budgeted Supply List

Supplies List		
Name	Item	Quantity
C/Maj Williams	Clipboard	1
	Extension Cords and Power Strips	?
	Red Pens (Grading hard copies)	People can bring most likley
	Lined or printer paper	?
	Rubrics Printed?	Enough for all cadets
	Printer Available?	
C/Capt Moore	Clipboard	1
C/Capt Ross	Clipboard	1
C/Capt Young	Clipboard	1
	Index Cards	
	Highlighters	1 Pack
	Note Book of any kind	1
C/1st Lt Rogers	Clipboard	1
C/1st Lt Bell	Clipboard	1
C/Lt Col Rogers	Clipboard	1
C/Maj Lopez	Clipboard	1
	TLC - No Supplies	
C/Capt Hall	Clipboard	1
	Jenga Towers	8

Welcome Letter/ Pre-Assignments

2019 NERCLS Pre-Assignments

Welcome and congratulations on deciding to attend this year's NERCLS!

DIRECTIONS: Pre-Assignments must be completed **PRIOR** to arriving at RCLS. *You must have a printed copy of your Pre-Assignments to hand to your Seminar Advisor when you arrive, and have sent your Pre-Assignments by email to your Seminar Advisor prior to arriving.*

There is a list of 3 Pre-Assignments. **Pre-Assignment 1 IS MANDATORY**, you may choose whether you want to do Pre-Assignment 2 or 3 as your second Pre-Assignment. **You MUST have TWO Pre-Assignments completed PRIOR to your arrival.**

Pre-Assignment 1

Read [Heirpower! 8 Habits of Exceptionally Powerful Lieutenants](#). Write an essay on which of the 8 Habits are the most important to be a leader, and which of the 8 Habits you feel you can work on as a Cadet. For this essay choose one important habit and one habit you believe you should work on and explain why. **Essays must not exceed 3 pages, but must be a minimum of 2 pages.** *Essays must be in MLA format (Times New Roman, 12pt font, double spaced, with an MLA heading, and your last name with the page number).* An example of what your essay should look like with format is attached.

Pre-Assignment 2

In [Why Leaders Eat Last - By: Simon Sinek](#), Sinek says that *leaders are created, not born*. What does Simon Sinek mean by this? Where have you personally experienced or seen this? In your opinion is he right or wrong, and why? **Essays must not exceed 3 pages, but must be a minimum of 2 pages.** *Essays must be in MLA format (Times New Roman, 12pt font, double spaced, with an MLA heading, and your last name with the page number).* An example of what your essay should look like with format is attached.

NOTE: ([Why Leaders Eat Last - By: Simon Sinek](#) is a YouTube Video that you may watch, but is not required to answer the prompt. Watching the video may provide some examples you can use to prove your points, but this is mainly your opinion.)

Pre-Assignment 3

You have just been appointed as the Cadet Commander for Encampment in New York. You must send a Memorandum to your staff. Include a bio of yourself, how you are running the encampment to make it different from prior years, how the cadet staff should act around the basic cadets (what's expected of them), and goals you have for the Encampment this year. **Must not exceed 2 pages.**

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Schedule

2019 NERCLS Schedule						
	DAY 0 (12/26)	DAY 1 (12/27)	DAY 2 (12/28)	DAY 3 (12/29)	DAY 4 (12/30)	
UOD:	Utilities	Utilities	Utilities	Utilities	Blues	
0600-0630		Student Wake up/Personal Time	Student Wake up/Personal Time	Student Wake up/Personal Time	Student Wake up/Personal Time	
0630-0700						
0700-0730		Breakfast	Breakfast	Breakfast	Breakfast (Khaki and Polo)	
0730-0800						
0800-0830		Promoting a Safety Culture	FATS - Seminar 1	Professionalism - Standards of Conduct	Seminar Time	Seminar Time
0830-0900			FATS - Seminar 2			
0900-0930	Servant Leadership	FATS - Seminar 3	Seminar Time		Cleaning and Packing	
0930-1000		FATS - Seminar 4				
1000-1030		FATS - Seminar 5				
1030-1100	Staff Arrival	DDR	FATS - Seminar 6	Leadership Feedback -	Change into Blues	
1100-1130		Seminar Time		Management and Delegation	Constructive Discipline	Seminar, Wing, and Staff Pictures
1130-1200	RST/Lunch	Lunch		Lunch	Lunch	
1200-1230		Lunch		Lunch	Lunch	Graduation
1230-1300	Student Arrival/Registration	Roles and Responsibilities		Mentoring and Coaching	Seminar Time	
1300-1330		Management and Delegation			Student Presentations	
1330-1400		Effective Writing Techniques		Leaders as Followers		
1400-1430		Seminar Time		TLC #2		
1430-1500	Photos	Core Values		Situational Leadership	Change to Blues	
1500-1530		TLC #1		Ethical Decision Making and Problem Solving		
1530-1600	Welcome Briefing/Introductions to Staff	Change to Khaki and Polo		Change to Khaki and Polo	Dinner (Dining-in)	
1600-1630		Change to Khaki and Polo		Change to Khaki and Polo		
1630-1700	Public Speaking and Project Presentation	Dinner		Dinner		
1700-1730		Dinner		Dinner		
1730-1800	Dinner	Seminar Time		Seminar Time		
1800-1830		Seminar Time		Seminar Time		
1830-1900	Seminar Time	Seminar Time		Seminar Time		
1900-1930		Seminar Time		Seminar Time		
1930-2000	Personal Time	Personal Time		Personal Time		
2000-2030		Personal Time		Personal Time		
2030-2100	Personal Time	Personal Time		Personal Time		
2100-2130		Personal Time		Personal Time		
2130-0000	Additional Homework Time					
0	Lights Out					