

# Colorado Wing Encampment



## Roles and Duties

**Cadet Line Staff and TAC Officers**

## **COWG Encampment Roles and Duties – Cadet Line Staff and TAC Officers**

### **Purpose**

- Over the past several encampments, observations by senior staff indicate that cadet line staff members do not appear to understand the roles and duties of flight commander versus the flight sergeant, squadron commander versus first sergeant, first sergeant versus flight sergeant, etc.
- This lack of understanding led to overlapping, sometimes conflicting, instructions to basic cadets. These conflicting instructions negatively impact leadership and performance.
- Conflict between the staff members diverted their attention from the basic cadet flight members. Basic cadets must always be the primary focus of the cadet staff.
- This document attempts to add clarity to the duties and responsibilities of the key encampment staff positions that most affect basic cadets.

### **Objective**

- Comprehend the overall focus of encampment on the basic cadets.
- Learn the meaning of special terms.
- Know the roles of flight sergeants and flight commanders and proper interaction between the two positions.
- Understand a typical day for flight commanders and flight sergeants.
- Know the role of the squadron first sergeants and squadron commanders and proper interaction between the two positions.
- Understand a typical day for squadron commanders and first sergeants.
- Know the role of the group first sergeant.
- Know the role of the TAC officer and the relationship between the TAC Officer and flight/squadron cadet staff.

### **Encampment Focus Areas**

- Drill Performance.
- Teaching
  - Drill Instruction. Cadets and seniors need to demonstrate precise, sharp techniques for instructing.
  - Barracks Instruction. See above. Inspections should become teaching moments.
  - Proper Uniform Wear.
  - Customs and Courtesies.
  - Teambuilding.
  - Willingness and Ability.
- Identify the knowledge requirements that staff members must have prior to PIPER.
  - Evaluate each cadet staff applicant's willingness to perform at a higher, sharper level.
- Observe, Evaluate and Plan.

### **Key Words**

- **Supervise.** Has direct control of subordinates. For example, the flight sergeant supervises flight members and the flight commander supervises the flight sergeant. When the flight commander leads, the flight sergeant observes or oversees.
- **Oversee.** Watches over, makes notes of the good, the bad and the ugly, makes on-the-spot corrections.

- **Observe.** Closely watches performance. Takes notes of the good, the bad, and the ugly.
- **Evaluate.** Compares performance to a standard to decide acceptability of the performance.
- **Plan.** Formulate a series of tasks that improve the performance of subordinates.
- **Partnership.** Work together as a team. Share the duties of supervision.
- **Teach or Instruct.** Gives the lessons associated with the topic. The material may be pre-published or may be original content. When it is original, context will follow acceptable delivery practices.
- **Leads.** Is in charge. Supervises and directs. Uses the definition of leadership to accomplish the mission.
- **Inspires.** Offers encouragement, through words or action, that causes subordinates to exceed their current level of performance.
- **Ability and Willingness.**
  - Identify the knowledge, skill, and experience levels that individuals must have to become successful.
  - Provide practice opportunities, individually or collectively, that result in successfully completing a task.
  - Inspires the individual to be willing to perform a task.

#### **Role of the Flight Sergeant**

- Implements the encampment training program at the flight level with a focus on meeting the needs of individual basic cadets.
- Provides instruction and practice so individuals become successful in every aspect of the encampment program.
- Trains flight members on the daily routines of encampment from wake up to lights out.
- Ensures cadet safety; keeps cadets free from harm or injury.
- Teaches and practices drill and ceremonies.
  - Drill of the Individual.
  - Drill of the Flight.
  - The partnership of flight sergeant and flight commander prepares the flight to compete in the drill competition.
- Identifies individuals who struggle during encampment and provide the additional instruction to help the cadet become successful. Identify individuals who excel and can assist other cadets. Flight sergeants use assessment techniques to assess the ability and willingness of flight members.
- Instructs and enforces the SOP and Barracks Supplement by having basic cadets read the SOP for understanding and memorization, instructing cadets on making beds and preparing closets and room for inspection, and by cleaning shared areas in the flight area.
- Teaches and enforces proper uniform wear for ABU/BDU, Blues, shoes and boots. Inspects cadet uniforms after each change of UOD and corrects uniform mistakes.
- Teach and ensures compliance with customs and courtesies to include saluting, proper hallway passage, meals, vehicle transportation, classroom behavior, and greeting officers and NCOs.
- Builds a team, builds wingmen, and instills cooperation between flight members. Inspires flight members to exceed standards while performing tasks.
- Uses appropriate intensity levels at all times.

- Completes daily training goals and adhere to the published schedule. Constantly reinforces using new skills that cadets have learned at encampment.
- Adheres to the published schedule.
- Assists the TAC officer with blister checks.

