

Cadet-in-Charge Continuity Book

Introduction

Congratulations on your selection as cadet-in-charge (CIC) for an Air Force ROTC training event. As the CIC, you are responsible for ensuring that your training event is thoroughly planned and executed. This continuity book will help you plan your event, and provide guidance to, hopefully, lead to a successful event.

The cadet wing commander and commandant of cadets will assist you in planning your training event. Feel free to ask questions and solicit input from them and from your fellow cadets. Good luck!

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Pre-Planning

What is pre-planning? Pre-planning, as it relates to Air Force ROTC training events, is the process of gathering basic information about the event and defining the purpose and training objectives. During this process, you will work closely with the commandant of cadets and/or other cadre members to answer several important questions about your planned event: (1) What are you planning to do? (2) What is the purpose of the event? (3) What are the training objectives? During the pre-planning process, gather a small team to assist you. A short brainstorming session will go a long way towards helping you answer these questions.

1. What event are you planning? The commandant of cadets or cadet wing commander will generally provide you with this information. Be sure to ask questions about the proposed event as you're going to be responsible for most of the planning and execution.
2. What is the purpose of the event? This should be one or two sentences that clearly state the overall purpose or objective of the event. It should start with: "The purpose of this event is to..."
3. What are the training objectives? Every training event should have defined training objectives that directly support the purpose of the event. These training objectives should clearly state what you expect cadets to learn, know, understand, and/or apply.

Example:

Event: Clemson University ROTC Drill Competition

Purpose: The purpose of this event is to participate in a drill competition alongside other ROTC units.

Training Objectives:

- a. Apply the principles of basic and advanced individual drill movements
- b. Apply the principles of basic and advanced flight drill movements
- c. Apply proper Air Force customs and courtesies

Scheduling

Scheduling a training event consists of far more than simply selecting a date. Scheduling also includes de-conflicting the date with The Citadel's commandant's department, making sure that all required resources and personnel are available, and that an appropriate location is available. In addition, if a guest speaker or other special guest will be attending the event, you are responsible for coordinating with that guest as well. Flexibility is critical when scheduling a complex training event. It's like juggling a jigsaw puzzle where the goal is to get all the various pieces together at a specified time and place.

1. The first step in scheduling is to select a proposed date and time. This should be done in consultation with the cadet wing commander and commandant of cadets. Review the academic and corps of cadets' calendars for obvious conflicts.
2. Contact SFC Greene or LTC Barton in the commandant's department to verify that there are no conflicts with the proposed date.
3. Ensure all required training material and/or resources (paintball equipment, sports gear, rubberized M-16s, vehicles, etc.) are available on the proposed date.
4. Contact the host location (Citadel Beach House, North Auxiliary Airfield, James Island State Park, etc.) to tentatively reserve the date.
5. Informally contact any special guests to confirm if they are available on the proposed date.
6. Assuming a positive answer from 1-5 above, contact the location and guests to firmly schedule the event and reserve the location/equipment.

Not all of the steps above will apply to every training event. Some events will have a firm date and time from the outset. Some events won't have any guests attending. Remember, flexibility is key.

Developing Training Scenarios

Some training events will require you to develop training scenarios to test or evaluate specific training objectives. The instructions below will help you ensure that your scenarios are well-planned and appropriate. Training scenarios are scripted events in which the trainers carefully orchestrate events to meet a specific training objective like the one below.

Sample training objective: Apply basic land navigation and leadership skills to complete an orienteering course within a specified time limit.

1. The first step in developing a training scenario is to break down the training objective and determine what needs to be tested, exercised, or evaluated. Given the above training objective, you would evaluate a cadet's ability to lead others and to complete a land navigation or orienteering course.
2. Determine what supplies, equipment or other resources are needed. Again, using the example above, the team may need compasses, GPS units, maps or written instructions to complete the course.
3. Decide, in advance, how long the training scenario should last. This will enable you to tailor the scenario to the available time, rather than trying to make time in a busy schedule. This also helps prevent "mission creep" (adding in unnecessary steps or events for no reason).
4. Now you can begin planning the actual events that will take place during the training scenario.
 - a. The scenario should begin with an in-brief by a trainer or evaluator. During this in-brief, cadets should be provided with all required equipment and instructions. Clearly explain any limiting factors (e.g. out-of-bounds areas, no talking), safety precautions (e.g. eye protection, no climbing trees), and emergency instructions.
 - b. Events within the scenario should be cued to a specific time (e.g. t+20), location (e.g. crossroad, navigational point, building), or other event (e.g. upon completion of steps 1-6).
 - c. Allow for errors or mistakes on the part of the cadets. If during a land nav exercise, the cadets make a wrong turn, how will they know or how will you correct them? Think through everything that could go wrong and have a plan in place to address it.
 - d. Whenever possible, rehearse the entire scenario with every trainer, observer, and evaluator. Everyone should be working off the same scenario script and should understand the entire event.

e. Consistently refer back to the training objective to ensure that you are not deviating from the objective.

