



Civil Air Patrol

# Commander's Guide



## CIVIL AIR PATROL COMMANDER'S GUIDE

**Always Safety First!**

**The Safety of our members and our assets are always the most important and must always be considered in the planning and implementation of ALL Civil Air Patrol activities!**

The primary goal of the CAP Safety Program is to protect both the membership and its assets in the performance of their volunteer duties.

**Your link to Civil Air Patrol resources and information:**

**[www.capmembers.com](http://www.capmembers.com)**

## Identification

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### **THIS GUIDE BELONGS TO:**

NAME: \_\_\_\_\_

CAP GRADE: \_\_\_\_\_ CAPID: \_\_\_\_\_

UNIT: \_\_\_\_\_

### **HOME ADDRESS (Optional):**

STREET: \_\_\_\_\_

CITY: \_\_\_\_\_

STATE: \_\_\_\_\_ ZIP CODE: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_

WORK PHONE: \_\_\_\_\_

CELL PHONE: \_\_\_\_\_

E-MAIL: \_\_\_\_\_

**IN CASE OF ILLNESS OR EMERGENCY, NOTIFY:**

NAME: \_\_\_\_\_

RELATIONSHIP: \_\_\_\_\_

STREET: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_ ZIP CODE: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_

WORK PHONE: \_\_\_\_\_

CELL PHONE: \_\_\_\_\_

E-MAIL: \_\_\_\_\_

MY BLOOD TYPE IS: \_\_\_\_\_

I AM ALLERGIC TO: \_\_\_\_\_

I HAVE THE FOLLOWING HEALTH CONDITIONS:

\_\_\_\_\_

FOR WHICH I TAKE THE FOLLOWING MEDICATIONS:

\_\_\_\_\_

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## Foreword

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This Commander's Guide is intended to assist squadron commanders in the performance of their duties and, as such, incorporates changes that directly affect a CAP commander's duties and responsibilities. While targeted at new squadron commanders, the information in this pamphlet will prove useful to commanders, staff officers and leaders at all levels.

This pamphlet should be carried at all times, especially when Internet access, file materials and reference materials are not readily available. More detailed information is available in CAP directives (manuals, regulations, and wing-level publications as well as the resources available online at [www.capmembers.com](http://www.capmembers.com).

This pamphlet is a quick reference guide, not a substitute for CAP regulations and directives. As CAP continues to grow and evolve, publications and documents used to delineate policy and requirements also change. For this reason, please note any changes in pertinent directives to the appropriate areas of this pamphlet.

Mail recommendations for changes to this pamphlet to NHQ/PD, Maxwell AFB, AL 36112-6332, or e-mail them to [ProDev@capnhq.gov](mailto:ProDev@capnhq.gov).

## My Chain of Command

Position	Name	Phone #
National/CC	_____	_____
Region/CC	_____	_____
Wing/CC	_____	_____
Group/CC	_____	_____
Squadron/CC	_____	_____
Flight/CC	_____	_____

## My Wing

Position	Name	Phone #
Commander	_____	_____
Vice/CC	_____	_____
Chief of Staff	_____	_____
Operations	_____	_____
Legal Officer	_____	_____
Personnel	_____	_____
ES Officer	_____	_____
Aerospace Ed	_____	_____
Cadet Program	_____	_____
Logistics	_____	_____
Admin	_____	_____

**Note:** Additional wing staff officers may be contacted through wing HQ.

## My Unit: Key Personnel Contact Information

Position	Name	Phone #
Squadron CC	_____	_____
Deputy CC	_____	_____
Dep CC Seniors	_____	_____
Dep CC Cadets	_____	_____
Safety Officer	_____	_____
Asst WG Legal	_____	_____
Operations	_____	_____
ES Officer	_____	_____
Leadership	_____	_____
Chaplain/CDI	_____	_____
Cadet/CC	_____	_____
CAC Rep	_____	_____
Aerospace Ed	_____	_____
Comm	_____	_____
Personnel	_____	_____
Admin	_____	_____
IT Officer	_____	_____
Finance	_____	_____
DDRO	_____	_____
_____	_____	_____
_____	_____	_____

## **CAP Motto**

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*Semper Vigilans: Always Vigilant*

## **CAP Mission Statement**

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Supporting America's communities with emergency response, diverse aviation and ground services, youth development, and promotion of air, space and cyber power.

## **Civil Air Patrol's Three-Fold Mission**

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Civil Air Patrol has a three-fold mission given to it by Congress. Each facet of CAP's mission is designed to foster good citizenship through public service. CAP's mission facets are:

1. **Cadet Program:** To motivate and provide the means for America's youth to become dynamic Americans and aerospace leaders.
2. **Emergency Services:** To provide search and rescue, disaster relief services, homeland security, and civil defense preparedness.
3. **Aerospace Education:** To communicate knowledge, skills, and attitudes about aerospace activities and

the total impact of aviation and space exploration upon society.

Aerospace education is directed toward the cadet and senior members of Civil Air Patrol, as well as to the general public using the nation's education system as the primary vehicle to promote air and space supremacy.

## **CAP Core Values**

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CAP and the USAF have laid the ethical foundation on which commanders build their units and by which members conduct themselves. The Core Values systems of these institutions are the keystones for the standards of conduct we expect of all our members, and for commanders most of all. Commanders set the example.

The USAF and CAP share the core values of ***Integrity*** and ***Excellence (in all we do)***. CAP has also developed other values: ***Volunteer service, and Respect***.

CAP Core Values are explained in detail on the next page.

1. ***Integrity***: The cornerstone for all that's moral and just in a society. It means to be incorruptible; its synonym is simply – honesty. It is neither situational nor conditional. Integrity implies total commitment to honest and above board thought and action.
2. ***Volunteer Service***: The Air Force has a similar value, "**Service Before Self**". The spirit of volunteerism is the willingness and ability to give of oneself, sometimes at personal sacrifice. But it goes beyond simply giving time. It extends to the willingness to obey the rules and regulations of CAP, to have respect for fellow members and organizations, to practice self discipline so one may give their all, and finally to have faith. Faith in one's ability as commander, in their people, in CAP. Rolled together, it means to treat the volunteer service in CAP with as much respect and attention as one would a professional career.
3. ***Excellence (in all we do)***: Constantly strive to be the best. Individuals may not always end up number one, but they must always reach for it.
4. ***Respect***: Trust cannot be achieved without respect. Respect for bosses, peers and subordinates is essential. Respect for the dangerous environments and increasingly high-tech equipment we work with, as well as the important missions we perform is

equally important. Finally, respect for ourselves – our ability to do the job well and quickly. The people we work with will not respect us if we don't respect ourselves.

These core values are tenets of CAP service, and should not be either debated or sacrificed for expediency. As a commander, you instill these core values in those around you every day through your own adherence.

You'll find that your people will mirror your own conduct. If you do well, your people will more than likely do well, and it will be easier to bring people who fall behind up to the standard. Commanders that do not follow these core values, should not expect anything positive in return. While members may follow core values despite your example, the commander who does not will lose their respect.

What are core values, really? They are fair treatment and common sense, defined and institutionalized. The point is that a commander has a choice, they have control.

Commanders are the example, and must lead by example.

## **CAP Ethics Policy**

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An extension of the Core Values is CAP's Ethics policy, which is explained in CAPR 35-10, delineating CAP's commitment to ethical practices.

It is critical for commanders at all levels to set clear expectations of ethical behavior from all their members, as well as to model ethical behavior to all members. Commanders are, by definition, role models and are judged by what they say, what they do and, just as importantly, what their members perceive they do.

Commanders are always on stage, whether at the squadron meeting, wing commanders call, professional development activity, a unit awards banquet or a social event.

CAP's Ethical Standards include:

- Responsible stewardship of CAP's resources and assets.
- Avoiding any conflicts of interest.
- Ensuring working relationships are based on mutual respect, fairness and openness.
- Fair dealings in all external business relationships.
- Confidentiality when dealing with all sensitive and confidential information.

## CAP History

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CAP had its genesis in the years preceding World War II (WWII). Axis powers had restricted civil aviation in conquered countries as authorities decided to control airspace by denying civilians the ability to fly their own planes.

