

Middle East Region
Staff College

McDaniel College, Westminster, MD
6-13 June 2009

Human Relations

Presented by
Lt Col Lisa Armour, CAP

Human Relations And Dealing with Hazing, Harassment and Discrimination

Civil Air Patrol has strict guidelines concerning Human Relations. The three main areas of concern are Hazing, Harassment and Discrimination. It is important that we, as the leaders in Civil Air Patrol, understand that it is our responsibility to watch for, discourage and prevent any kind of behavior that would be viewed as offensive by anyone.

Quote *“Human Relations”*

“Anyone can be polite to a king, but it takes a gentlemen or a lady to be polite to a beggar.”
..... Jim Shea

One of the most important things that we, as leaders, need to understand is that people interpret things differently. Whether they are things stated verbally or through our body language, we must respect each individual's feelings. We must remember that what may be a joke to one person may be offensive to another person.

Lets first look at some definitions of some important words.

Abuse – The intentional, wrongful, or improper use of CAP resources such as the misuse of rank, position or authority that causes the loss or misuse of resources or the improper treatment, use or misuse of an individual.

Complainant – The person who identifies a possible violation of a CAP directive, violation of law or serious misconduct, and brings it to the attention of the inspector general or a person in a position of authority.

Complaint – A written document listing facts and circumstances specifically alleging a violation of a CAP directive, a violation of law or misconduct.

Fraud – Any intentional deception (including attempts and conspiracies to effect such deception) for the purpose of: inducing CAP action, inaction or reliance on that deception; depriving CAP of something of value; securing from CAP a benefit, privilege or consideration to which the party is not entitled. Such practices include, but are not limited to: offer of payment, acceptance of bribes or gratuities; making false statements, submission of false claims, use of false weights or measures, evasion or corruption of inspectors and other officials, deceit by suppression of truth or misrepresentation of a material fact, adulterations or substitutions of materials, falsification of records and books of account, arrangements for secret profits, kickbacks, or commissions and conspiracy to use any of these devices.

Frivolous Complaint – The filing of trivial, superficial and senseless complaints that may tend to subvert, obscure or impede leadership authority, or a complaint intended for retaliation against the corporation, general membership, or a specific member for the purpose of harassment, abuse, or adversely impacting morale.

Hostile Environment – Any threatening environment or atmosphere including, but not limited to, emotional and physical abuse, hazing, stalking, and offensive language.

Investigation – An authorized, systematic, and detailed examination to uncover facts and determine the truth and validity of a complaint.

Preliminary Investigation – The gathering of information or facts to determine whether the merits of an allegation constitute a complaint under this regulation.

Priority Investigation – An investigation directly involving cadet protection issues, safety, loss of life, or CAP tangible assets. These investigations are critical and will take precedence over all other pending investigations.

Conclusion Classifications:

- A. **SUSTAINED** – An allegation is “Sustained” when the inquiry reveals “a preponderance of evidence” in support of the allegation.
- B. **NOT SUSTAINED** – The inquiry determined that the act complained of did not occur, was justified according to applicable directives, or that there was not a preponderance of evidence to support the allegation.

When people talk about hazing, harassment or discrimination, most of us think about the Cadet Program and Cadet activities. We must remember that this applies to Senior Members too. As commanders and leaders within CAP, we must look at how this applies to and affects everyone in CAP.

The same is true for Fraud and Abuse. Most people think of fraud and abuse having to do with material or monetary things. However, fraud and abuse covers the personnel side of CAP too. It is important that we know and understand what these terms mean when applied to hazing, harassment and discrimination.

