

ACWORTH PUBLIC SAFETY CADET



LEADERSHIP GUIDEBOOK

***“THE TRUE TEST OF
LEADERSHIP IS HOW YOU
SERVE WHEN NO ONE IS
WATCHING.”***

– DARREL STEPHENS

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LEADERSHIP PHILOSOPHY

Leadership in this program is built on **responsibility, service, and accountability**. Rank alone does not make a leader. True leadership is demonstrated through daily actions, professionalism, integrity, and a consistent willingness to serve others before oneself. Every cadet, regardless of rank, represents the program at all times.

Strong leadership is essential to building **effective teamwork**. When leaders communicate clearly, set the example, and hold themselves to the same or higher standards than others, it creates trust within the team. Trust allows cadets to rely on one another, operate confidently as a unit, and perform effectively under pressure. Teams function best when everyone understands their role, respects the Chain of Command, and works toward a common mission.

Discipline is the foundation of teamwork and leadership. Discipline ensures consistency, fairness, and order. It allows the team to train efficiently, respond quickly, and maintain professionalism in all situations. Following instructions, meeting expectations, and maintaining standards, especially when no one is watching are key elements of discipline. Without discipline, teamwork breaks down and missions fail.

Leaders are expected to **communicate clearly, follow the Chain of Command, and accept corrections** when needed. Accepting corrections is not a weakness; it is a sign of maturity and commitment to improvement. Leaders who can receive feedback and adjust their actions set the tone for accountability throughout the team.

Authority is **delegated to develop leaders**, not to avoid responsibility. Cadet leaders are entrusted with authority so they can learn decision-making, accountability, and responsibility for others. However, with authority comes responsibility, leaders remain accountable for their actions and the actions of those they lead. Delegated authority strengthens the team by empowering leaders at every level while maintaining structure and discipline.

Through responsibility, discipline, and teamwork, this program develops leaders who are prepared to serve, lead with integrity, and succeed as part of a unified team.

LEADERSHIP EXPECTATIONS

Leaders are expected to operate within the scope of their assigned authority, communicate professionally, and support one another. Freelancing, micromanaging, or skipping the Chain of Command undermines leadership. Failure to meet expectations may result in counseling, probation, or removal from position.

WHY STRUCTURE MATTERS

The Cadet Program relies on **structure** to develop disciplined, confident, and effective young leaders. Structure provides clear leadership, defined roles, and an organized Chain of Command so cadets understand **who to report to, how information flows, and what is expected of them**. This clarity is essential for training, teamwork, and leadership development.

Structure **prevents confusion** during meetings, training, events, and competitions. When cadets follow the Chain of Command, instructions are consistent, expectations are clear, and tasks are completed efficiently. This allows the program to operate smoothly and ensures that every cadet can focus on learning, improving skills, and supporting the team.

Structure also **creates accountability**. Each rank and position has defined responsibilities, and cadets are expected to take ownership of their actions and performance. Accountability builds trust within the team and prepares cadets for future roles in public safety, where responsibility and professionalism are critical.

Training in the Cadet Program often involves **time constraints, performance standards, and high expectations**. Structure allows cadets to function effectively under pressure by relying on procedures, discipline, and teamwork rather than confusion or emotion. These habits develop confidence and prepare cadets for real-world public safety environments.

Without structure, **instructions conflict**, leaders become overwhelmed, and teamwork suffers. Cadets may receive mixed direction, standards may be inconsistently enforced, and accountability can break down. This weakens discipline, reduces effectiveness, and undermines the purpose of leadership development.

Strong structure does not limit cadets, it **empowers them**. Structure provides opportunities for cadets to lead, make decisions, and be accountable within a safe and organized environment. By respecting structure and the Chain of Command, cadets learn to work as a unified team, maintain discipline, and develop the leadership skills necessary to succeed in this program and beyond.

POSITIONAL VS FUNCTIONAL AUTHORITY

Positional authority comes from a cadet's **rank** and applies at all times. Rank establishes supervision, discipline, accountability, and reporting relationships within the Cadet Program. Regardless of the situation, cadets are always accountable to those above them in rank through the Chain of Command. Positional authority ensures order, consistency, and fairness across the program.