During the period 1938-1941, pilots, mechanics and aviation enthusiasts (along with many other Americans) became increasingly alarmed at the international situation, and concluded that the United States might eventually intervene in the growing world conflict. If the US did, they believed, the government would severely limit civilian aviation to reduce the risk of sabotage. Additionally, many pilots, mechanics and others who could not qualify for military service also wanted to serve their country when the time came. These air-minded individuals – among them Gill Robb Wilson – believed that the US would be better served if civil aviation were used to protect communities when hostilities opened.

Mr. Wilson began his efforts in New Jersey, with the blessing of New Jersey's governor and eventually the Chief of the Army Air Corps. This fledgling organization, the Civil Air Defense Services, evolved into a national organization under the auspices of the Office of Civilian Defense on 1 December 1941; the Civil Air Patrol. The

United States was attacked 6 days later, thrusting it into WW II.

CAP had entrusted to it several missions over the course of the war: target towing, supply transport, search and rescue, reconnaissance, border patrol (where 2 German saboteurs were spotted), among others. But the mission which had probably the most interesting impact was that of submarine patrol.

After the US entered the war, German submarines (U-boats) patrolled just off our eastern and southern shores sinking convoy ships bound for Europe: 204 in 1942 (52 were sunk in May 1942 alone).

The Army and Navy were still ramping up their forces to meet both European and Pacific threats...so Civil Air Patrol began patrolling the coasts. Coastal Patrol started as a 90-day experiment in March 1942. First with no armament, and then with small bombs and depth charges jury-rigged to the bottom of their civilian airplanes, these pilots sought out and attacked the German U-boats. Their tally in the 18 months patrolling: 2 U-boats confirmed sunk; 57 attacked and 173 spotted.

CAP began its Cadet program in October 1942, which was designed to give young men and women leadership and flight training in advance of their enlistment in the military.

In recognition for Civil Air Patrol's service, CAP was transferred to the War Department (precursor to the Department of Defense) in 1943. On 1 July 1946, Congress chartered CAP as a benevolent, private corporation by Public Law 476. Public Law 557, provided for Civil Air Patrol to be made the official US Air Force Auxiliary on 26 May 1948.

Though CAP no longer performs a combatant role for the United States, its missions of today are deeply rooted in its wartime service. CAP's world-class cadet program; leading search and rescue and disaster relief efforts; as well as its award-winning aerospace education program, are tribute and testimony to the efforts and sacrifice of Gill Robb Wilson and all who served with him.

**Noteworthy historical items of my unit:**

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## CAP Organization

### 8 CIVIL AIR PATROL REGIONS

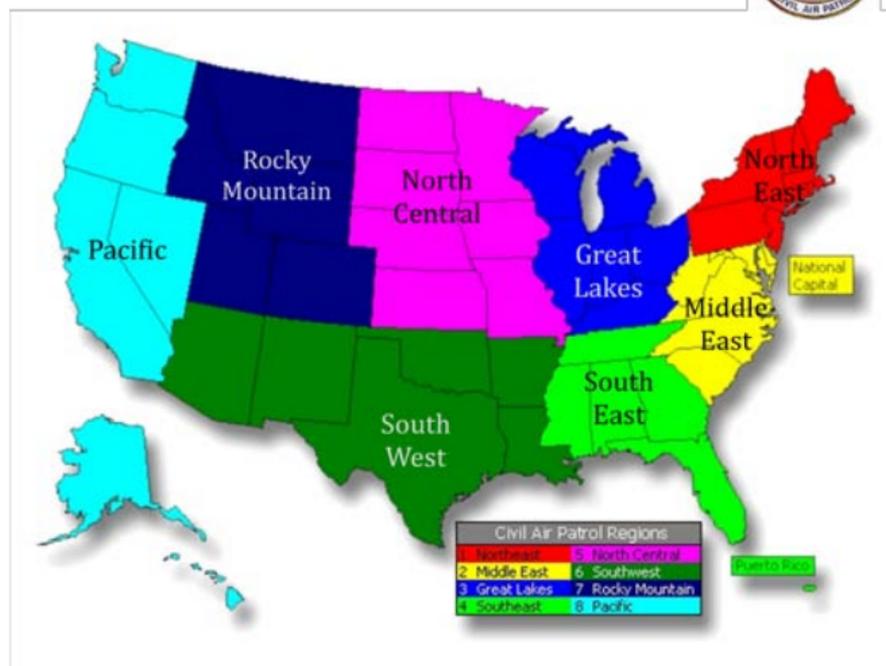
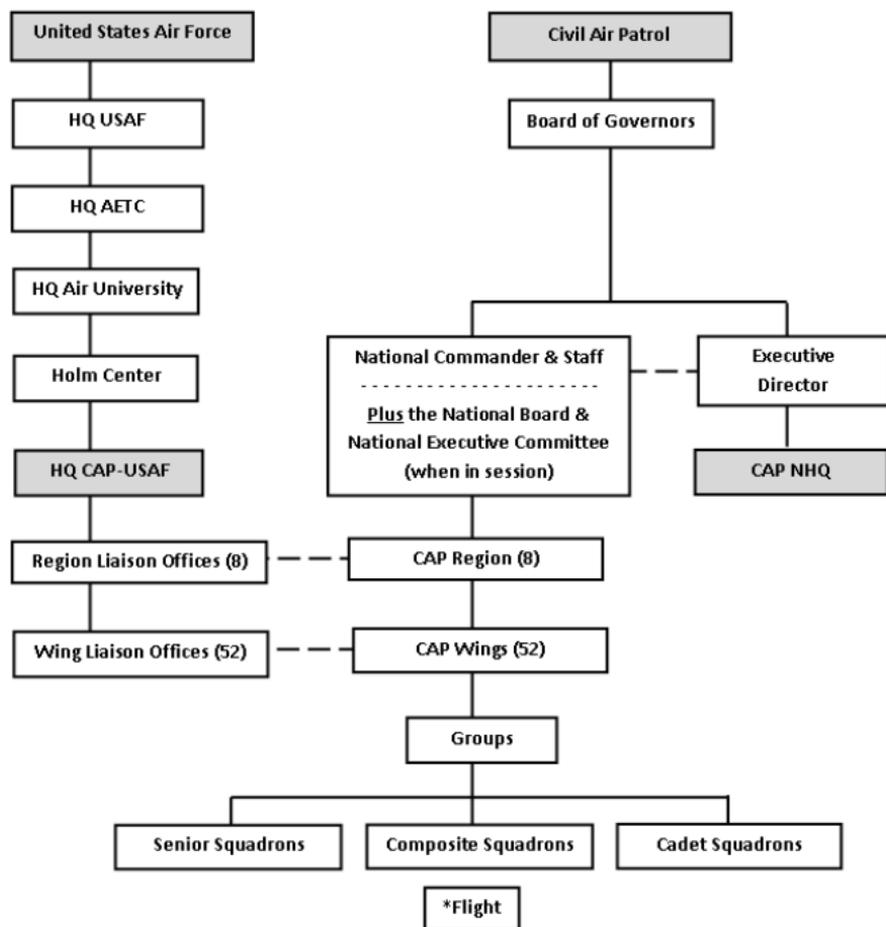


Figure 1 -- CAP Regional Structure

## Civil Air Patrol Organizational Chart



\* CAP Flights may be assigned to Wings, Groups, or Squadrons.

Figure 2 -- CAP Organizational Chart

## CAP Board of Governors (BoG)

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**NOTE: Information from this section is taken primarily from AFI 10-2702, *Board of Governors of the Civil Air Patrol* (reference only, not directive to CAP).**

### Charter

As part of CAP's reorganization of 2000-2001, Public Law 106-398 established the CAP Board of Governors as the primary governing body of the organization, vesting power to, among other things:

- Adopt and amend CAP's Constitution and By-Laws.
- Adopt and alter the corporate seal.
- Establish and maintain offices across America.
- Acquire, own, lease and transfer property.
- Review and determine long-range plans and policies.
- Direct improvements in CAP programs, operations and initiatives.
- Serve as expert advisors to CAP activities.
- Appoint CAP's Executive Director.
- Govern, direct and manage affairs of the corporation in accordance with the Constitution and Bylaws.
- May inquire into any and all aspects of CAP volunteer and corporate activities.

