



NATIONAL HEADQUARTERS CIVIL AIR PATROL

CAP REGULATION 35-9

7 FEBRUARY 2012

Personnel Procedures

BOARD OF GOVERNORS AND WING COMMANDER SELECTION PROCEDURES

This directive prescribes the procedures and requirements for appointment to, and removal from, the Board of Governors (BoG) member-at-large positions and contains mandatory minimum wing commander selection criteria and procedures.

SUMMARY OF CHANGES.

This revision updates the duties of the Members-At-Large of the BoG, includes reasons and procedures for removal of these individuals from the position, and provides mandatory minimum guidelines for the selection of wing commanders. **Note: Shaded areas identify new or revised material.**

SECTION A – BOARD OF GOVERNORS (BoG) MEMBER-AT-LARGE POSITIONS

1. General. The two Member-at-Large seats on the CAP Board of Governors represent the entire membership of Civil Air Patrol. They are expected to keep informed of the needs and concerns of the membership by attending National Board (NB) meetings, National Executive Committee (NEC) meetings, region conferences, and other CAP activities, as time and funding permits. A Member-at-Large has the same corporate fiduciary duties as all other members of the Board of Governors. These fiduciary duties to the organization include the duty of care, the duty of loyalty, the duty to avoid conflicts of interest, and the duty of confidentiality.

2. Nomination Procedures. When a vacancy occurs, the Executive Secretary to the Board of Governors (CAP Executive Director) will notify the Chief of Personnel and Member Actions (NHQ/DP) and request an announcement be made to seek applicants for the vacant position(s). NHQ/DP will notify the general membership via the National CAP website and letter to each NB member requesting dissemination to each subordinate command. Vacancies will be announced for a minimum of 30 days with a stated closing date. CAP members may self-nominate themselves to serve on the BoG. To be eligible for consideration, applications must be postmarked by midnight of the closing date of the announcement. Corporate officers may apply but if selected must resign as a corporate officer prior to accepting the board position. Minimum requirements for this position are:

- a. Senior member in good standing.
- b. CAP grade of major or above.
- c. Earned the Paul G. Garber Award (Level IV).
- d. Have at least 5 years Civil Air Patrol membership.

Supersedes: CAPR 35-9, 4 November 2001.

Distribution: National CAP website.

OPR: DP

Approved by: CAP/CC

Notice: CAP publications and forms are available digitally on the National CAP website at:

http://www.capmembers.com/forms_publications__regulations/

3. Selection Procedures.

a. NHQ/DP will review all nominations and a summary of qualifications sheet will be prepared for NEC review. The NEC will be provided an alphabetical listing and a summary sheet for each candidate. An opportunity to review the original applications will be provided along with a period for open discussion and to ask and receive information.

b. Each NEC member will then be given the opportunity to nominate up to two candidates by closed ballot. Once all nominations are submitted, a seconding motion will be requested and received. Following the second, and discussion if requested, a vote will be taken for acceptance of all nominations to be included on the ballot.

c. Ballots will then be distributed and a closed vote will be taken for one BoG position. The candidate receiving a clear majority (at least 8 votes) will be appointed to the BoG. If no candidate receives a clear majority, the results will be posted and each NEC member will be given the opportunity to speak for one minute on behalf of a candidate. The name of any nominee not receiving a vote will be removed from the ballot and a second vote will then be taken. This process will be repeated until a candidate receives a clear majority. Once one appointment has been made, the remaining names will be re-placed on the ballot for consideration for the other BoG position, if a second vacancy exists. The process, as described above, will then be repeated until clear majority has selected a second member.

4. Removal Procedures.

a. A BoG Member-at-Large is automatically removed from that position should his/her membership lapse due to failure to renew membership, voluntary resignation of membership, or failure to maintain initial membership eligibility criteria.

b. A BoG Member-at-Large may be removed from that position by two-thirds or greater vote of the NEC members for any the following circumstances:

(1) Loss of confidence in the member's ability to represent the interests of the volunteer members of CAP.

(2) Personal misconduct involving moral turpitude which creates an appearance of serious impropriety to the public or which may discredit or embarrass the Civil Air Patrol or the United States Air Force.

c. The NEC, by majority vote, shall set a date not less than 20 days from the date it decides to consider such action at which it will meet to review the continued fitness of a CAP BoG at-large member to serve on the Board. The following process will be used:

(1) Notice of the date, time, and location of the meeting shall be mailed to the member's last known address by Registered or Certified United States Postal Service mail, Return Receipt Requested.

(a) The notice shall inform the member that the NEC is considering a proposed removal action and inform the member of the reasons for the proposed removal. The member may appear and address the issue and/or may submit written comments. In this instance the word "appear" is defined as communicating via telephone, videoconference or in person, depending on the meeting circumstances according to figure 1.

