Consolidated Reporting: Turning Data Into Leadership Action

Every year, Posts and Sons of The American Legion Squadrons across the country perform extraordinary work in their communities. They serve veterans, support families, conduct Americanism and youth programs, provide ceremonial honors, volunteer thousands of hours and invest significant resources in the communities they call home.

But if that work is not reported, much of it becomes invisible beyond the local level.

That is why the Consolidated Post Report (CPR) and Consolidated Squadron Report (CSR) deserve more attention than their titles might suggest.

The CPR, in particular, is one of the most important reports a Post completes. The American Legion's *Post Adjutant's Manual* explains that CPR information documents Post activity throughout the reporting year and contributes to the National Commander's annual report to Congress. Posts can update the CPR throughout the year and save their work in MyLegion before final submission.

Consolidated reporting is not simply paperwork.

It is how we tell the story of what The American Legion Family actually does.

The numbers also tell us something else

The 2025-2026 CPR submission rate was 68.32%. Eleven Departments achieved 100% reporting, and several Departments have demonstrated sustained success over multiple years. At the same time, nearly one-third of Departments remained in the lower participation tier, and several experienced significant year-over-year declines.

Those differences matter because they tell us that this is not one national problem with one national solution.

Some Departments may face training or technology challenges. Some may need stronger communication. Others may need clearer ownership, better District follow-up, more consistent year-round tracking or stronger administrative expectations.

And in some cases, the real question may be much simpler:

Who owns the gap?

That is where consolidated reporting becomes a leadership issue.

Severity and impact are not always the same thing

A very small Department with a 10% submission rate clearly deserves attention. The severity of the percentage tells us something is wrong.

But a large Department at 40% or 50% reporting may have hundreds of unsubmitted reports. Improving that Department by even 10 or 15 percentage points can have an enormous effect on the regional and national picture.

Both matter.

Severity tells us where the problem is deepest. Volume tells us where leadership attention can produce the greatest immediate impact.

That distinction is now being incorporated into regional CPR and CSR analysis for the 2026-2027 membership year.

Incoming National Vice Commanders and their regional staff liaisons have been provided region-specific decision-support information designed to help them recognize success, identify significant reporting gaps and focus Department visits where leadership attention and assistance may have the greatest effect.

These are not intended as Department report cards.

They are leadership tools.

The objective is to help National Vice Commanders enter Department conversations with better questions, relevant comparisons and practical options—not simply another percentage.

Start by diagnosing the problem

Low submission rates should not automatically lead to another reminder email.

The better first question is:

Why are the reports not being submitted?

Department leaders can ask:

- Are Post and Squadron leaders aware of the requirement?
- Do they know how to use the reporting system?
- Are they waiting until the end of the year to reconstruct 12 months of activity?
- Are non-reporters identified early enough for someone to intervene?
- Do District or area leaders know which Posts need assistance?
- Does someone have clear responsibility for follow-up?
- Was reporting stronger in previous years? If so, what changed?
- Is the problem access—or is it accountability?

The answers should drive the response.

Make reporting easier before making it harder

There are several practical ways Departments can improve consolidated reporting without creating another major initiative.

Start earlier. MyLegion allows CPR information to be updated and saved during the year. A Post that records activity periodically has far less work to reconstruct at closeout.

Make the gap visible. Departments can provide District or area leaders with recurring lists of non-reporting Posts and assign follow-up responsibility. The *District/County Commander's Guide* emphasizes regular communication, planning, progress review and rapid communication between Department and Post levels.

Provide direct assistance. Some Posts or Squadrons do not need another mass email. They need someone to call, walk through MyLegion with them or help them finish the report.

Train where leaders already gather. Department conventions, conferences, commander and adjutant meetings, District meetings and SAL events provide natural opportunities for short reporting clinics and MyLegion demonstrations.

Use peer examples. Departments with sustained high submission rates have already demonstrated that strong reporting is achievable. The goal is not to force every Department into an identical process, but to identify which successful practices can be adapted locally.

Then build reporting into the operating rhythm

Strong organizations do not depend entirely on an annual deadline.

They establish expectations throughout the year.

A Department might use periodic reporting checkpoints, District status reviews, convention reminders, commander and adjutant training, closeout checklists or other administrative practices appropriate to its own structure.

Some Departments may choose stronger accountability measures as part of their annual closeout process. Those decisions belong to Department leadership and should reflect the Department's own authority, governance and operating culture.

The principle is more important than any single technique:

ENABLE → MONITOR → ASSIST → INSTITUTIONALIZE → ACCOUNT

First, make the requirement understood and accessible.

Then make progress visible.

Provide help where help is needed.

Build reporting into normal operations.

And when persistent gaps remain, establish appropriate accountability.

Leadership does not mean doing the report for the Post

The American Legion's organizational structure gives Departments the ability to create intermediate bodies such as Districts to serve as liaisons and promote Legion programs.

That structure gives Departments an important advantage.

A Department does not have to solve every problem from Department headquarters.

District, county and area leadership can help identify struggling Posts, communicate expectations, provide assistance and keep reporting from becoming a last-minute statewide chase.

The same principle can apply to Department and Detachment support for SAL Squadrons.

Leadership creates the system.

Local leaders execute within it.

Success is already in the data

The most encouraging part of the analysis is that improvement is clearly possible.

Some Departments maintain consistently high reporting. Others produced double-digit year-over-year gains. Some regions contain both 100% performers and significant reporting gaps.

That means successful practices frequently exist much closer than we think.

One Department may have a stronger District follow-up system. Another may have incorporated reporting into its annual administrative calendar. Another may have invested in MyLegion training or direct outreach. Another may simply have established clear ownership and followed through consistently.

The opportunity is to learn from those differences.

The question is not:

"Why can't every Department be the same?"

The better question is:

"What is working—and what can we adapt?"

A challenge for the year ahead

Improving CPR and CSR submission rates does not require every Department to reach 100% immediately.

It requires intentional movement.

More reports submitted.

More Posts and Squadrons represented.

More of our service captured.

More leaders who understand the value of the information.

And stronger systems that make next year's reporting easier than this year's.

As National Vice Commanders visit their regions during the coming year, they will have regional reporting analysis available to help support these conversations. Department leaders should view that resource for what it is intended to be: **an opportunity for partnership.**

Ask what the data shows.

Ask what successful Departments are doing differently.

Ask what resources are available.

Ask the NVC and regional liaison for help identifying approaches that may work.

And when a reporting gap is identified, do not settle for:

"We'll work on it."

Instead ask:

What is preventing the next report from being submitted?

Who owns the remaining gap?

What can we accomplish before the next checkpoint?

And finally:

What can we do, together, to get there?

Because consolidated reporting is ultimately not about completing another form.

It is about ensuring that the service performed every day by The American Legion Family is seen, understood and represented.

The work is already being done. Our responsibility is to make sure the story gets told.