### **Typical Day for the Flight Sergeant**

- Prepares their room for inspection and keeps it inspection ready.
- Keeps to the published schedule.
- Conducts safety briefings for each new event and ensure that cadets commit no unsafe act.
- Partners with the flight commander to wake up the flight members.
- Partners with the flight commander to ensure that everyone visits the latrine before leaving the Barracks.
- Assembles the flight for PT and finds missing cadets.
- Checks everyone has filled their hydration equipment throughout the day. Partners with the flight commander to take hydration breaks.
- Assists the first sergeant with conducting PT.
- Instructs and supervises the preparation of rooms and common areas for the day.
- Directs cadets to wear the uniform of the day.
- Ensures that cadets have a copy of the SOP with them.
- Observes and evaluates individuals to identify those who excel and those who struggle. Partners with the flight commander to create a plan to use those who excel and to aid those who struggle. Implements the plan.
- Assembles the flight for reveille/retreat. Instructs the flight members on their duties at each formation. Coaches element leaders on reporting and accountability.
- Trains and properly deploys road guards.
- Monitors the meal lines so the flight eats quickly and ensures that flight members are not interrupted while eating.
- Instructs and conducts drill. The plan for what is taught comes from the flight commander. Gives proper instruction using the six-step, script method. The partnership of flight sergeant and flight commander prepares the flight to compete in the drill competition.
- Marches the flight to training classes listed on the published schedule.
- Anticipates and monitors restroom breaks. Monitors and ensures appropriate student behavior in classroom settings. Supervises loading, and unloading of busses/vans when traveling.
- Applies the appropriate intensity to the training situation.
- Checks cadets understanding of SOP passages by asking questions from the entire SOP, not just the memorization section.
- Oversees cadet behavior during personal time.
- Ensure every flight member showers.
- Assists the TAC officer with blister check.

### **Role of the Flight Commander**

- The flight commander leads the flight. The success of the flight rests with the flight commander. Flight commanders supervise the implementation of encampment training shown on the

published schedule. They focus on meeting the flight's needs and concentrate on the flight being successful.

- Observes the “big picture” at a distance; assesses ability and willingness; evaluates performance to ensure standards and expectation are met and creates a plan to improve each.
- Commands the flight during formations, ceremonies, competitions, and during the challenge run.
- Keeps accountability of all flight members and deals with medical issues.
- Observes the performance of the flight, evaluates the flights success against published standards and creates a plan to improve the flights performance. They decide if the flight is not meeting, is meeting or is exceeding standards/expectations.
- Inspires flight members to exceed standards or expectations while performing every task.
- When the schedule is not specific to the order of tasks, decides what tasks and the order they will be accomplished. For example: the flight commander organizes the morning activities so the flight's rooms are prepared for the day. This plan is shared with the flight sergeant. Together both oversee its accomplishment.
- Decides when the flight is ready to move to the next task or training objective.
- Supervises and mentors the flight sergeant who implements the plans for improvement.
- Moves the flight to the assigned locations in accordance with the schedule.
- Uses the appropriate intensity level.
- Adheres to the published schedule.
- Ensures that all training of the flight is accomplished.
- Evaluates the flight sergeant and the students in the flight.
- Celebrates success.
- Ensures that every activity is properly briefed and conducted safely.
- Coordinates closely with the flight TAC Officer to ensure there is agreement on schedules and any movement of the flight.
- Assists the TAC officer with blister check.

### **Typical Day for the Flight Commander**

- Prepares their room for inspection and keeps it inspection ready.
- Follows the published schedule.
- Monitors safety briefings.
- Partners with the flight sergeant to wake up the flight members.
- Partners with the flight sergeant to ensure that everyone visits the latrine before leaving the building for the first time each day.
- Partners with the flight sergeant during barracks preparation time to ensure barracks readiness. Observes, evaluates and plans barracks preparation activities of rooms and common areas for the day with emphasis on specific individuals.
- Observes and evaluates individuals to identify those who excel and those who struggle. Partners with the flight sergeant to create a plan to use those who excel and to aid those who struggle.
- Inspects the UOD and periodically inspects flight members rooms.
- Partners with the flight sergeant to take hydration breaks and plans for restroom breaks throughout the day.

- Oversees the assembly of the flight for PT, reveille and retreat. Commands the flight at reveille, retreat and ceremonies. Monitors proper use of road guards.
- Follows up on missing cadets for accountability.
- Observes, evaluates and plans drill instruction to improve the flight's performance. Decides when the flight's performance justifies moving on to the next drill training objective. The partnership of flight sergeant and flight commander prepares the flight to compete in the drill competition.
- When appropriate, instructs the flight. Marches the flight to training classes listed on the published schedule when in squadron formation.
- Supervises loading/unloading busses/vans for traveling.
- Applies the appropriate intensity to the training situation.
- At the end of each day, celebrates the smallest of successes.
- Assists the TAC officer with blister check.

### **Role of the Squadron First Sergeant**

- The squadron first sergeant observes the squadron holistically; analyzes and recommends additional training so the squadron succeeds; ensures that the NCOs of the squadron meet or exceed performance standards. Ensures the orders given to the flight staff are understood and carried out.
- Maintains and reinforces the ideals and performance of the NCO as outlined in the cadet leadership manuals. Maximizes the use of the NCO support channel.
- Walks through the barracks, ensuring the rooms are inspection ready.
- Teaches the NCOs in the squadron.
- Conducts squadron formations.
- Conducts the physical fitness program for the squadron.
- Ensures compliance with customs and courtesies.
- Provides feedback and counsel to the flight sergeants regarding their performance.
- Coordinates with logistics cadet staff for any facility related needs.
- Monitors the safety and general welfare of the squadron.