CAP's Board of Governors (BoG) is an 11-member body consisting of:

- Four members of the Civil Air Patrol - the National Commander, National Vice-Commander (ex-officio) and two Members-at-Large selected from the field, who serve a 4-year term and are selected by the National Executive Committee (NEC).
- Four members appointed by the Secretary of the Air Force, who may be active or retired officers of the Air Force, employees of the United States or private citizens.
- The Board of Governors' final three members are selected jointly by the Secretary of the Air Force and the CAP National Commander and may represent any government agency, public corporation, non-profit organization or other organization with both an interest and expertise in civil aviation and CAP's missions.
- The Chair and Vice Chair of the Board of Governors are elected, with the Chair alternating between the four USAF and four CAP representatives, and the Vice Chair being elected from the other. The terms are 2 years.

## **CAP National, Region, and Wing Commanders**

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### **Role of the National Commander**

The CAP National Commander (CC) is the Chief Executive Officer of the CAP Corporation, having fiduciary responsibility for thus, and is the commander over the members of CAP. Fiduciary responsibility means the CAP/CC is entrusted with the authority to build relationships, use CAP corporate funds, appoint and remove subordinate commanders, raise CAP corporate funds and allocate equipment. The CAP/CC also serves as the presiding officer over the National Board (NB) and NEC when in session.

### **Role of Region and Wing Commanders**

CAP wing and region commanders have both fiduciary responsibility for and command authority over their areas/territories. Fiduciary responsibility means they are entrusted with the authority to build local relationships in their states/regions, use CAP corporate funds, appoint and remove subordinate commanders, raise CAP corporate funds, and allocate equipment located in their wings/regions. Region and wing commanders also serve on the CAP National Board.

## **CAP National Board (NB)**

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The CAP National Commander, National Vice Commander, Chief of Staff, National Legal Officer, CAP Inspector General (non-voting), Chief of Chaplain Corps (non-voting), National Finance Officer, National Controller, Senior Air Force Advisor (non-voting), the eight region commanders, and the 52 wing commanders comprise a body called the National Board. The CAP National Board ratifies the majority of CAP policy and recommends to the Board of Governors CAP's strategic plan and Constitution and Bylaw changes.

In their collective capacity as the National Board and when in session, the National Board has the authority to initiate and approve most actions and programs, as granted by the Board of Governors. They may, individually, in groups or as the National Board, serve on committees advising the governing bodies about CAP operations, programs, and activities, as appointed by the National Commander. As a body, they elect a National Commander and National Vice-Commander. The National Board meets twice annually, normally in February and August.

## **The CAP National Executive Committee (NEC)**

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The NEC is comprised of all members of the board except the 52 wing commanders. The National Executive Committee acts in lieu of the National Board when the Board is not in session, with authority as defined in the Constitution and Bylaws. The NEC also meets twice a year, usually in May and November.

## **The CAP Executive Director**

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CAP's Executive Director is hired by the CAP Board of Governors, represents the Corporation in the day-to-day affairs of the organization and manages National Headquarters CAP. The Executive Director is the executive manager of all National Headquarters employees, as well as the wing administrators and other non-headquarters based employees.

## **National Headquarters Staff (NHQ)**

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In addition to the Board of Governors, National Board, and National Executive Committee, and CAP-USAF command structure, the Civil Air Patrol employs a full-time corporate staff to administer the day-to-day activities of the CAP Corporation, and is called the National Headquarters CAP.

## **National Volunteer Staff**

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The National Volunteer Staff functions to provide expertise and guidance to the Civil Air Patrol organization to ensure mission accomplishment and compliance with regulatory guidance.

CAP volunteer National Staff officers work through the volunteer staff structure headed by the National Commander. Coordination with the NHQ staff is encouraged; however, all volunteer National Staff officers must obtain approval from their volunteer supervisor before initiating NHQ liaison activities.

Job descriptions for the National Volunteer Staff are provided in detail in CAPP 20, *Civil Air Patrol National Staff Structure, Selection Process and Job Descriptions*.

## **CAP-USAF Organization**

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Civil Air Patrol-United States Air Force (CAP-USAF) has as its primary function the advice, liaison and oversight of the Civil Air Patrol.

CAP-USAF is co-located with NHQ at Maxwell AFB, Alabama, and is staffed by USAF officers, airmen and civilian Air Force employees.

CAP-USAF is commanded by an Air Force colonel. In addition to the its headquarters, CAP-USAF also operates eight liaison region offices, as well as offices of Air Force State Directors of Liaison covering 52 CAP wings, and a reserve component called the Civil Air Patrol Reserve Assistance Program (CAP-RAP), consisting of over 100 reserve officers and airmen.

## **Governance References**

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Public Law 79-476

AFI 10-2701, *Org. and Function of the Civil Air Patrol*

CAP Constitution and By Laws

CAPR 20-1, *Organization of Civil Air Patrol*

*CAP Annual Report to Congress*

## Notification Procedures - Death, Injury, or Serious Illness

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### Emergency Notification Data

**Individual Member Responsibility:** Members are responsible for completing a CAPF 60, *Emergency Notification Data*, before participating in any CAP event or special activity being conducted away from their local unit.

This form should be completed before leaving the unit to ensure the member has the unit commander's full name and correct telephone numbers. It should then be hand carried to the activity site and filed with the activity director or project officer for easy reference in case of an emergency.

### Reports of Death Involving a CAP Activity

**Initial Notification of Death:** The activity commander or sponsor will immediately notify the member's unit commander or designee at the telephone number listed on the member's CAPF 60. In the event the unit commander or designee cannot be reached, the reporting officer will contact the member's wing commander who will notify the member's next of kin through the local squadron. In the event of an accident, CAPR 62-2 procedures will be followed for reporting to NHQ/SE.

**Notification of Next of Kin:** Upon notification of death, the unit commander will designate a member of the unit (usually the chaplain or close friend of the deceased) to accompany him/her to notify the next of kin. It is emphasized that notification of the next of kin is an extremely delicate matter and must be handled with care. In all cases the next of kin must be notified **in person**, and not by phone, e-mail, text message, fax, letter or other means. In all cases, utmost sympathy, understanding and assistance should be extended.

**Death Report:** As soon as possible after being notified of the member's death, the unit commander should forward a formal death report to NHQ/DP. The following information is required:

- Name and CAPID number of the deceased.
- Name, relationship, and address of next of kin.

**Injury or Serious Illness:** In the event of injury or serious illness of a cadet or senior member, the activity project officer or senior member escort will notify the individual listed on the member's CAPF 60. In addition, if the injury or illness is such as to result in a fatality or create adverse publicity, the senior member in charge of the activity will notify the wing commander concerned or designee.

In the event of an accident or illness related to the CAP activity, CAPR 62-2 procedures will be followed for reporting to NHQ/SE.

### **Reports of Death Not Involving a CAP Activity**

**Unit Commander Responsibility:** In the event of a Civil Air Patrol member's death, the member's commander will immediately report the following information to NHQ/DP by telephone, FAX or mail in order to provide notification to the appropriate headquarters staff agencies.

The following information is required:

- Name and CAPID number of the deceased.
- Cause and date of death.
- Name, relationship, and address of next of kin.
- Statement indicating if it was CAP related or not.

NOTE: Separate instructions regarding notification procedures pertaining to IACE (International Air Cadet Exchange) participants are distributed annually.

## **Mishap Notification Procedures Involving CAP Aircraft, Vehicles, Property, Etc.**

**Mishap Procedures:** In the event of a CAP mishap, unit commanders must ensure that they or their designee is immediately notified when there is a mishap involving CAP equipment or when CAP members are injured or involved in a mishap while participating in official CAP activities. Upon notification, unit commanders (or designee) will immediately follow wing reporting procedures and comply with instructions located in CAPR 62-2, *Mishap Reporting and Investigation*.

In all cases of mishaps arising out of CAP activities that could be classified as an accident, an appropriate CAP member (e.g., activity director/commander, safety officer, ranking senior member) will:

**Immediately notify the CAP National Operations Center (NOC) at: 888-211-1812.**

A CAP *Mishap Notification (CAPF78)* must be completed and forwarded to NHQ Safety through E-Services within 48 hours of the mishap.

## Safety Points of Contact

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NHQ Safety: \_\_\_\_\_ **1-800-227-9142 Ext. 232** \_\_\_\_\_

National Safety Officer: \_\_\_\_\_

\_\_\_\_\_

Region Safety Officer: \_\_\_\_\_

\_\_\_\_\_

Wing Safety Officer: \_\_\_\_\_

\_\_\_\_\_

Group Safety Officer: \_\_\_\_\_

\_\_\_\_\_

Squadron Safety Officer: \_\_\_\_\_

\_\_\_\_\_

**Safety Pyramid:** Enter the name and phone number for each of the above. NOTE: Follow the specific reporting requirements of your Region, Wing and/or Group.

## **CAP Operational Risk Management (ORM) Principles**

**Note:** This section was taken from the Civil Air Patrol Guide to Operational Risk Management.

Four principles govern all actions associated with risk management. These continuously employed principles are applicable during all phases of CAP operations and activities.

1. ***Accept No Unnecessary Risk:*** Unnecessary risk comes without a viable return in terms of real benefits or available opportunities. All CAP missions and routines involve risk. The most logical choices for accomplishing a mission are those that meet all mission requirements with the minimum acceptable risk. The corollary to this axiom is “accept necessary risk” required to successfully complete the mission or task.
2. ***Make Risk Decisions at the Appropriate Level:*** Making risk decisions at the appropriate level establishes clear accountability. Those accountable for the success or failure of the mission must be included in the risk decision process. The appropriate level for risk decisions is the one that can allocate the resources to reduce the risk or eliminate the hazard and implement controls. Typically, the commander, leader, or individual responsible for executing the mission or task is:

- a. Authorized to accept levels of risk typical to the planned operation (i.e., loss of mission effectiveness, normal wear and tear on materiel).
  - b. Required to elevate decisions to the next level in the chain of command after it is determined that controls available to him/her will not reduce residual risk to an acceptable level.
3. ***Accept Risk When Benefits Outweigh the Costs:*** All identified benefits should be compared to all identified costs. The process of weighing risks against opportunities and benefits helps to maximize unit capability. Even high-risk endeavors may be undertaken when there is clear knowledge that the sum of the benefits exceeds the sum of the costs.

Balancing costs and benefits may be a subjective process and open to interpretation. Ultimately, the balance may have to be determined by the appropriate decision authority.

4. ***Integrate Risk Management into Planning At All Levels:*** Risks are more easily assessed and managed in the planning stages of the operation. Integrating risk management into planning as early as possible provides the decision maker the greatest opportunity to apply risk management (ORM) principles. Additionally, feedback must be provided to benefit future missions/activities.

## Basic ORM Steps:

Step 1: Identify the hazards

Step 2: Assess the risks

Step 3: Analyze risk control measures

Step 4: Make control decisions

Step 5: Implement risk controls

Step 6: Supervise and review

**A Risk Management worksheet is available on the CAP website:**

[www.capmembers.com/safety/authorized\\_activities\\_or\\_m\\_worksheets/](http://www.capmembers.com/safety/authorized_activities_or_m_worksheets/)

## CAP Cadet Protection Policy

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**CAP has a zero-tolerance policy against sexual and physical abuse.**

The Cadet Protection Policy categorizes abuse as either sexual abuse (actions including: sexual molestation, touching, contact, exposure, suggestions or other incidents of a sexually oriented nature) and physical abuse (actions including: striking cadets, hazing or assault).

Reporting requirements for alleged incidents are covered fully in CAPR 52-10, *CAP Cadet Protection Policy*, and must be followed. Unit commanders should also be familiar with any region or wing supplements to CAPR 52-10.

Commanders having any questions about whether conduct falls under the Cadet Protection Policy should contact their wing commander or wing legal officer.

All senior members are expected to complete Cadet Protection Program Training, and cadets are also subject to Cadet Protection Program Training under certain conditions. Cadets must complete the training within 6 months after their 18th birthday, or before receiving their next promotion, whichever is sooner; they may start the training at age 17, if desired.

It is a good idea to offer Cadet Protection Program Training periodically to enable members who have previously taken the training to refresh their memories about one of CAP's most important programs.

## **CAP Hazing Policy**

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**CAP has a zero-tolerance policy against hazing.**

Hazing is defined as any conduct whereby someone causes another to suffer or to be exposed to any activity that is cruel, abusive, humiliating, oppressive, demeaning or harmful.

Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator. Examples of hazing include using exercise as punishment or assigning remedial training that does not fit the deficiency (such as making a cadet run laps for having poorly shined shoes).

Hazing, as defined in this policy, is considered a form of physical abuse. Reporting procedures for physical abuse are provided in CAPR 52-10, *CAP Cadet Protection Policy*.

Commanders having any questions about whether conduct falls under the hazing policy should contact their wing commander or wing legal officer.

## CAP and Equal Opportunity

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### **CAP has a zero-tolerance policy against discrimination.**

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 race, sex, age, color, religion, national origin, or disability (formerly handicap).

Further, 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.

All commanders are responsible for ensuring CAP's Nondiscrimination Policy is briefed annually to members within their respective units. CAP's Nondiscrimination Policy guidance can be found in CAPR 36-1, *Civil Air Patrol Nondiscrimination Program*.

## **CAP Membership Categories**

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### **Cadet Member**

Males and females who are at least 12 years old, but have not yet reached their 19th birthday are eligible for cadet membership; they must be a United States citizen or lawfully admitted for permanent residence to the United States and territories or possessions (see CAPR 39-2 for more details).

They must also be of good moral character, in school or graduated, and not a member of the Armed Forces (except as a Reservist or a member of the National Guard, or as a student at a service academy or ROTC.)

Cadets may continue until their 21st birthday. Non-citizens may be admitted for membership if approved by the CAP National Commander.

### **Senior Member**

Minimum age is 18 years; there is no maximum age. They must be a United States citizen or lawfully admitted for permanent residence to the United States and its territories or possessions.

Subject to being waived by the National Commander or designee as outlined in CAPR 39-2, any one of the following may be the basis for rejection of membership:

1. Conviction of a felony by any court of record whether federal, state or military.
2. A pattern of arrests and/or convictions including but not limited to sex offenses, child abuse, DUIs, dishonesty and violence.
3. Discharge from the armed services under other than honorable conditions.
4. Falsification of information on the membership application.
5. Previously terminated or non-renewed for cause from membership in CAP.
6. Any other unfavorable information brought to the attention of CAP officials at any level.

Applicants must be approved by the unit and higher headquarters. Non-citizens may be admitted for membership if approved by the CAP National Commander (see CAPR 39-2 for more details).

## **Patron Member**

A patron is a financial supporter of CAP who maintains current membership through payment of annual dues. Patron members do not wear the CAP uniform or

participate in regular squadron activities (see CAPR 39-2 for more details).

### **Aerospace Education Member (AEM)**

This is a special membership category reserved for individuals who have an active interest in aerospace education. Any reputable individual or organization that has an interest in supporting CAP's aerospace education program may join in this category. AEMs do not wear uniforms and do not participate in the regular membership programs.

Generally speaking, AEMs help to promote CAP's nationwide aerospace education program to both school students and the general public.

### **Cadet Sponsor Member**

Parents of cadets who wish to participate in CAP with their children in a limited capacity (as escorts, drivers, or chaperones). Applicants must have a child participating in the cadet program and meet all the requirements for senior membership. Sponsors do not wear AF-style uniforms and participate in a limited capacity. Sponsors pay national dues only and are assigned to their children's unit.

## **State Legislative Membership**

Membership in this category is open to state legislators and elected state officials as well as key staff members. These members receive the honorary grade of major.

## **Fifty-Year Membership**

Individuals who have served 50 years service in CAP are eligible for free membership. This requires service verified by the wing commander and a letter sent to National Headquarters. Persons qualifying will receive a new membership card. These members receive all the benefits of regular active senior membership and are entitled to all rights and privileges.

## **Life Membership**

Granted in recognition of outstanding contributions to CAP. Life members and their spouses are afforded all the rights and privileges of active senior membership. The National Board may create a life membership for any member of CAP. This honor is usually reserved for past national commanders, past executive directors, and past CAP-USAF commanders. Life members and life member spouses do not pay membership dues, but are issued membership cards appropriately designated.

## **Business Membership**

This category is designed for members of the business community who desire to support the CAP missions and associated programs. A business member is any United States corporation, partnership, proprietorship or formal organization which applies for CAP membership in the name of the corporation, partnership, proprietorship, or organization.

## **Honorary Membership**

Honorary membership is a term of reference and not a category of membership. Honorary membership is limited to distinguished citizens such as members of Congress, state governors, mayors, etc., and is used as a public relations medium, rather than as a token of appreciation.

## **Retired Membership**

A member in good standing with a minimum of 20 years service as a senior member, not necessarily continuous, is eligible to retire from Civil Air Patrol (see CAPR 39-2 for more details).

## **Mentor Program**

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CAP squadrons are encouraged to implement a mentor program wherein the gaining squadron commander appoints a mentor for each new CAP member (or transfer).

Under the mentor program, the following responsibilities and actions are recommended:

The squadron personnel officer should:

- Administer the program for the commander and ensure that each new CAP member (or transfer) receives adequate assistance from the designated mentor.

The gaining squadron commander should:

- Provide the following information as soon as possible to the new member.
  - Information on dates, times and location of squadron meetings.
  - Roster of key personnel assigned, including home addresses and phone numbers.
  - Name of member's mentor.
- Notify mentor of new member's name, address and telephone number.
- Allow mentor adequate time from his/her assigned duties to fulfill the responsibilities as a mentor.
- Arrange to meet and brief the new member on the unit's mission and his/her specific responsibilities.

The mentor should use the knowledge gained from his/her own experience as a new member to eliminate or reduce any inconvenience to the new member.

Before the new member is officially assigned by NHQ, the mentor should contact the member by letter (e-mail fax, or regular mail) and include:

- Telephone number where he/she can be reached.
- A statement that the mentor will help the new member orient his/her in the unit (introduction to unit members, key staff, the commander, applicable procedures/directives which must be complied with, etc).

When the member attends his/her first unit meeting, the mentor should:

- Meet the member and introduce him/her to the unit staff.
- Provide the new member with all the necessary information to become familiar with the unit's operations.
- Ensure that all the initial paperwork required of the new member has been properly filled out and processed.
- Do everything possible to help the new member get established in the unit with the least possible inconvenience.

- Ensure they new member is aware of the following publications:
  - CAPP 50-7, *Mentoring*
  - CAPP 50-8, *Org. Excellence Mentor's Guide*
  - CAPP 50-10, *New Horizons-Cadet to Senior Transition Guide*
  - CAPP 52-9, *Cadet Great Start*
  - Great Start (For Senior Members)

## Leading CAP

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Leadership is often claimed to be intangible, hard to measure, and difficult to describe. The Air Force defines leadership as the “art of influencing and directing people in a way that will win their obedience, confidence, respect and loyal cooperation in achieving a common objective.” As such, leadership should be recognized as the key to mission accomplishment, whether it is the Air Force mission, the three-fold mission of Civil Air Patrol or any other organizational mission.

Within CAP there are no substitutes for squadron commanders who are effective leaders. However, a CAP officer can be an effective leader without being a commander. The best commanders combine leadership and management skills.

Certain attributes have been identified as being desirable in a leader because they increase the probability of his or her success in helping the group attain the common objective, such as, to successfully accomplish the mission.

These common basic traits are: integrity of character, sense of responsibility, professional competence, enthusiasm, emotional stability, humaneness and self-confidence.

In addition to these traits, there are twelve leadership abilities that CAP feels are essential to succeeding at command, and are presented below. Use them as a general guideline, feeling free to add others which enhance leadership ability.

### **Know Your Job:**

- Understand your unit's mission and how it contributes to the next higher unit.
- Review the functions of your mission.
- Know the current provisions of directives governing your job.
- Be aware of developments.

### **Know Your People:**

- What makes your people tick?
- Show interest in your people.
- Systematically evaluate your people, especially those who have recently joined your unit.
- Give credit where credit is due.
- Always be fair.
- Carefully evaluate any complaints.
- Listen attentively.

### **Keep Your People Informed:**

- Ensure your people are in the picture.

- Carefully explain policy and procedure changes, giving reasons for them.
- Be alert and creative in communicating with people.
- Ensure individuals affected know the schedules.
- Keep alert for false rumors and correct them by providing factual information.
- Ensure key personnel keep members informed.

### **Develop Teamwork:**

- Explain how each person's job supports the mission.
- Develop an understudy program.
- Train as required.
- Delegate authority and responsibility as appropriate.
- Support your people.
- Encourage individual effort in team building.
- Be receptive to good suggestions.
- Develop methods for testing your team's capabilities.

### **Plan Your Activities:**

- Determine your objective first. Is it measurable, specific, results oriented, realistic and time bounded?
- Consider your available tools.
- Consider all possible lines of action.
- Select the best line of action to obtain your goal.
- Determine your actual procedures.

### **Professional Development:**

- Think ahead to determine your long-range CAP objectives.
- Identify resources needed to achieve objectives.
- Be familiar with CAP education opportunities.
- Maintain currency.
- Have an organized approach to self-development.

### **Be an Example:**

- Set the example by all you do and say.
- Look sharp, be sharp, think sharp.
- Have a cooperative spirit in supporting decisions and policies.
- Be constructive in your remarks.

### **Demonstrate Leadership:**

- Communicate effectively.
- Provide directions only as needed.
- Meet work deadlines.
- Keep in touch with your people while on duty.
- Maintain high standards.
- Seek efficient methods.

### **Make Sound and Timely Decisions:**

- Gather pertinent facts before making a decision.

- Apply problem-solving techniques to arrive at the most logical decision.
- Analyze your decisions for effectiveness.
- Make timely decisions as soon as possible so interested parties will have time to plan.
- Seek advice as appropriate.

### **Develop a Sense of Responsibility In Your People:**

- Look for better ways to do the job.
- Supervise only as appropriate.
- Provide promotion opportunities for the deserving.
- Be willing to accept responsibility for your position.

### **Employ Your Unit According to its Capabilities:**

- Select the right person for the right job.
- Make assignments after reviewing personnel records and performance.
- Don't assign your people more than they can handle.
- Only make promises you can keep.
- Know and work within CAP's chain of command.

### **Have the Courage of Your Convictions:**

A commander's task is to lead. This requires hard work, enthusiasm for the job and sensitivity for what is going on around. Commanders must:

- Set standards high (and enforce them).

- Be involved.
- Listen.
- Know what the problems are (and solve them).
- Assist the weak.
- Promote the strong.
- Stand up for what is right (and correct what is wrong).

And finally, to do this well, commanders have to be tough, sensitive, understanding and knowledgeable.

### **Three recommended leadership references are:**

- *AU-2, Guidelines for Command* , AU Press
- *Sharing Success–Owning Failure: Preparing to Command in the Twenty-First Century Air Force*, David Goldfein, AU Press
- *Generalship – Character is Everything: The Art of Command*, Edgar F. Puryear, Jr, Random House

## Questions New Commanders Should Ask

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What follows is a list of questions that commanders should ask themselves during command. Some questions should be repeated at least annually, others are focused on immediate information gathering. They also range from the very conceptual to the very specific; and all are designed to give an idea as to what is necessary to know and expect.

This list is by no means all-inclusive. It's designed to be the seed for brainstorming sessions. They are segmented by the receiver - wing, group (if applicable) and unit staff. Add whatever questions needed in order to get the job done.

Don't try to get it all done tomorrow; but here are some questions and tasks commanders need to resolve very shortly after assuming command. Many of these involve the instruments required to take possession and to command. It also extends to the command philosophy and emphasis of the boss. Thus, wing questions should necessarily be close to the top of your agenda.

The timing for the rest, however, is up to the commander. The rest of the items must be prioritized; these are answers commanders need to get to manage their resources... to command! Good Luck!

## Questions to Ask Wing

1. What are the wing commander's command emphasis items? (Safety, etc.)
2. How are we reimbursed?
  - Counterdrug
  - Mission
  - Proficiency
  - Cadet Orientation Flights
  - Other...
3. Why did the last commander step down?
4. What must I fix right now? May I have a copy of the last SUI or SAV?
5. How soon can the wing staff start staff assistance visits with me (if needed)?

## Questions to Ask Unit Staff

6. What do we do well (Task oriented)?
7. What don't we do well (Task oriented)?
8. How well are we doing our jobs (Mission oriented)? Why aren't we doing well (if applicable)?
9. What is our collective relationship with the families?
10. How soon can I...
  - Sign the PA's?
  - Do the audits?
  - Do the inventory?
  - Review web permissions for all?
  - Appoint the committees?
11. How much time are we asking of members?

12. Is it smart use of time?
13. How often does the unit socialize (i.e. pizza night, open house, etc.)?
14. How can I better communicate with...?
  - members
  - parents
  - spouses

### **Administration (DA)**

15. Are we operating in accordance with CAP directives?

### **Cadet Programs (CP)**

16. Are we operating in accordance with CAP directives?
17. How many cadets went to encampment?
18. How many cadets applied for scholarships, prep school, special activities and wing activities?
19. Do we participate in the Cadet Advisory Council?
20. Do we have a Cadet Safety Officer?
21. How many cadets received a free cadet uniform?
22. How many cadets are taking orientation flights?

### **Public Affairs (PA)**

22. Are we operating in accordance with CAP directives?
23. In what status are the PA Relations and Crisis plans?

## **Operations (D0)**

24. Are we operating in accordance with CAP directives?
25. How many pilots are active?
26. How is the flying divided (Who's flying the hours)?
27. How many flight hours for each over the past 2 years, by year?
  - ES Mission
  - Homeland Security
  - Counterdrug
  - ROTC/JROTC Orientation
  - Cadet Orientation
  - SAR and DR Exercises
  - Teacher Orientation Program (TOP) Flights
  - Proficiency (mission and standard)
28. What is the condition of our aircraft (LG, too)?
29. How many members are mission qualified?
30. What is the status of our Flight Release Program?

## **Emergency Services (ES)**

31. Do the local sheriff, police and fire have my phone number and do they know what we can provide?
32. Does the local active duty Air Force, Air National Guard or Reserve unit commander have my phone number and know what we can provide?
33. When was the last local emergency response exercise that we participated in?

### **Personnel (DP)**

34. Are we operating in accordance with CAP directives?
35. Do we have any disciplinary actions pending?
36. How many members have we recruited over the past 2 years, by year?
  - Cadet
  - Senior
37. Why have members left this unit?
38. Who's due for promotion?
39. Do we have a promotion board and membership committee?

### **Aerospace Education (AE)**

40. How (and how much) do we support this mission?
41. Do we have an internal program to complement the cadet text?
42. Who is doing external AE - in the local schools?
43. Have the senior members passed the Yeager exam?

### **Professional Development (PD)**

44. How many people have completed Level I (Foundations/CPPT/EO/IST/OPSEC)?
45. Are we using Great Start?
46. What are we doing in the professional development program after this?
47. Who's due for training awards (DP, too)?

## **Finance (FM)**

48. Are we operating in accordance with CAP directives?
49. What outstanding expenses do we have?
50. Let me see financial statements for the past 2 years.
51. Do we have a budget?
52. Who's been serving on the unit finance committee?

## **Logistics (LG)**

53. Are we operating in accordance with CAP directives?
54. What supplies/equipment do we need/have?
55. What is the condition of our building?
56. Do we have to get the locks/combinations changed (testing cabinet mandatory)?
57. Is there a current copy of the Wing Supplement to CAPR 62-2 in each aircraft and/or vehicle?
58. Are we compliant with ORMS?
59. What is the condition of our vehicle(s)?
60. What condition is our equipment storage facility in?
61. Was our last inventory accurate and on time?

## **Information Technology (IT)**

62. Are eServices permissions allocated properly? Do members still hold permission to eServices applications that are no longer part of their duty?
63. Does my unit have or need a website?
64. Is our unit website accurate and does it reflect well on the unit?

## **Safety (SE)**

- 65. Are we operating in accordance with CAP directives?
- 66. Is positive awareness and education a part of the corrective actions in mishap reviews?
- 67. Are all of our active members current on their safety education requirements?
- 68. Is our safety program a healthy behavior based non-punitive program?
- 69. Are Operational Risk Safety Briefings being completed at 100% before all CAP activities?

## **Yourself**

- 70. How far out should I plan?
- 71. How do I balance this commitment with those of work and family?

## Some Characteristics of Productive and Non-Productive Units

### Productive

All members come to meetings  
Goals established and communicated well  
Group properly sized for purposes and mission  
Deep member interest and commitment  
Excellent group cohesion  
Planned and actual movement towards goals  
Work and thought go on between meetings  
Good problem analysis and decision making  
High member morale  
Communication channels are open  
People can agree to disagree  
High loyalty to group and cause/goals  
Leadership function/style productive  
Regular "stock-taking" happens

### Non-Productive

People come sporadically  
Unclear goals, tasks, and agenda  
Too large a group for task/mission  
Lack of member interest  
Low group cohesion/teaming  
No clear movement towards goals  
Members rarely work between meetings  
Little/No problem analysis, poor decisions  
Low member morale  
Communication is clogged  
Unit rife with conflict  
Little or no loyalty  
Leadership not productive  
No evaluation /summary/feedback

## Checklist for Planning Activities

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Assign and brief leaders and staff members.

### **Publicize well in advance:**

- Date(s) (including travel days).
- Place/Directions to the site (ground/air maps).
- Activity schedule/agenda.

### **Arrange for facilities:**

- Relate to expected/projected number of attendees.
- Coordinate USAF facilities through State Director's office.
- Classroom/auditorium.
- Acoustics/microphone availability or need.
- Seating with note-taking capability.
- Lighting/Heating/Ventilation.
- Restrooms/Phones.
- Area for staff, computers, radios, copiers, etc.
- Billeting: male, female, couples.
- Meals:
  - Assure volume capability.
  - Prearrange meal times and numbers of participants with operator.
  - Snacks/beverages for breaks.

- Transportation:
  - Billets to activity area and return.
  - Ground transport from/to airport.
  - Adequate number of licensed drivers.
  - Pass & ID requirements.
- Audiovisual equipment:
  - Computer for PowerPoint slides.
  - Projector.
  - Appropriate viewing screen.
  - DVD player.
  - Chalkboard or whiteboard.
  - Audio system, if required.
  - Extension cords.

### **Activity Procedures:**

- Determine budget and secure funds/revenue.
- Publish and distribute schedule/agenda.
- Publicity photo coverage/press releases.
- Use local experts for special presentations
- Complete ORM for activity.
- Displays of CAP mission activities to generate interest and publicity (AE, cadet programs, SAR/DR, communications, etc).

## **A Problem Solving Model**

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### **I. Recognizing the Problem**

- A. Tentatively state the problem.
- B. Find the real problem. Do not confuse the symptoms with the cause.
- C. A problem usually has three elements; the individual, the obstacle and the goal.
- D. Identify critical factors:
  - What happens if nothing changes?
  - Determine restraints and conditions.
  - What could have been done to alter the situation?
  - At what level should the decision be made?
  - To what extent will the solution commit the organization?
  - Is the problem frequent or rare?
  - Qualitative factors – organizational philosophy, mores, etc...
  - Effect on other levels.

### **II. Gather Data Relative to the Problem**

- A. Facts
- B. Assumptions
- C. Criteria (limits)
- D. Definitions

### **III. List Possible Solutions**

- A. A decision to do nothing is always an option.
- B. Brainstorm possible options. Rules: Do not criticize ideas; consider combinations of ideas, solicit quantity, record everything, use sticky notes to organize and arrange ideas.

### **IV. Test Possible Solutions**

- A. Evaluate each solution using the following:
  - Examine the risks (positive and negative).
  - The relative benefits of the solution.
  - Consider the resources required: costs; people, facilities, supplies, equipment, etc...
  - Time constraints.
- B. Assign a relative value (weight) to each item to help quantify your options.

### **V. Select the Best Solution**

Be prepared to consider alternative solutions.

### **VI. Implement the Solution**

- A. Build a feedback loop to monitor the solution.
- B. Evaluate the effectiveness of the solution.

**NOTE:** Additional problem solving methods and/or Root Cause Analysis techniques may be found on the Internet.

Examples include:

- The Deming Plan-Do-Check-Act (PDCA) Model
- The Ishikawa (Fishbone Diagram) Method

## The CAP Uniform

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CAP members are authorized to wear the basic Air Force uniform; the difference being that distinctive CAP emblems, insignia and badges are employed to identify the wearer as a member of CAP.

Although most members elect to wear a CAP uniform, the uniform is not mandatory unless conducting the cadet program or when flying in corporate aircraft. However, members who choose to wear a uniform must wear it properly.

All members must be well groomed and assure their personal appearance, at all times, reflects credit upon themselves and CAP. CAP members must meet the height, weight and grooming standards defined in CAPM 39-1 in order to wear the Air Force-style uniform.

CAP members who do not meet weight and grooming standards are prohibited from wearing the Air Force-style uniform, but may wear any one of the authorized CAP distinctive uniforms (blazer, polo shirt, aviator shirt, the CAP flight suit or blue utility uniform or appropriate civilian attire).

When uniforms are worn, they must be clean, neat, correct in design and specification, properly fitted and in good condition.

When worn, all uniforms must be worn in accordance with CAPM 39-1, *The Civil Air Patrol Uniform Manual*.

You are responsible for the CAP uniform appearance of your unit. Maintaining a proper appearance is an on-going task. It is appropriate to appoint assistants to help you in observing and maintaining proper CAP uniform appearance.

- Two excellent staff officers to assist you in this task are the Safety Officer and the Personnel Officer. Mentors are key in assisting new members.
- A simple e-mailed message to the unit announcing that these officers are assigned the additional duty of politely identifying and improving senior member CAP uniform appearance is appropriate.

[Note: An incomplete or improper CAP uniform can be a safety violation, as well as open CAP to potential liability issues per CAPR 60-1 and Air Force Assigned Missions (AFAMS) when operating aircraft.]

## CAP WEIGHT STANDARDS

	MEN	WOMEN
HEIGHT	CAP standard (Max Weight)	CAP standard (Max Weight)
4'10"	164	145
4'11"	166	147
5'	168	150
5'1"	171	152
5'2"	174	155
5'3"	176	156
5'4"	180	161
5'5"	186	165
5'6"	191	170
5'7"	197	175
5'8"	202	180
5'9"	208	185
5'10"	213	190
5'11"	219	195
6'	225	200

6'1"	232	207
6'2"	240	213
6'3"	246	219
6'4"	253	226
6'5"	260	231
6'6"	266	237
6'7"	273	243
6'8"	279	249

**NOTES:**

1. Senior members and cadets who are 18 and older must meet CAP weight standards in order to wear the AF style uniform.
2. A weight allowance of up to 3 pounds for clothing (excluding footwear) is authorized.
3. Height measurements do not include footwear.
4. Round up to the nearest inch.

The Civil Air Patrol-Weight Standards Chart

# MALE GROOMING STANDARDS

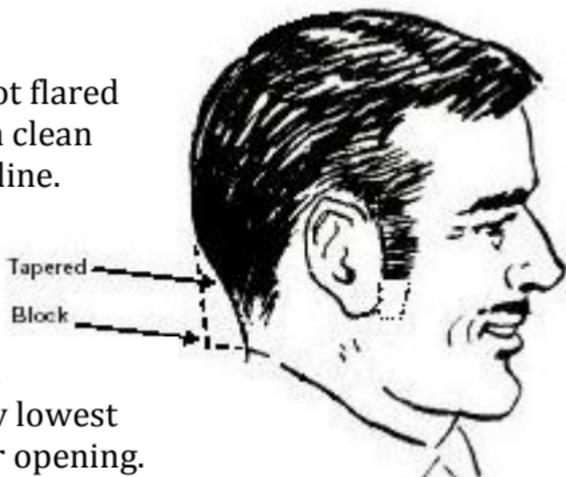
(Reference: CAPM 39-1)

## Haircut:

Tapered appearance. Must not touch the ears or collar. "Block" style authorized as long as a tapered appearance is maintained. Bangs will not extend below eyebrows and not exposed when headgear is worn.

## Sideburns:

Neatly trimmed, not flared and will end with a clean shaven horizontal line.



## Maximum length:

**Seniors:** not below lowest part of exterior ear opening.

**Cadets:** Not below the bottom of the ear lobe.

## Mustache:

Must be neatly trimmed. Must not extend downward beyond the lip line of the upper lip or sideways beyond corner of the mouth.

## Beards and Goatees:

Forbidden for all AF-style uniforms.

Civil Air Patrol Uniform – Male Grooming Standards

## FEMALE GROOMING STANDARDS

(Reference: CAPM 39-1)

### **Hair:**

Will be neatly arranged and shaped to present a conservative feminine appearance. Hair styles that prevent the proper wearing of the service hat are not appropriate.



Hair in the back may touch but not fall below the bottom edge of the collar.

**Barrettes, ribbons and other ornaments:** except inconspicuous pins and combs, will not be worn in the hair when the uniform is worn.

Civil Air Patrol Uniform – Female Grooming Standards

## **ATTACHMENT-A NEW COMMANDERS CHECKLIST**

- 1. DO NOT ASSUME ANYTHING!**
2. Meet with your new “boss”, i.e. group or wing commander, and determine exactly what he/she expects of you and your unit.
3. Develop a draft of your Vision, Goals and Objectives for your time as Commander.
4. Meet with the outgoing commander to discuss ongoing operations, personnel issues, e-services permissions, unfinished goals / objectives, and receive a general orientation to your new responsibilities and his/her overall thoughts on leading the unit.
  - a. Be receptive to the advice & wisdom provided to you by the outgoing commander.
  - b. Take full advantage of the experience this person has to share with you in the job you’re about to undertake.
5. Finalize your Vision for the unit as well as your initial long, medium and short term Goals and Objectives. Express your Goals and Objectives using the SMART format (Specific, Measurable, Agreed upon, Realistic and Time-based).

6. CAPF 27, *Organization Action*, completed by wing headquarters and forwarded to NHQ/PMM as soon as possible.
  - a. Confirm your appointment as Unit Commander in eServices and update address and contact information.
  - b. Familiarize yourself with “Commanders Corner” functions in eServices.
7. Become familiar with the Wing Banking Program, and introduce yourself to the Wing Finance Officer.
  - Audit unit funds. Report any discrepancies/improprieties immediately through your chain of command.
  - Perform a changeover inventory upon your assignment as commander (or property management officer) in accordance with CAPR 174-1. Use the changeover process in ORMS to conduct the inventory. An inventory is not required if the unit has no property. Individually issued items are not required to be inventoried to complete a changeover inventory.
8. Obtain and review wing, region and national interim change letters and directives.
9. Appoint finance committee in writing (Copy to each member and your file).

10. Appoint staff positions in eServices and CAPF 2a, *Request and Approval of Personnel Actions*, as necessary for local records.
  - A good staff is essential to an effective unit. The commander can't do everything (Delegate!).
11. Revise organizational chart. (reference CAPR 20-1)
12. Check established group, wing and region training schedules.
13. Communicate your Vision, Goals and Objectives (Long, Medium and Short term).
14. Develop training and activity plans for the unit. An active unit is essential for retention and is more effective as well.
15. Establish quarterly Staff/Planning meetings. Honestly critique unit performance with your senior staff.
16. Establish a mentoring program to train new members.
17. Prepare and submit an alert roster to higher command. Keep this up-to-date as personnel changes occur.
18. Download the complete set of CAP regulations, manuals and pamphlet from e-services. Keep them up-to-date.
19. Ensure an adequate supply of CAP forms or reliable access to online forms.
20. Review personnel files and interview all members of your unit. Take note of skills, training, etc., for future use and reference.

21. Review CAPR 123-2, *Complaints*, and CAPR 123-3, *CAP Compliance Assessment (Inspection) Program*.
22. Be a good listener; consider all the facts before making decisions.
23. Use a model for decision making.
24. Learn your program thoroughly and then work your program.
25. Establish a culture of safety, training, strict compliance to standards and personal accountability.
26. Establish or revise the:
  - a. Aerospace Education program
  - b. Emergency Services program
  - c. Cadet Program
  - d. Unit Safety program
  - e. Public Affairs program
  - f. Communications program
  - g. Awards/Recognition program
  - h. Policies and procedures
  - i. Unit calendar
  - j. Senior and Cadet training programs
  - k. Organizational Excellence program
  - l. Recruiting and Retention programs
27. Take active steps to further your own leadership education.
  - a. As a “servant leader”, you owe it to your members to be a good commander.

- b. Demonstrate qualities of: listening, awareness, persuasion, foresight and stewardship.
  - c. Attend TLC, SLS, UCC, CLC, RSC and NSC.
  - d. Study leadership readings.
  - e. Look for examples of effective leadership and learn from them.
  - f. Find a mentor.
  - g. Make the time to do your job well.
29. Empower your people to succeed.
30. Always remember to **Trust but Verify!**

**TAKE COMMAND AND LEAD!**

## **ATTACHMENT-B ON-LINE RESOURCES**

### **[Web Mission Information Reporting System \(WMIRS\)](#)**

was developed to assist CAP and Department of Defense (DoD) leaders so they can more effectively review, approve and monitor CAP's missions. Here commanders can monitor missions, request new missions and request and monitor orientation flights for cadets and teachers. The tab, "WMIRS Instructions" at the top left column is helpful in getting to understand this program. <https://missions.cap.af.mil/login.htm>

### **[Operational Resource Management System \(ORMS\)](#)**

is the management system to control the resources within your unit. In ORMS members can manage all assigned and accountable resources (Aircraft, Communications Gear, Supplies and Equipment, Real Property, Vehicles and Other Expendable Property). ORMS provides tools and reports to help manage these valuable CAP resources. [www.capnhq.gov/CAP.eServices.Web/](http://www.capnhq.gov/CAP.eServices.Web/)

**Restricted Programs** on the right side of the page are intended for commanders to manage personnel assignments, promotions, transfers, qualifications, photos and a myriad of necessary actions necessary for the day-to-day management of the unit.  
[www.capnhq.gov/CAP.eServices.Web/](http://www.capnhq.gov/CAP.eServices.Web/)

**CAP Knowledgebase** enables members to ask and find answers to questions on any topic relevant to CAP. CAP Knowledge stores all resolved questions and answers in a searchable database. Members can search the database by product, category, keywords and phrases.  
[http://capnhq.custhelp.com/cgi-bin/capnhq.cfg/php/enduser/std\\_alp.php](http://capnhq.custhelp.com/cgi-bin/capnhq.cfg/php/enduser/std_alp.php)

**CAP University** offers opportunities for CAP professional development through classroom, on-line, and distance learning options. Members can choose from a wide variety of CAP and Air Force-developed courses. CAP Level I through V programs, e-learning and FEMA courses are available through CAP University.  
[www.capmembers.com/cap\\_university/](http://www.capmembers.com/cap_university/)

**SAFETY** shall be our top priority in all we do.

The primary goal of the CAP Safety Program is to protect both the membership and its assets in the performance of their volunteer duties. [www.capmembers.com/safety/](http://www.capmembers.com/safety/)

**GoCivilAirPatrol.Com** is the front page for CAP. This resource is available for all web users. Members can direct teachers, interested parents and prospective members, clergy and others to visit this site for specific information on CAP. This is the CYBER front door to Civil Air Patrol for visitors.

[www.gocivilairpatrol.com/index.cfm](http://www.gocivilairpatrol.com/index.cfm)

**CAPmembers.Com** is the front page for CAP members. This resource is available for all CAP members. Members can direct teachers, interested parents and prospective members, clergy and others to visit this site for specific information on CAP. This is the CYBER front door for Civil Air Patrol members. [www.capmembers.com/](http://www.capmembers.com/)

## **ATTACHMENT-C    CAP CADET MEMBER OATH**

The following oath is to be administered to all members of the CAP Cadet Program.

**I pledge that I will serve faithfully in the Civil Air Patrol cadet program, and that I will attend meetings regularly, participate actively in unit activities, obey my officers, wear my uniform properly, and advance my education and training rapidly to prepare myself to be of service to my community, state, and nation.**

## **ATTACHMENT-D CADET SQUADRON MEETING**

Suggested outline for the Cadet Meeting (CAPR 52-16):

- Opening Formation: 15 minutes
- Emphasis Items: 15 minutes
- Core Curriculum: 50 minutes
- Administrative Items/Break: 10 minutes
- Special Training: 50 minutes
- Closing Formation: 10 minutes
- Total Meeting Time: 150 minutes (2.5 hours)

Remember to include:

- AE Current Events
- Safety briefing and training
- Character Development (Monthly)
- Promotions and Awards Ceremony (Monthly)

## **ATTACHMENT-E CADET PROMOTION CHECKLIST**

Cadet promotions are made upon satisfactory completion of each achievement. Prior to promoting a cadet, the commander must ensure that the cadet has fully met each of the following criteria:

- Maturity commensurate with the advanced rank.
- Continued enthusiasm.
- At least one completed CAPF 50 for each phase completed.
- A positive attitude.
- Full participation in all aspects of the cadet program, including unit activities.
- Demonstrated performance at the required skill level in:
  - Leadership Laboratory
  - Character Development
  - Physical Fitness
  - Aerospace Education
  - Staff Duty Analysis (Phases III and IV)

## **ATTACHMENT-F CAP SENIOR MEMBER OATH**

The following oath is administered and signed at the time of initial membership in CAP and must be reconfirmed upon renewal.

**I do solemnly swear (or affirm) that:**

**I understand membership in the Civil Air Patrol is a privilege, not a right, and that membership is on a year-to-year basis subject to recurring renewal by CAP. I further understand failure to meet membership eligibility criteria will result in automatic termination at any time.**

**I voluntarily subscribe to the objectives and purposes of the Civil Air Patrol and agree to be guided by CAP Core Values, Ethics Policies, Constitution & Bylaws, Regulations and all applicable Federal, State, and Local Laws.**

**I understand only the Civil Air Patrol corporate officers are authorized to obligate funds, equipment, or services.**

**I understand the Civil Air Patrol is not liable for loss or damage to my personal property when operated for or by the Civil Air Patrol. I further understand**

**that safety is critical for the protection of all members and protection of CAP resources. I will at all times follow safe practices and take an active role in safety for myself and others.**

**I agree to abide by the decisions of those in authority of the Civil Air Patrol.**

**I certify that all information on this application is presently correct and any false statement may be cause to deny membership. I understand I am obligated to notify the Civil Air Patrol if there are any changes pertaining to the information on the front of this form and further understand that failure to report such changes may be grounds for membership termination.**

**I fully understand that this Oath of Membership is an integral part of this application for senior membership in the Civil Air Patrol and that my signature on the form constitutes evidence of that understanding and agreement to comply with all contents of this Oath of Membership.**

The signed copy of the Oath of membership accompanies the new member application packet.

## **ATTACHMENT-G CAP PROMOTION OATH**

The CAP Promotion Oath is administered to all CAP senior members at the time of initial appointment to any CAP officer grade and at each subsequent promotion. Commanders are encouraged to hold formal promotion ceremonies each time a member receives a promotion and to execute the CAP Promotion Oath to those earning CAP officer grades.

**The CAP promotion oath is:**

**I, (full name), having been promoted to the grade of \_\_\_\_\_ in the Civil Air Patrol, do solemnly swear (or affirm) that I will support and comply with the Constitution, Bylaws and regulations of the Civil Air Patrol; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge all duties and responsibilities as well as obey the orders of the officers appointed over me according to regulations, so help me God.**

## **ATTACHMENT-H SENIOR SQUADRON MEETING**

- Opening Formation: 15 minutes
- Announcements: 15 minutes
- Training/Mission Activities: 50 minutes
- Administrative Items/Break: 10 minutes
- Training/Mission Activities: 50 minutes
- Closing Formation: 10 minutes
- Total Meeting Time: 150 minutes (2.5 hours)

### **Remember to include:**

- Operational Risk Safety Briefings (All activities)
- Safety Education (Monthly)
- Commander's Call (Quarterly)
- Staff/Planning Meeting (Quarterly)
- Promotions and Awards Ceremony (Monthly)
- Professional Development (Monthly)
- Administrative Actions (Monthly)

## **ATTACHMENT-I      TABLE OF COMMON CAP FORMS**

<b>Purpose</b>	<b>CAP Form</b>
1. Request for Promotion/Demotion Action	2
2. Duty Assignment/Service Awards	2a
3. Pilot Flight Evaluation/Checkout	5
4. Professional Development Director's Report	11
5. Application for Senior Membership	12
6. Application for Cadet Membership	15
7. Application for Senior Member Activities	17
8. General Purpose Answer Sheet	23
9. Application for Professional Development Awards	24
10. Organization Action	27
11. Cadet Application for Encampment/Special Activities	31
12. Temporary Issue Receipt (Available through ORMS)	37
13. CAP Performance Feedback Form	40
14. Senior Member Master Record	45
15. Cadet Leadership Feedback: Phases 1-4	50-1/2/3/4
16. Cadet Program Certifications: Phases 1-4	52-1/2/3/4
17. Nomination for Cadet of the Year	58
18. Emergency Notification Data	60
19. Cadet Master Record	66
20. Daily CAP Vehicle Inspection Report	73
21. Motor Vehicle Operator ID	75
22. CAP Radio Operator's Permit	76

## **Purpose**

## **CAP Form**

23. CAP Mission Pilot Checkout	91
24. Application for CAP Scholarships (online only)	95
25. CAP Flight Authorization Log	99
26. