

THE WHITE BOOK

CHAPTER 7

Cadet Personnel and Administration

SECTION 3

Information Flow

Version (date): 6 DEC 2018

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Position: Assistant Commandant for Leadership Programs

- I. **Organization:** The Office of the Assistant Commandant for Leadership Programs is responsible for maintaining this section.
- II. **Functions:** The function of the system of information flow is to ensure that all members of the organization have the information they need to accomplish their missions. Information flow occurs in all directions. From higher to lower, leaders transmit instructions, orders, and guidance. From lower to higher, subordinates report statuses, relay concerns or questions, and provide feedback. Laterally, all individuals share implementing instructions, lessons learned, and awareness.

Effective information flow involves confirmation. The leader does not just disseminate the information. He or she ensures the intended audience both receives and understands the message. Sometimes this can be a simple email response of “roger” and other times it will require a more detailed confirmation brief. If the squad leader sends a text the night before notifying the squad members of the uniform for PT the next morning, he or she should require each cadet to reply back to him or her that they have received the message.

Effective information flow is designed to be easy to understand and to process. Disseminating information in a consistent, standardized format such as that of an operations order promotes understanding by its familiarity. Requesting information in a prescribed format such as the designated columns on the hurricane roster reduces ambiguity and increases validity. Organizational tools like spread sheets allow the same information to be manipulated and processed to serve several purposes.

Effective information flow involves redundancy, which means information is delivered in more than one way. Information at The Citadel is routinely exchanged by:

- A. **Written documents and websites**
- B. **The chain of command**
- C. **Formations**
- D. **Mess Hall Announcements**
- E. **Bulletin boards**
- F. **Meetings**
- G. **Emails**
- H. **Telephone**
- I. **Commandant’s Critical Information Requirements (CCIR)**

III. Procedures:

- A. Written Documents and Websites:** For the most common of these sources of information, see Chapter 1, Section 2 (References).
- B. Chain of Command:** Information flows down the chain of command in the form of instructions, orders, and guidance. As it passes through each level, leaders do the necessary analysis to make it relevant to their cadets. As a result, leaders may omit some irrelevant information, amplify existing information, or add new information to make the message clear and specific to their level. As the leader tailors information to his or her specific audience, however, he must not become a gatekeeper who filters out information his subordinates need. Nor can he or she change the intent of the higher unit. Finally, he or she must refrain from negatively editorializing about the information or being disloyal to its originator.
- C. Formations:** Leaders should use every formation as a means to exchanging information with their unit. Additional information about this technique is found in the NCO Guide, Chapter 2.
- D. Mess Hall Announcements:**
1. There are limited opportunities to make official announcements in the Mess Hall during family style meal periods. Requests must be submitted in writing to the Regimental Adjutant. If the Adjutant is uncertain of the appropriateness of the announcement, the requestor must get a statement of its approval from the college official associated with the announcement. The Adjutant, the Regimental Commander, or a person specifically designated by the Regimental Commander are the only cadets allowed to make Mess Hall announcements.
 2. Cadets wishing to post announcements on the TV monitors in the Mess Hall can submit requests to Ms Hucks in the Office of the Assistant Commandant for Operations and Training. Requests must conform to the following guidelines:
 - i. Use Powerpoint 4:3 format
 - ii. Photos must be in landscape rather than portrait orientation
 - iii. Font must be 20 points or greater
 - iv. Request must be submitted at least two days prior to requested start date and must include the requested start and end date of the display.
 - v. Arial is the recommended font
 - vi. Slides are typically on display for five to ten seconds. In order to facilitate readability, it is recommended to have no more than six bullets per slide and no more than six words per bullet
- E. Bulletin Boards**
1. Company and battalion area bulletin boards will be divided into a permanent and temporary section.
 2. The permanent section will contain:
 - i. The front and back sides of the "Desk Top Emergency Guide" located at <http://www.my.citadel.edu/root/cadet-regulations>.
 - ii. Ombudsperson contact information (extracted from Annex A of Citadel Memo 2-006 <http://www.citadel.edu/root/images/policies/2-006-ombudspersons.pdf>)
 - iii. Citadel Memo 2-026, Sexual Harassment, <http://www.citadel.edu/root/images/policies/2-026-sexual-harassment-policy.pdf>
 - iv. The Commandant's Critical Information Requirements (see paragraph I)
 3. The temporary section will contain items deemed important by the TAC and commander, and will be displayed based on local SOP, so long as they are kept current and reflect a neat, orderly, and professional appearance.
- F. Meetings**
1. The Commandant's Department will establish a battle rhythm of routine meetings involving the cadets and the cadet chain of command. These include leadership meetings, senior private

meetings, CSM/1SG meetings, Weekend Duty briefings, and meetings with staff counterparts. Cadets are expected to come to these meetings prepared to actively participate and are responsible for coordinating with the individual holding the meeting if there exists an attendance conflict.

2. The cadet chain of command will establish its own battle rhythm for meetings using the guidelines in the How to Train Manual, Chapter 3.

G. Emails

1. With changing demographics and technologies, it won't last forever, but the primary means of professional workplace communication at present is email. Both for the sake of workforce preparation and current operational efficiency, cadets need to build proficiency in email management. Cadets are required to check their Citadel email accounts once before and once after 1200 each day, and are accountable for information sent them by email.

2. Cadets wishing to use the "all cadets" listserve require approval from the Regimental Academic Officer and will include the statement "This email has been approved by the Regimental Academic Officer" at the conclusion of the message.

3. Cadets are encouraged to establish group chats and other means of electronic communications internally.

H. Telephone

1. All cadets will know their TAC's and their direct cadet leader or supervisor's phone number.

2. All cadets in the chain of command will know the phone numbers of those who they directly lead or supervise.

I. Commandant's Critical Information Requirements (CCIR)

1. Within one hour of becoming aware of the occurrence of any of the following involving a Commandant Department member or a cadet, TACs will notify in person or by phone call, or if that doesn't work, by text or email, the Commandant and Chief of Staff:

- i. Death or life/limb threatening injury or hospital admission
- ii. Racist incident
- iii. Cadet absent from two consecutive accountability checks
- iv. Suicide or attempted suicide
- v. Hazing and major fourthclass system violations
- vi. Incarceration for any reason
- vii. Act of terrorism, explosion, fire, arson, or serious disturbance in the barracks
- viii. Discovery of significant contraband on campus that poses a clear and present danger to safety such as drugs or illegal weapons
- ix. Loss of weapon or significant theft of property or security breach
- x. Any incident potentially bringing discredit to The Citadel that is likely to attract unfavorable media attention.