

**OTS 617 STAFF MANAGEMENT AND OFFICER DEVELOPMENT
LESSON PLAN**

3 periods

Introduction

It does take some time to teach your own officers about their responsibilities, procedures, etc... It may take you some time to learn the appropriate manner to manage a certain volunteer! Your goal should be to teach each officer about their primary responsibilities, and enough, so that they all know about and can effectively perform some of each other's responsibilities.

Officer Development

A Commanding Officer is responsible for the development of their Corps officers. As all officers are volunteers, the development of each officer will likely progress differently. For example, an officer may only want to teach the cadets and never perform admin or supply functions.

It's your job to describe the big picture in terms of where and how they can progress.

It would be appropriate to sit down with each officer at the end of each training year to review his or her accomplishments, areas to improve, and come up with (or review) their plan for their future. Don't make it too formal, but at least on paper, so that both parties can review progress, and past information.

Development takes place within the Corps and outside the Corps.

Within the Corps, an officer could commence teaching the New Entries, progress to the Ordinary Cadets, all through the ranks and then have the experience, to be able to plan the training for the whole Corps.

Outside the Corps, (attending Officer Training), completing the Senior Officers Training Course, an officer would be able to perform the duties as Training Officer and Executive Officer.

Staff management includes the process of resolving conflicts. Even with a conflict(s), the Commanding Officer must attempt to keep the "ship on course". Find some common ground, or provide a temporary solution.

Role Playing Scenarios

One candidate can play the role of the Commanding Officer. This candidate would attempt to resolve the situation. Ie. How would you handle the situation?
One or two other candidates will play roles according to the given scenario (two suggestions are given below)

The other candidates can critique the effort after it's completion.

a. Personality issue

Two other candidates can play the role of two officers not agreeing with each other. Perhaps a junior not agreeing with the superior rank's decision. And this has been an ongoing issue.

b. Performance issue:

One other candidate can play the role of an officer not meeting the standard in a certain area(s).

Maintaining personnel notes and records

For most Corps, the administration of the cadet files is probably kept up-to-date very well. Don't forget to update your officers' files also!

A Commanding Officer should be keeping track of each officer's progress in the Corps.

Information to maintain (copies of);

- Personnel Transactions (enrolment, promotion, etc...)
- Officer Training course certificates
- Relevant non-Navy League course certificates
- Letters of commendation/recognition
- Certificates or Awards

Also maintain;

- Attendance
- Special tasks assigned/completed and it's success level.

Their personnel files should be kept in a locked cabinet, under the Commanding Officer's charge. Only the Commanding Officer can review these files at any time. Upon request, an officer may view the contents of his/her own file.

Keeping notes on each officer can help you later in the year. For example, consideration for promotion or appointment.

Remember to include outstanding performances, as well as the areas to improve upon.

Delegation of duties

"Don't get drunk with power and try to do everything yourself".

The appointments in a Corps are there for a reason, to split the workload! It will allow for many activities to happen at the same time.

The Commanding Officer assigns work and the authority to do that work. But (s)he is still responsible!

Note: The delegation of work can fit right into your officer development plan.

- Provide clear roles and responsibilities, their goals, and to what standard must be met.
- Give clear boundaries; explain how to manage their authority, and who they can consult for assistance.
- Don't forget to mention it is appropriate for feedback and constructive criticism to be received.
- Do not micromange their efforts, but DO mention when the standard is not met.

For a newly appointed Administration Officer, for example, to ensure quality work is done, you (or another) may have to help them out for a period of time. But after that, let them complete the work (or a portion of it) on their own, with regular reviews. After this, they should be able to perform their work on their own.

For a given large activity, you may wish to delegate some part of the planning to a junior officer so they slowly get an appreciation for what is involved.