5. Evaluation. Determine how the scenario will be evaluated. The evaluation should measure how well the cadets met the training objective. Some scenarios can be evaluated purely on objective criteria while others will require a subjective evaluation or a combination of the two. In a simple timed navigation exercise, the cadet may only need to arrive at a final point within a specified time (objective). For a leadership exercise, an observer may need to follow the team and make notes (possibly using a Leadership Competency Evaluation, Holm Center Form 2). Regardless of the type of evaluation that will be conducted, be sure that the evaluators fully understand what they looking for.

Contingency Planning

Unfortunately, even the best planned training event can fall apart for any one of a hundred reasons. Contingency planning can help mitigate the impact to your training if something does go wrong. Never forget the old maxim “proper planning prevents poor performance.” That is the key to contingency planning.

1. To begin your contingency planning, consider the most common and most obvious problems that you might encounter and develop a plan to deal with each situation. Some of these problems may include (but are not limited to):

- a. Supply/logistics problems
- b. Transportation problems
- c. Communications problems
- c. Weather (rain, temperature extremes, humidity)
- d. Illness (food poisoning, flu, allergic reactions)
- e. Injury

2. Apply this contingency planning process to every aspect of your event. You need to have backup plans for everything and a tertiary plan in case the backup fails. Sometimes this will be an alternate event or scenario. Other times it may require a last minute change to an entirely different event.

3. Make sure you have a good emergency plan in place. Ensure you have a plan for what to do in case of severe weather (thunderstorms, hail, tornado). Know where the nearest hospital is and the nearest trauma center. Know how to contact emergency medical support (paramedics or EMTs).

4. Finally, in case of catastrophic failure, have a plan that will allow you to quickly and efficiently get everyone to safety.

Conducting an Event

All the planning is done and it's now time to conduct your event. Assuming that you've planned well, there are only a few things that you need to focus on: accountability, safety, and the training objectives.

1. **Accountability** – As the cadet-in-charge, you are responsible for maintaining absolute accountability for all cadets under your supervision for the duration of the event. You may delegate this duty, but know that delegation of duties does not relieve you of the responsibility. You may decide to conduct role calls at specified times, or you may do a head count before, during, and after the event.
2. **Safety** – Every cadet is responsible for ensuring that a training event is conducted safely. Regular safety briefings should be conducted and reminders given before any training scenarios. Cadets should be provided with a safety word or phrase (e.g. “knock it off,” “safety stop,” or “safety, safety, safety”) that immediately terminates any training event in case of a safety concern or injury. The trainer, evaluator, or cadre must resolve the safety issue before the training continues.
3. **Training Objectives** – Ensure that all training is conducted in a manner designed to meet the purpose and objectives that you spelled out during your planning process.

After Action

Once an event is completed and all cadets are safely back on campus, your final task is to complete an after action report and, if necessary, thank those individuals who helped make the training a success.

1. After Action Reports – As the cadet-in-charge, you will need to prepare and complete an after action report and submit it to the commandant of cadets. This after action report should detail who was involved (who), what you did (what), what the purpose and training objectives were (why), where the event took place (where), when the event took place (when), and how successful or unsuccessful the event was (how). The overall after action report may also include after action reports from other cadets who were involved in specific parts of the event.

a. Who – Include a list of those cadets who helped organize and lead the event and a list of those cadets who participated in the event.

b. What – What was the event that you organized?

c. Why – What was the purpose for conducting this event and what were the training objectives?

d. Where – Provide details about the location of the event. Was it a good location that should be used again, or not? Were there limiting factors based on the location? Are there any recommended changes if this location were to be used again?

e. When – When did the event take place? Was this a good time to hold the event? Were there problems that could be avoided if the event were held at a different time or date.

f. How – Was the event a success or not? Were you able to meet all the training objectives? If not, why? Be sure to highlight your successes as well as your failures. If one cadet was particularly instrumental in developing an outstanding training scenario, make sure that he or she is commended. If one cadet was responsible for a problem, address that as well.

2. Collect any additional after action reports from your assistants and submit a consolidated after action report. This should be turned in to the commandant of cadets no later than two weeks after a training event is completed.



**DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)**

Date

MEMORANDUM FOR AFROTC Det 765/COC

FROM Cadet Snuffy

SUBJECT: After Action Report (AAR)

1. The first paragraph should introduce the subject of the AAR. Provide basic details of the event: who, what when, where, why.
2. The second paragraph should focus on the planning process. How did you go about planning this event? Who did you coordinate with?
3. The focus of the third paragraph should be the execution of the event. What went well? What didn't go as planned? What last-minute problems had to be overcome?
4. The next paragraph should be lessons learned. If you had to plan and execute this event again, what would you do differently?
5. End the AAR with a final analysis of the event. The AAR should be as long as necessary to clearly address all the different areas above. Use the tongue and quill to ensure that the memo is written properly.

FIRST M. LASTNAME, Rank, AFROTC
Duty Title