One word that we should be emphasizing to everyone in CAP is RESPECT. The definition of Respect is to show consideration or esteem for, to relate to, courtesy or considerate treatment of individuals. The Defense Equal Opportunity Management Institute's guiding principle that is appropriate here. Even though some of the statements do not apply to CAP, most of them do. The word is READINESS defined in this way:

Respect – for the infinite dignity and worth of all individuals

Excellence – in education, training and research

Awareness – of the issues, successes and strategies in human relations

Diversity – an understanding that our strengths derive from our differences as well as our shared values, goals and ethics

Innovation – of processes, technology and designs to enhance our mission

Nation – which we have sworn to defend and endeavor to improve

Exchange of Ideas – in the spirit of academic freedom and professional responsibility

Selfless Service – a priority to the higher ideals of equality and fairness

Support – a commitment to quality processes for our customers and our organization

If we keep READINESS in our mind and incorporate it into our daily activities; Respect each individual for who they are and how they feel, then we will have one of the best Human Relations being observed in any organization. We must remember that our words and actions reflect not only on us as individuals, but also on CAP as a whole. How others perceive us can be affected by how we treat each other. Let's look at Hazing, Harassment and Discrimination individually and how they apply in CAP.

In Paragraph 1c of CAP Regulation 52-10, Hazing is defined as any conduct whereby someone causes another to suffer to be exposed to any activity that is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Actual or implied consent to acts of hazing includes using exercise as punishment or assigning remedial training that does not fit the deficiency. Hazing, as defined in this policy, is considered a form of physical abuse and the reporting procedures for physical abuse must be followed.

In most cases, hazing happens within the Cadet program but can happen within the senior program also. Examples of the most common types of hazing includes push-ups, laps and other forms of exercise used as a form of discipline in CAP. It doesn't matter if the cadet officer or senior member that assigns push-ups or any other physical activity completes the activity with the junior member – exercise, as a form of punishment is not authorized in any way.

As the senior members and leaders of CAP, it is important that we understand the signs of hazing and avoid the traps of hazing. CAP Regulation 52-12, Required Staff Training (RST), is specialized training that all CAP Members must attend before overseeing any cadet activity. This required training is for both senior and

cadet members that serve as staff of an encampment, national cadet special activity, region cadet leadership school, a similar activity lasting four nights in duration or longer, or at any other cadet activity designated by the wing commander. RST will be conducted in conjunction with the cadet activity, or during a staff-training workshop held specifically for that cadet activity. RST will be lead by the activity director, deputy activity director, or an individual selected b the wing commander.

The RST training is organized into two lessons. Part 1 is entitled, “How to Avoid the Hazing Trap.” Part 2 is entitled, “Using Operational Risk Management (ORM) to Avoid the Hazing Trap.” The regulation states that all personnel will complete RST each time they serve on staff at one of the activities listed above. However, the activity director may, at his or her discretion, excuse a member from Part 1 of RST if the member has completed that portion during the current calendar year. The activity director, when exercising their discretion, must consider if they can conduct a valuable class without the member and whether or not the member can provide significant contribution to the class. All cadets and senior members will complete Part 2 of the RST training every time they serve as staff of one of the cadet activities listed.

Activity directors will create a roster of all cadets and senior members serving on staff at their activity and will certify whether each completed RST. This information will be recorded on a memorandum to be kept on file for 3 years at the echelon’s headquarters.

Facts and Story “Human Relations”

The six most important words in the English language are: “I admit I made a mistake.”

The five most important words: “You did a great job.”

The four most important words: “What is your opinion?”

The three most important words: “If you please.”

The two most important words: “Thank you.”

The single most important word: “We.”

The least most important word: “I.”

Gary Feldmar, president and sole owner of Excello Press, a \$25-million printing company in Chicago, built his company on good human relations.

Here are some examples of how he shows his people he cares about them: When the son of his sales manager was hurt trying to break up a fight in school, Gary sent the youngster a book on body-building and self-defense.

A few weeks after his controller complimented him on a pipe he was smoking, Feldmar had one of his Sanieni Four Dots fitted with a new bet and gave it to him.

The morning after Feldmar hired a new manager, the man's wife received a bouquet of flowers to welcome her to the company.