Functional authority comes from an **assigned role or responsibility** and applies only while performing that specific task or mission. Functional authority allows a cadet to lead others in a defined area, regardless of rank, for the purpose of accomplishing an objective. Examples include Team Leaders, Quartermaster responsibilities, Public Affairs roles, or Incident Command assignments during scenarios, events, or competitions.

Functional authority does not override safety directives, mentor authority, or the Chain of Command.

Functional authority exists to ensure tasks are completed efficiently and correctly. It allows the most qualified or designated cadet to lead an operation, coordinate actions, and give direction related to that assignment. This supports teamwork by placing leadership where it is most effective while maintaining overall structure and discipline.

Understanding the difference between positional and functional authority **prevents conflict and confusion**. A cadet may lead a task without outranking others, but that authority does not override the Chain of Command. Outside of the assigned task, normal rank structure applies at all times.

The key rule for the Cadet Program is simple and essential:

Rank determines reporting.

Function determines task leadership.

When cadets respect both positional and functional authority, the program operates smoothly. Leaders are empowered, tasks are completed effectively, and discipline is maintained. This balance prepares cadets for real-world public safety environments, where clear authority, teamwork, and accountability are critical to success.

CHAIN OF COMMAND

The **Chain of Command** is the backbone of the Cadet Program's leadership structure. It clearly defines **reporting relationships, authority, and responsibility**, ensuring that every cadet knows who they report to and how information is communicated. Understanding and respecting the Chain of Command is essential for discipline, teamwork, and effective leadership development.

The official Chain of Command for the Cadet Program is:

Cadet → Corporal → Sergeant → Lieutenant → Captain → Commander → Mentor

This structure ensures that information flows in an organized and consistent manner. Instructions move **down the chain**, while questions, concerns, and feedback move **up the chain**. This process prevents confusion, reduces miscommunication, and allows leaders at every level to do their job effectively.

Following the Chain of Command **builds leadership at all levels**. When cadets bring issues to the appropriate leader, it allows Corporals, Sergeants, and Lieutenants to practice decision-making, problem-solving, and accountability. Skipping the chain removes learning opportunities for junior leaders and places unnecessary burden on senior leadership.

Skipping the Chain of Command **undermines authority and weakens teamwork**. It can lead to conflicting instructions, inconsistent enforcement of standards, and frustration among leaders and cadets. When the chain is ignored, discipline breaks down and trust within the team is damaged.

Cadets should only bypass the Chain of Command **in emergencies, safety-related situations, or when directed by a Mentor**. In these cases, immediate action and communication are necessary to protect cadets, the public, or the integrity of the program. Outside of these situations, the Chain of Command must be followed at all times.

Respecting the Chain of Command prepares cadets for future roles in public safety by teaching **professional communication, accountability, and respect for leadership structure**. It reinforces discipline, strengthens teamwork, and ensures the Cadet Program operates as a unified and professional organization.

Mentors retain final authority over all cadet operations regardless of rank or assignment.

ROLES AND RESPONSIBILITIES

COMMANDER

Role: Senior cadet leader responsible for overall leadership, discipline, and program execution.

Reports To: Mentor

Responsibilities:

- Sets the standard for professionalism, discipline, and conduct
- Oversees all cadet operations and leadership staff
- Serves as primary cadet liaison to Mentors
- Ensures Chain of Command is followed at all times
- Leads major meetings, formations, and official functions
- Holds senior leaders accountable for performance and standards
- Represents the Cadet Program at events and public functions
- Runs Quarterly Cadet Leadership Committee Meetings

CAPTAIN

Role: Second-in-command; assists the Commander and ensures daily operations run smoothly.

Reports To: Cadet Commander

Responsibilities:

- Assists the Commander with leadership and supervision
- Coordinates efforts between Lieutenants
- Oversees training, meetings, and events
- Enforces standards and discipline
- Assumes command in the Commander's absence
- Supports leadership development and evaluations

LIEUTENANT – ADMINISTRATIVE

Role: Manages administrative functions and internal organization.

Reports To: Cadet Captain

Responsibilities:

- Oversees attendance, records, and documentation
- Coordinates scheduling and internal communications
- Supervises Recruiter, Quartermaster, and support functions
- Tracks hours, awards, and program requirements
- Ensures information flows properly through the Chain of Command
- Supports planning and preparation for events

LIEUTENANT – OPERATIONS

Role: Manages training, readiness, and operational execution.