NEC Meeting Type:	Subject May Appear:	Alternatively, Subject May Appear:
In-Person	In-person	Conference call or written
Conference call	Conference call	Written

Figure 1. Removal Review Responses

(b) The member shall be considered to have been given adequate notice upon mailing of the same.

(c) A copy of the notice shall be transmitted to the BoG through the Executive Director of Civil Air Patrol in his/her capacity as Executive Secretary to the Board of Governors.

(2) In the event of such a removal by the NEC, a report shall be sent to the Executive Director of Civil Air Patrol in his/her capacity as Executive Secretary to the Board of Governors setting forth the action taken and a summary of the reasons. The removal of a member-at-large from the Board of Governors is not an “adverse membership action” as defined by the Constitution and Bylaws and CAPR 35-8, *Membership Action Review Board*; therefore, an appeal to the MARB is not available.

SECTION B – WING COMMANDER SELECTION PROCESS

5. These mandatory minimum requirements are designed to assist region commanders in carrying out this responsibility in a timely, judicious manner and to standardize the selection process. The final decision concerning selection still rests with the region commander concerned. A suggested timeline is shown in figure 2.

6. Minimum Qualifications for Consideration as Wing Commander are:

- a. Hold at least the CAP grade of major.
- b. Completed Level IV of the Senior Member Training Program.
- c. Three years command and staff experience at any level within a wing.
- d. Budget and asset acquisition knowledge gained within or outside CAP.
- e. Five years supervisory experience gained within or outside CAP.
- f. Five years total CAP membership with no less than 3 continuous years of service prior to appointment.
- g. Prior to appointment as wing commander, individual must complete a successful fingerprint rescreening.

7. **Application Process.** Approximately 6 months prior to the anticipated appointment date (when possible) the region commander will announce the upcoming vacancy through the widest possible means of circulation directly to the affected wing's membership. Candidates will submit a letter of interest, including a statement of qualifications, to the region commander. A resume should also be attached. The resume should include CAP experience as well as work history and other volunteer activities.

8. Selection Process. Immediately after announcing the anticipated position vacancy, the region commander should appoint a selection advisory board consisting of five to seven members to include representatives from the wing staff, a former wing commander (preferably from the affected wing) and such others as the region commander may deem necessary. The selection board will set a date to hold formal interviews in person or by teleconference should weather or travel distances intervene. Sample questions are listed in attachment 1.

a. The selection board should submit all qualified application packages along with their recommendation to the region commander for a final decision with concurrence of the National Commander. In the event the region commander rejects all applicants, the position will be reannounced and the selection process begun again.

b. Once the region commander has confirmed the selection with the National Commander, he/she must notify NHQ/DP so an appropriate personnel action can be prepared.

180 Days Prior to End of Term	Announcement is made of upcoming vacancy and applications solicited. Applicants will respond to the region commander.
120 Days Prior to End of Term	Application period closed. Selection committee appointed. Interviews scheduled/completed.
60 Days Prior to End of Term	Selection board submits report to region commander.
30 Days Prior to End of Term	Region commander announces selection of new wing commander.

Figure 2. Wing Commander Selection Time Line

ATTACHMENT 1 – SUGGESTED WING COMMANDER CANDIDATE QUESTIONNAIRE**SUGGESTED WING COMMANDER CANDIDATE QUESTIONNAIRE**

Region commanders may wish to ask candidates to respond to these questions in a narrative form as completely as possible. Responses may be written and returned to the selection committee for review prior to the interview, or may be oral during the interview itself.

1. In your opinion, what are the challenges that the wing must address during the next 4 years? Please list as many as you consider important.
2. What would your strategy be to meet these challenges?
3. As wing commander, you establish goals for the wing. Assuming you have a limited budget and an all-volunteer membership, list 10 goals in order of priority that you would propose to accomplish during your first year.
4. Civil Air Patrol consists of members from all walks of life, with a wide range of ages and interests and is dispersed over a large geographical area. As wing commander, what would you do to make the wing more attractive to personnel such that they would maintain their membership and actively support the various missions of Civil Air Patrol?
5. The position of wing commander requires a great deal of time and the person must be many things to the membership. In your opinion, what personal qualities must the wing commander possess to be successful?
6. As the new wing commander you inherit from your predecessor the wing staff in addition to all the squadron commanders. Some of these people have been in their positions for some time, others are very new to the program, but the majority have been in their position 3 to 5 years. There are a number of vacant slots on the manning chart. What is your personnel management strategy?
7. What impact, if any, do you anticipate the job of wing commander will have on you both personally and professionally?
8. As with any command position, the wing commander has responsibilities and privileges. In your opinion what are the responsibilities and the privileges associated with the wing commander?
9. The Civil Air Patrol is the Auxiliary of the United States Air Force. What steps would you take within your wing to continue to build the relation with the Air Force?
10. Are you prepared to attend the weeklong Wing Commanders' Course held at Maxwell Air Force Base in February?