One of his salesmen had been putting in long hours traveling to take care of out-of-town customers, and he was having marital problems. The problem was magnified one morning when the salesman's wife left her wedding ring in his jacket. When the salesman revealed his problem to Feldmar, he was given a two-week vacation, and Excello picked up the tab. Feldmar's answer was, "So it cost the company two weeks—it was what he needed, and we want to keep our people happy."

Human relations is getting things done in a positive way. Listen to this conversation between the wind and the sun.

The wind said, "See how easily I can blow away the coat from that man below." So the wind blew up a storm. But the stronger the wind, the more the man clutched the coat holding it tight around him. Then it was the sun's turn. With a smile, the sun beamed its warming rays down until the man took off his coat voluntarily.

Harassment is to disturb or annoy someone constantly or to torment persistently. Harassment falls under the Complaints Program (CAPR 123-2) and under the term abuse. There are several different forms of harassment including picking on, name-calling, teasing and sexual harassment. The main forms of harassment are written and verbal. Written forms of harassment include letters, emails and notes. Verbal forms include phone calls and saying things verbally regardless of the fact it was or was not said in front of other people.

Harassment should not be tolerated within the cadet or senior ranks. It is up to the senior leadership to set the example in the things we say and how we write it. The senior leadership should be constantly looking for signs of harassment so they can be handled in the appropriate manner as soon as possible. One of the things we need to be aware of is that what one person may take as a joke or be said in joking may be taken as a form of harassment by another person.

One of the most common types of harassment that we hear about is sexual harassment. It is also probably one of the most sensitive issues. Some cases may occur because of a misunderstanding. However, serious cases do occur. It doesn't matter if the instigator is male or a female, the comments, touch or jokes are still unwanted. In the most extreme cases, a person has been accused of sexual harassment by the opposite sex out of revenge. One of the easiest ways to avoid this type of situation is to get to know the people you are with. Always treat people with the same respect that you expect to be treated with.

Discrimination is covered under CAP Regulation 39-2 Civil Air Patrol Membership in Section A, Paragraph 1-1b. "It is Civil Air Patrol policy that no member shall

be excluded from participation in, denied the benefits of, or subjected to discrimination in any CAP program or activity on the basis of age, sex, religion, race, color, national origin or disability (formally handicapped). It is Civil Air Patrol policy that no applicant meeting CAP's minimum age requirement will be denied membership in CAP on the basis of race, sex, age, color, religion, national origin or disability (formally handicapped)."

One of the more sensitive areas is when a handicapped person wants to join CAP. CAP Regulation 39-1 incorporates Department of Defense (DOD) Directive 1020.1 in the CAP guidance. This directive requires that no qualified handicapped person in the United States shall on the basis of handicap be excluded from participation in, denied the benefit of, or otherwise subjected to discrimination under any program or activity conducted by the Federal Government or receiving Federal financial assistance. CAP is specifically included in the requirements of DOD Directive 1020.1.

The Americans With Disability Act provides some useful guidelines to ascertain what may be required of CAP when we have an applicant with a disability. The following guidelines have been adopted from information published by the Council on Education in Management.

- a. CAP cannot limit, segregate or classify applicants in such a way that adversely impacts the opportunities or status of the applicant because of disability. Decisions must be based on the abilities of individual applicants and not on the basis of presumptions or generalizations about what a class of individuals can or cannot do.
- b. CAP is required to make "reasonable accommodations" to the known physical or mental limitations of a qualified applicant unless CAP can demonstrate that the accommodation would impose an undue hardship on the operation of CAP. The applicant is expected to advise CAP of the need for special accommodations. The meaning of "Undue Hardship" is an action requiring significant difficulty or expense.
- c. A Commander is allowed to make a limited pre-application inquiry into an applicant's ability to perform specific CAP related functions. Specific functions include attending unit meetings without being disruptive and being able to safely participate in field activities, SAR exercises, flight line activities, etc. The commander may obtain outside professional opinions to help determine if the applicant can perform the activities required of a CAP member.
- d. Results of any pre-application inquiry of an applicant and the objective requirements of the CAP position sought should be documented and retained for a period of three years.
- e. When appropriate, discuss Patron Membership as an alternative.

It is important that we as members ensure that no one is discriminated against. Everyone has something they can contribute and offer to CAP. There have been several different types of disabled persons that have successfully contributed to

the success of CAP including amputees, paralyzed and blind people. One of the greatest strengths of CAP is our diversity. Understanding and accepting our differences and strengths makes CAP a strong and diverse organization.

No one should be denied promotion, a position or the ability to perform a specific function because sex, race, religion, color, national origin or disability. Anyone who meets the qualifications should be considered. The only exception will be sleeping arrangements for overnight stays and lavatory requirements. This is the only time males and females will be separated.

What should one do if they or someone know has been discriminated, harassed or suffered from hazing? Who is allowed to report such abuse? What are the procedures for reporting abuse? Civil Air Patrol has a Complaints Program. CAP Regulation 123-2 covers the complaints program.

Quote: Ethics

“Some people are like dirty clothes. They only come clean when they’re in hot water.”

Sullivan

..... J. W.

The Civil Air Patrol complaints program is intended to provide an environment where complaints, grievances and misunderstandings can be resolved. Everyone is encouraged to resolve or satisfy complaints and grievances at the supervisory or command level where they occur. The CAP Complaint System should be used as a last resort. Complaints can be elevated to IG or even congressional levels, however, CAP personnel should be aware that allegations are investigated at the local level where they have occurred. The person that could or should have answered the question originally will be the person assigned by higher headquarters to answer the allegation.

Any CAP member, parent or citizen that has witnessed or knows of any hazing, harassment or discrimination is responsible for reporting such abuse. It should be reported to the local squadron commander or any other adult senior member. If there are questions as to the actions of the commander or other senior members involved with the activity, then the incident should be reported to the next highest level of command commander. The person reporting the incident or making a complaint should allow for a reasonable amount of time for the commander to conduct the investigation. A person filing a complaint should not go directly to the IG first. They should first try to use the chain of command.

There are exceptions to this requirement, however. Allegations of sexual harassment or abuse, regardless if it is verbal or written, will be immediately reported by the unit commander to the wing or region commander, who will in turn report it to NHQ CAP/GC. Incidents and

complaints regarding alleged discrimination or discriminatory practices will be reported promptly to the wing or region commander, who will immediately report the incident to CAP Equal Opportunity Officer at NHQ (CAP/EXI). In incidents or complaints regarding alleged hostile environment, unit commanders will immediately report the allegation to the wing commander, region commander or inspector general.

Besides outlining the requirements for filing complaints, CAPR 123-2 also covers the Whistleblower Protections Program in Paragraph 3. The Whistleblower Protection Programs provides the person making the report protection against reprisal or abuse of authority for exposing abuse, fraud, waste, mismanagement, deficiency, cadet protection issues, abuse of authority or discrimination. The program protects members of Civil Air Patrol. No member shall restrict another member from making a protected communication. Any CAP member attempting to limit another member their right to make or prepare a protected communication, or who attempts to retaliate against a member for making or preparing a protected communication is in violation of the Whistleblower Protection Program policy and will be subject to administrative and/or disciplinary action.

We, as the senior members and leaders within CAP, should know and understand what hazing, harassment and discrimination means. As the leaders, we need to set the example for our other members, both senior and cadets. If we witness or even think an event, comment or action maybe considered a form of hazing, harassment or discrimination, then it is our responsibility to prevent it and, if necessary, report it. We must always remember to lead by example.

Humor:

Like the former undertaker who applied for a job with a business firm. The application asked, "What did you like about your previous job? The applicant replied, "Working with people."