Reports To: Cadet Captain

Responsibilities:

- Plans and coordinates training activities
- Oversees drill, PT, and scenario-based training
- Supervises Sergeants during operational tasks
- Ensures safety procedures are followed
- Prepares cadets for competitions and events
- Coordinates operational needs with the Captain

SERGEANT

Role: First-line supervisor responsible for direct leadership and discipline.

Reports To: Cadet Lieutenant - Operations

Responsibilities:

- Supervises Corporals and Cadets
- Enforces standards, uniforms, and conduct
- Provides instruction and corrective guidance
- Assists with training and event execution
- Mentors junior cadets
- Reports issues and progress up the Chain of Command

CORPORAL

Role: Entry-level leader responsible for small teams and task execution.

Reports To: Cadet Sergeant

Responsibilities:

- Leads small groups or assigned tasks
- Assists Sergeants with supervision
- Sets the example in conduct and discipline
- Helps guide and train new cadets
- Reports concerns through the Chain of Command
- Maintains accountability within assigned groups
- Performs quartermaster duties for assigned squad

CADET LEADERSHIP COMMITTEE MEETINGS

Sergeants and above **are required** to attend quarterly Cadet Leadership Committee meetings. These meetings are held to review program operations, leadership expectations, training priorities, and cadet concerns.

Meetings are conducted to:

- Review program operations
- Reinforce leadership expectations and standards
- Discuss training priorities
- Address cadet concerns and feedback
- Discuss upcoming information and announcements
- Discuss New business
- Discuss Old Business

Attendance is mandatory unless excused in advance by the **Cadet Commander or a Mentor**.

Meetings will be **led by the Cadet Commander**.

Meetings will be **scheduled and communicated** to all Leadership Committee members in advance.

FUNCTIONAL LEADERSHIP POSITIONS

Functional leaders exercise authority only within the scope of their assigned role and do not supersede positional authority or mentor directives.

MARKSMANSHIP TEAM CAPTAIN

Role: Leads the marksmanship team during training and competitions.

Reports To: Cadet Lieutenant – Operations

Responsibilities:

- Coordinates marksmanship training sessions
- Enforces safety and range procedures
- Prepares team members for competitions
- Maintains accountability during events

- Communicates needs and updates to Operations Lieutenant
- Exercises authority only during marksmanship activities

HONOR GUARD TEAM CAPTAIN

Role: Leads Honor Guard practices and ceremonial events.

Reports To: Cadet Lieutenant – Operations

Responsibilities:

- Plans and conducts Honor Guard training
- Ensures precision, discipline, and uniform standards
- Coordinates ceremonial assignments
- Maintains professionalism at public events
- Reports readiness and needs to Operations Lieutenant
- Exercises authority only during Honor Guard activities

DRILL TEAM CAPTAIN

Role: Leads drill training and performance preparation.

Reports To: Cadet Lieutenant – Operations

Responsibilities:

- Conducts drill practices and instruction
- Maintains discipline and timing standards
- Prepares team for competitions and events
- Provides corrective instruction
- Coordinates with Operations Lieutenant
- Exercises authority only during drill activities

RECRUITER

Role: Supports cadet recruitment and program growth.

Reports To: Cadet Lieutenant – Administrative

Responsibilities:

- Assists with recruitment events and outreach
- Serves as an ambassador for the Cadet Program
- Provides information to prospective cadets
- Supports onboarding of new cadets
- Maintains professional representation at all times

QUARTERMASTER

Role: Manages equipment, uniforms, and issued property.

Reports To: Cadet Lieutenant – Administrative

Responsibilities:

- Tracks and maintains cadet equipment and uniforms
- Issues and collects gear as needed
- Maintains inventory accountability
- Reports shortages, damage, or loss
- Exercises authority only during supply-related duties

SPECIAL OLYMPICS LIAISON

Role: Coordinates cadet involvement in Special Olympics activities.

Reports To: Cadet Lieutenant – Administrative

Responsibilities:

- Coordinates volunteer opportunities and events
- Serves as point of contact for Special Olympics activities
- Tracks participation and service hours
- Encourages cadet involvement
- Represents the program professionally at events

COMPETITION TEAM LEADER

Role: Leads assigned teams during competitions or events.

Reports To: Cadet Lieutenant – Operations

Responsibilities:

- Coordinates team members for assigned events
- Ensures competition rules and procedures are followed
- Maintains accountability during competitions
- Communicates expectations and instructions
- Reports results and issues through the Chain of Command
- Authority applies only during assigned competition events

SAFETY CADET

Role: Provides immediate medical support and safety oversight during cadet meetings, training, events, and competitions.

Reports To: Cadet Lieutenant – Operations

Qualifications

- Must hold a **current Basic Life Support (BLS) certification**
- Certification must be **valid and on file**
- Demonstrated maturity, reliability, and attention to detail
- Able to remain calm and focused during emergencies

Responsibilities

- Carries and maintains the assigned **medical bag** during:
 - Meetings
 - Training
 - Events
 - Competitions

- Ensures medical equipment and supplies are:
 - Present
 - Organized
 - Serviceable
- Provides **basic first aid and BLS-level care** within training and certification limits
- Monitors cadet activities for potential safety hazards
- Immediately reports injuries, medical concerns, or safety issues
- Assists Mentors or officers during medical incidents
- Maintains confidentiality and professionalism at all times
- Ensures medical bag is returned, inventoried, and restocked as needed

Does not replace emergency services or mentor decision-making

ATTENDANCE AND ACCOUNTABILITY

Attendance at all required meetings, training sessions, and events is **mandatory and documented**. Accurate attendance tracking ensures fairness, accountability, and integrity across the Cadet Program. The following procedures outline the responsibilities at each leadership level.

Cadet Sergeants – Squad Attendance Tracking

Cadet Sergeants are responsible for tracking attendance for all cadets assigned to their squad.

Duties:

- Take attendance for their assigned squad at:
 - Meetings
 - Training sessions
 - Events and activities
- Ensure attendance is recorded **immediately following** the meeting or event
- Submit squad attendance using the **designated form**
- Verify accuracy before submission
- Address attendance discrepancies with squad members when identified
- Communicate attendance-related issues to the **Operations Lieutenant**
- Maintain accountability of their squad members

Cadet Lieutenant – Administrative – Oversight & Record Management

The Cadet Lieutenant – Administrative oversees attendance tracking and record management for the entire program.

Duties:

- Monitor and manage all attendance submissions
- Ensure Sergeants submit attendance in a timely manner
- Review submissions for completeness and accuracy
- Enter or confirm attendance records using **Google Forms**, as required

- Maintain:
 - Sergeant attendance logs
 - Event attendance logs
- Retain attendance and event records for **a minimum of 30 days** for verification purposes
- Provide records to Mentors upon request
- Address discrepancies or missing submissions with Sergeants
- Report unresolved issues to the **Cadet Captain**

Cadet Captain – Accountability Oversight

The Cadet Captain ensures compliance with attendance procedures.

Duties:

- Review reports of attendance discrepancies from the Administrative Lieutenant
- Address patterns of non-compliance or reporting issues
- Ensure attendance standards are enforced consistently across squads
- Take corrective or administrative action when necessary

Mentor – Verification & Program Integrity

Mentors provide oversight to ensure the integrity of attendance tracking.

Duties:

- Verify attendance records as needed
- Review logs during audits or evaluations
- Ensure fairness and accuracy across the program
- Provide guidance or corrective direction when necessary

Key Accountability Reminder

Accurate documentation is a leadership responsibility. Attendance records are official program documents.

MEETING AND OPERATIONS

Cadet meetings are conducted using a **consistent and predictable structure** to reinforce discipline, time management, and professionalism. Standardization ensures all cadets understand expectations, allows leaders to plan effectively, and supports accountability at every level.

Meeting Leadership

- The **Cadet Captain** is responsible for opening, running, and maintaining the flow of all cadet meetings.
- The **Cadet Commander** provides guidance, direction, and oversight as needed.
- Senior leadership ensures the meeting stays on schedule and objectives are met.

MEETING STRUCTURE

Purpose of Structured Meetings

- Builds **discipline and predictability**
- Allows cadets to focus on learning and performance
- Creates leadership opportunities at every level
- Ensures accountability and uniform enforcement
- Prepares cadets for real-world public safety operations

6:00 – 6:10 | Opening Formation

- Formation is called and led by the **Cadet Captain**
 - Accountability is taken at the formation level
 - Cadets are inspected for general appearance and readiness
 - Late arrivals are noted and reported through the Chain of Command
-

6:10 – 6:15 | Opening Announcements

- Opening announcements are delivered by the **Cadet Commander**
 - Information includes:
 - Upcoming events and training
 - Expectations and reminders
 - Recognition or corrective guidance
 - Information flows down the Chain of Command for clarity
-

6:15 – 6:25 | Drill / Physical Training (PT)

- Drill or PT is conducted to reinforce:
 - Discipline
 - Teamwork
 - Attention to detail
 - Led by designated leaders under the **Operations Lieutenant**
 - Cadets are expected to perform at a professional standard
-

6:30 – 7:30 | Instructional Training

- Classroom or structured instruction is conducted
 - Topics may include:
 - Leadership
 - Policy and procedures
 - Scenario preparation
 - Skills and knowledge development
 - Instruction is coordinated by the **Cadet Captain**
 - Cadets are expected to remain engaged and professional
-

7:30 – 8:30 | Practical Training / Squad Time

This block is used for **scenario-based training, practical exercises, and squad meetings.**

- Only **one team or squad** participates in practical training at a time
 - While one squad is engaged in scenarios:
 - Other squads conduct **squad meetings and administrative time**
 - Squad time is **led by Cadet Sergeants**
-

Key Leadership Reminder

Consistency creates confidence. Structure creates discipline. Discipline builds leaders.

INSTRUCTIONAL AND PRACTICAL TRAINING

Cadet training is divided into **instructional** and **practical** components to ensure cadets gain both knowledge and real-world application. This structure reinforces discipline, accountability, and professionalism while providing exposure to experienced public safety professionals.

Instructional Training

Instructional training provides cadets with the **foundational knowledge** needed to understand policies, procedures, and best practices before applying them in practical scenarios.

Leadership & Responsibilities:

- **Cadet Captain**
 - Introduces the presenter for the day
 - Ensures cadets are attentive and prepared
 - Communicates practical rotation assignments following instruction
 - Maintains order and accountability during instructional time
- **Instructor / Presenter**
 - Instructional training is led by:
 - A police officer, or
 - A qualified guest speaker with relevant experience
 - Presents topic-specific training aligned with program objectives
 - Shares real-world knowledge, expectations, and professional insight

Cadet Expectations:

- Remain professional and attentive
 - Participate respectfully
 - Take notes as required
 - Follow instructions and ask appropriate questions
-

Practical / Scenario-Based Training

Practical training allows cadets to **apply instructional concepts** in controlled, realistic scenarios. This phase emphasizes teamwork, communication, and leadership under guidance.

Leadership & Responsibilities:

- **Scenario Lead (Police Officer / Mentor)**
 - Designs and leads the scenario
 - Provides instruction, oversight, and safety control
 - Assigns roles to cadets and role players
 - Conducts immediate feedback as appropriate
- **Cadet Sergeants**
 - Ensure their squad reports to the correct scenario location on time
 - Maintain squad accountability throughout the practical
 - Enforce professionalism and respect toward:
 - Police officers
 - Mentors
 - Role players
 - Prevent disruption or unsafe behavior
 - Conduct a **post-scenario squad debrief**

Sergeant Post-Scenario Debrief Duties:

- Review what occurred during the scenario
 - Reinforce key learning points from instruction
 - Address strengths and areas for improvement
 - Answer questions from squad members
 - Communicate issues or observations up the Chain of Command
-

SQUAD MEETINGS

Squad Meetings During Practical Training

While one squad is actively participating in a scenario, remaining squads will conduct **squad meetings**. Squad meetings are a critical leadership tool used to reinforce learning, accountability, and team cohesion.

Purpose:

- Reinforce training objectives
- Maintain productivity during rotations
- Build discipline and squad unity

Sergeant Duties During Squad Meetings:

- Conduct a **squad attendance check**
- Perform **uniform and appearance inspections**
- Review key points from the instructional lesson
- Pass along any updates or information from leadership
- Prepare the squad for upcoming practical rotations
- Address questions or concerns from squad members
- Motivate and mentor cadets
- Reinforce standards, expectations, and teamwork

Squad Meeting Expectations:

- Cadets remain attentive and respectful
- Phones and distractions are minimized
- Feedback is constructive and professional
- Discussions stay focused on training and improvement

Key Training Reminder

Instruction builds understanding. Practice builds confidence. Leadership ties it all together.

UNIFORM INSPECTIONS

Uniform inspections are a critical component of the Cadet Program and reinforce **discipline, professionalism, attention to detail, and accountability**. Proper uniform wear reflects pride in the program and prepares cadets for real-world public safety expectations.

Formal Unit Uniform Inspections

Formal unit inspections are conducted to ensure consistent standards across the entire program.

Frequency:

- Conducted **at least once per month**
- Conducted **prior to all competitions**
- May be conducted at the direction of a Mentor or senior leadership

Inspection Leadership:

- Formal unit inspections are **led by the Cadet Captain**
- The Cadet Commander and Mentors may assist or observe
- Sergeants and Corporals support accountability within their squads

Scope of Inspection:

- Proper uniform wear and fit
 - Grooming standards
 - Equipment placement and condition
 - Cleanliness and professionalism
-

Routine & Event-Based Uniform Inspections

Uniform inspections also occur routinely to maintain daily standards.

During Cadet Meetings

- **Cadet Sergeants** conduct uniform inspections during squad time
- Inspections reinforce:
 - Consistency
 - Attention to detail

- Personal accountability
 - Minor issues should be corrected on the spot when possible
-

During Events

- **Cadet Sergeants** are responsible for inspecting their squad members **prior to reporting to duty stations**
 - Inspections ensure cadets are:
 - Properly dressed
 - Equipped
 - Ready for assignment
 - Sergeants confirm squad readiness before releasing cadets to operational assignments
-

Reporting & Corrective Actions

- Any uniform deficiencies that **cannot be corrected immediately** must be reported through the Chain of Command
 - Sergeants report issues to the **Operations Lieutenant**
 - Repeated or significant issues may be elevated to the **Cadet Captain or Cadet Commander**
 - Mentors will be notified when necessary
-

Purpose of Uniform Inspections

- Builds discipline and pride
 - Ensures consistency and fairness
 - Reinforces leadership accountability
 - Prepares cadets for inspections in public safety careers
 - Maintains professional appearance during public events and competitions
-

Key Leadership Reminder

Uniform standards are not about appearance alone—they reflect discipline, teamwork, and professionalism.

EVENTS AND INCIDENT COMMAND

Cadet Lieutenant – Operations (Incident Commander)

Role: Overall operational control of the event.

Duties:

- Develops the event operational plan
- Assigns squads and leaders to tasks
- Sets timelines and adjusts as needed
- Monitors safety and performance
- Coordinates with the Cadet Captain and Cadet Commander
- Receives reports from Sergeants and support roles

Example:

- Assigns Squad A to parking lot duties, Squad B to community outreach tent, and Squad C to float. Squads should rotate different duties throughout the event.
- Adjusts assignments due to weather, attendance, or time constraints

Cadet Sergeants – Operational Supervision

Role: Direct supervision of cadets during assigned tasks.

Duties:

- Supervise squad members during operations
- Ensure tasks are completed correctly and safely
- Maintain accountability of squad members
- Provide immediate corrections as needed
- Report progress, issues, or needs to the Incident Commander

Example:

- Sergeant ensures their squad remains together, on task, and professional while assisting with event setup
- Reports equipment shortages or scheduling conflicts to the Operations Lieutenant

Cadet Quartermaster – Logistics Management

Role: Manages all equipment, supplies, and logistics during the event.

Duties:

- Issues and collects equipment
- Tracks supplies and inventory
- Coordinates setup and breakdown of equipment
- Reports logistical needs or shortages
- Works under the direction of the Incident Commander

Example:

- Distributes radios, cones, signage, or training equipment
 - Confirms all issued equipment is accounted for before departure
-

Cadet Lieutenant – Administrative – Documentation & Records

Role: Handles documentation and administrative tracking during events.

Duties:

- Tracks attendance and participation
- Maintains event rosters and logs
- Records start/end times and assignments
- Collects reports from Sergeants as required
- Retains documentation per program policy

Example:

- Logs which cadets worked each assignment and for how long
 - Maintains event attendance records for verification and service hour tracking
-

Event Setup Guide for Cadet Leaders

Before the Event

- Operations Lieutenant creates:
 - Event timeline
 - Assignment roster
 - Equipment list
-

- Admin Lieutenant prepares:
 - Attendance forms
 - Event logs
 - Quartermaster prepares:
 - Equipment and supply inventory
 - Sergeants brief their squads on expectations and assignments
-

During the Event

- Operations Lieutenant monitors operations and adjusts as needed
 - Sergeants supervise and report status updates
 - Quartermaster supports logistics requests
 - Admin Lieutenant documents attendance and activity
-

After the Event

- Sergeants report:
 - Attendance
 - Issues or concerns
 - Quartermaster:
 - Collects and inventories equipment
 - Admin Lieutenant:
 - Finalizes attendance and documentation
 - Operations Lieutenant:
 - Conducts a brief after-action review
-

Key Leader Reminder

One mission. One plan. One Incident Commander.

FORMS

Please left intentionally blank.

CADET MEETING ATTENDANCE TRACKING FORM

Sergeant Completing Report: _____

Date: _____

Time: _____

CADET	STATUS
SGT.	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
CPL.	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Jr. Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late
Jr. Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late

Notes:

Lieutenant Completing Google Form Report: _____

Date: _____

Time: _____

CADET EVENT ATTENDANCE TRACKING FORM

Sergeant Completing Report: _____

Date: _____

Time: _____

CADET	STATUS	START	END	HOURS
SGT.	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
CPL.	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
Jr. Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			
Jr. Cadet	<input type="checkbox"/> Present <input type="checkbox"/> Absent <input type="checkbox"/> Late			

Notes:

Lieutenant Completing Google Form Report: _____

Date: _____

Time: _____



CADET EVENT INCIDENT ACTION PLAN (IAP)

EVENT INFORMATION

Event Name: _____

Date: _____ Time: _____

Location: _____

COMMAND & APPROVAL

Cadet Incident Commander (Name & Rank): _____

Primary Mentor / Officer Assigned: _____

Approved By (Mentor Signature / Name): _____

Date Approved: _____

EVENT OBJECTIVES & OVERVIEW

Brief Description of Event:

Primary Objectives (check or list):

- | | |
|---|--|
| <input type="checkbox"/> Safety of Cadets | <input type="checkbox"/> Event Support / Logistics |
| <input type="checkbox"/> Community Engagement | <input type="checkbox"/> Parking Lot Control |
| <input type="checkbox"/> Fundraising | <input type="checkbox"/> Other |

OPERATIONAL PERIOD

Operational Period Start: _____

Operational Period End: _____

ATTENDING CADETS

Alpha	Bravo	Charlie

SQUAD ASSIGNMENTS & DUTIES

ALPHA SQUAD

Squad Leader: _____

Rotation Schedule

Time Block	Assigned Area	Duties

BRAVO SQUAD

Squad Leader: _____

Rotation Schedule

Time Block	Assigned Area	Duties

CHARLIE SQUAD

Squad Leader: _____

Rotation Schedule

Time Block	Assigned Area	Duties

LEADERSHIP COMMITTEE

Incident Commander: _____

Cadet	Assigned Area	Duties

COMMUNICATIONS PLAN

Primary Radio / Communication Method: _____

Assigned Radio Channels

- **Leadership / Command Channel:** _____
(Cadet Incident Commander, Mentor, Squad Leaders)
- **Alpha Squad Channel:** _____
- **Bravo Squad Channel:** _____
- **Charlie Squad Channel:** _____

Emergency Contact (Mentor / Officer): _____

Emergency Procedures Reviewed With Cadets: YES NO

SAFETY CONSIDERATIONS

Safety Cadet: _____

First Aid Info: _____

Identified Risks / Hazards:

--

Mitigation Actions:

--

AFTER-ACTION REVIEW (AAR)

Event Completion Time: _____

What Went Well

What Could Be Improved

Issues, Incidents, or Injuries (if any)

Recommendations for Future Events

FINAL REVIEW

Cadet Incident Commander Signature: _____

Date: _____

Mentor Review Signature: _____

Date: _____

This Incident Action Plan is to be completed prior to each cadet-supported event and retained for program records.