### **Typical Day for the First Sergeant**

- Prepares their room for inspection and keeps it inspection ready.
- Assists waking up the squadron members. Walks each floor to ensure cadets get up.
- Ensure that everyone visits the latrine before leaving the building for the first time each day.
- Conducts the assembly of the squadron for PT, reveille, retreat, and ceremonies.
- Conducts PT.
- Determines who is in medical and when they will return to duty.
- Walks through the building during barracks prep time to instruct and identify struggling cadets.
- Oversees and coaches flight sergeants' drill instruction.
- Praises flight members for the smallest of successes.
- Encourages those who are struggling.
- Applies the appropriate intensity to the training situation.
- Supervises cadets at meal times. Keeps the meal line moving efficiently.
- Finds reasons to celebrate.

- Oversees cadet behavior during personal time.
- Assists the TAC with blister check.

### **Role of the Squadron Commander**

- The squadron commander coordinates, controls and directs the encampment program as published on the schedule within their squadron.
- Leads the squadron.
- Supervises the flight commanders and squadron first sergeant.
- Implements decisions of the cadet commander.
- Observes, evaluates and plans Barracks preparation activities of rooms and common areas for the squadron with goal of being the best during inspections.
- Observes, evaluates and plans drill to improvement the squadron's performance.
- Provides feedback to subordinates. Conducts wing, group and squadron-level formations, drill and ceremonies, and Pass in Review.
- Coordinates closely with the squadron TAC officer to ensure there is agreement on schedules and any movement of the squadron.
- Meets regularly with squadron staff to review schedules, any problems and to motivate the subordinate cadet staff, as necessary. Celebrates the smallest successes of the squadron.

### **Typical Day for the Squadron Commander**

- Prepares their room for inspection and keeps it inspection ready.
- Assists waking up the squadron members. Ensure that everyone visits the latrine before leaving the building for the first time each day.
- Monitors PT and identifies individuals who excel or who may struggle.
- Conducts the assembly of the squadron for reveille, retreat and Pass in Review.
- Walks through the building during barracks prep time observing performance of cadets. Instructs cadets when necessary on the proper techniques to prepare the room. Identifies and shares with flight commanders those cadets who excel and who struggle.
- Consults with Standardization/Evaluation (Stan/Eval) to identify areas for squadron performance improvements. Uses this information to plan corrective actions for the flights. Passes along this information to flight commanders.
- Oversees and coaches flight commanders' drill instruction. Applies the appropriate intensity to the training situation, including to subordinates.
- Keeps the squadron on schedule.

### **Role of the Group First Sergeant**

- The group first sergeant observes the group holistically; analyzes and recommends additional training so the group succeeds; ensures that the NCOs of the group meet or exceed performance standards and ensures the orders given to the group staff are not just followed, but also understood.
- Teaches the NCOs in the group.
- Teaches the Manual of Guidon to all guides.
- Conducts group formations. Pays attention to which squadron arrives first, which is last; which is ready for the formation; which elements, flights and squadrons report properly. Corrects mistakes.

- Conducts the physical fitness program for the group. He identifies cadets that struggle and encourages cadets to try harder.
- The group first sergeant leads during fitness training. He devises a training plan that selects the exercises for each day. Good leadership means leading by example.
- Ensures compliance with customs and courtesies. Provides feedback and counsel to the flight sergeants regarding their performance. Coordinates with logistics cadet staff for any facility related needs.

#### **Role of the Flight TAC Officer**

- Maintains accountability of cadets assigned to the flight.
- Observes PT.
- Mentors the flight commander and flight sergeant.
- Accompanies the flight throughout the day to ensure safety and to watch for intensity level concerns.
- Conducts blister check and ensures hotspots or blisters are cared for.

#### **Role of the Squadron TAC Officer**

- Supervises flight TAC officers.
- Ensures accountability of cadets assigned to the squadron. Has complete authority over everyone residing in the squadron building including cadet staff members and senior staff.
- Mentors the squadron cadet staff.
- Accompanies the flight throughout the day to ensure safety and to watch for intensity level concerns.
- Assists with evening blister check and ensures hotspots or blisters are cared for.

#### **Conclusion**

- Know the overall focus of encampment on the basic cadets.
- Know the meaning of special terms.
- Identify the differences in the roles and duties of flight sergeants and flight commanders.
- Understand a typical day for flight commanders and flight sergeants.
- Identify the differences in the roles and duties of the squadron first sergeant and squadron commander.
- Understand a typical day for squadron commanders and first sergeants.
- Understand the role and duties of the group first sergeant.
- Know the role and duties of the TAC officers and their interaction with the flight or squadron staff.