

## **MISSION POSSIBLE: Resources at Work**

CORPORATED LEARNING COURSE  
"CORPORATE CITIZENSHIP" BLOCK  
SEMINAR 2.3

### **SCOPE**

We actually already know quite a bit about allocating resources. On the personal level, each one of us applies resources every day. We allocate our time to develop personal resources. We allocate money for your expenses, pay for a place to live and transportation. These are individual, ongoing decision making exercises known as life.

During this course there are segments specifically tailored to the planning and decision making processes. This session will apply this knowledge, planning and decision making ability in a specific Civil Air Patrol setting.

### **OBJECTIVE**

For each student to comprehend the need for strategies to effectively utilize resources available to accomplish the CAP missions.

### **DESIRED LEARNING OUTCOMES**

1. Foster responsible stewardship of CAP resources
2. Identify availability of resources and competing needs
3. Develop analytical skills for making effective decisions,
4. Identify applicable regulations governing management of CAP resources

### **METHOD**

Guided discussion  
Exercises

### **DURATION**

50 minutes

### **INTRODUCTION**

Show the first slide and begin the discussion with the promise we each make about resources in our Safety pledge:

I pledge to do my part to foster a safe environment during all CAP activities, **to be a responsible steward of CAP resources** and to fully prepare myself for the challenging missions that serve America.

First we'll look at CAP resources. We'll discuss how we define our needs. Then we'll think about what tools are available to identify what we have and how to create additional resources.

Next we can talk about how different approaches might be appropriate at different levels, the squadron level and then above the unit, since this course is designed to have you look beyond the squadron. This involves "framing" of the decisions to be made.

### **DISCUSSION QUESTION**

Let's first identify general types of resources available. Ask for examples of resources.

## **ANTICIPATED RESPONSES**

Anticipated responses fall into several general categories:

- money
- equipment
- people
- time

The following can be used to summarize these ideas if needed:

In project management terminology, resources are required to carry out the project tasks. They can be people, equipment, facilities, funding, or anything else capable of definition (usually other than labor) required for the completion of a project activity. The lack of a resource will therefore be a constraint on the completion of the project activity. (from: [Wikipedia.com](http://Wikipedia.com))

## **DISCUSSION QUESTION**

What is it that defines our overall organizational needs?

## **ANTICIPATED RESPONSES**

- our regulations
- policies often prescribe the manner in which we acquire, track and use resources
- finances
- logistics/acquisition of equipment
- management of Aircraft
- management of the Cadet Program

## **DISCUSSION QUESTION**

Drawing on your experience, describe the methods have been used in your units to allocate resources to the three primary CAP missions.

## **ANTICIPATED RESPONSES**

Anticipated responses include fund raising for:

- specific events or activities
- mission flight time spread among members by schedule or availability, (perhaps as simple as the commander calling Joe because he knows Pete is working that day)
- a project is taken on by any member willing to spend time on the task.

## **DISCUSSION QUESTION**

At the squadron level, why are resources generally limited and easily managed?

## **ANTICIPATED RESPONSES**

- members are familiar with each other, with the talents available from their team
- they know what resources are generally available
- at the squadron level, our missions break down more easily into specific objectives

## **DISCUSSION QUESTION**

Above unit level is a very different case, especially in large wings. What are some of the factors complicating the allocation of resources above squadron level?

## **ANTICIPATED RESPONSES**

- resources are more difficult to identify
- resources are more numerable and geographically dispersed
- members may be only slightly acquainted, if at all
- unit rivalries and reputations may affect identification and utilization of resources
- mission needs may compete for limited resources, for example, aircraft and time.

## **DISCUSSION QUESTION**

Shortly, we will move on to an exercise designed to look at these factors in action.

Before we move to the exercise, let's talk about those tools we need to identify available resources.

- Headquarters Website
- The CAPWATCH makes available information about the number of members in each unit and their training levels
- MIMS (emergency services qualifications of members)
- WMIRS (Web Mission Information Reporting System) tracks resources, aircraft and location, and special equipment such as ARCHER and SDIS, as well as missions
- Wing websites may have additional info.
- on your own or at your unit, please explore these tools.

## **DECISION MAKING EXERCISE**

Split the class into groups of 3-5 for the exercise. Identify various components of the planning/decision making modules, as appropriate:

- organizational objectives
- judgment/choice
- urgency/importance
- criteria/weight

In the following exercise, you are the command team for a Wing with three times the number of units than assigned aircraft. (For example: 10 airplanes to serve 30 units.) Let's assume one third of your units are senior, one third are composite and one third are cadet units with an average of 20 members each. These units are widely disbursed geographically throughout your Wing with no more than two or three clustered in any area.

## **DISCUSSION QUESTION**

How will your team assign your aircraft?

Observe each of the groups and insure that they consider at least the following:

- What factors did you consider?
- What information was available to you?
- What did CAPWATCH or WMIRS provide?
- How did you anticipate your mission requirements?
- What priorities did you establish?
- What special needs or obligations did you have/need?
- What role did CAP Core Values play in your decision making?
- What models did you use/not use that might have helped you?

Reconvene and share both process decisions and content decisions.

## SUMMARY/CLOSE

During this discussion and through working the resources exercise we have been focusing on, and expanding, the understanding of the member for ways to gather and identify relevant data as well as relevant CAP policy and guidance regarding the allocation of resources.

To do that we also employed decision-making models used like: cost benefit analysis, Pareto's Principle, or contingency planning. Explore the possible consequences of the decisions and methods.

We have also seen that there are a variety of available sources of information to help us along the way:

- [Wikipedia.com](https://en.wikipedia.org) – Resource allocation
- [AboutManagement.com](https://www.aboutmanagement.com)
- CAP regulations concerning: finance, insurance, property, corporate aircraft

We all now have a much better personal idea of how we can uphold the promise we made when we recited the CAP Safety Pledge because we now understand how we can be responsible stewards of CAP resources.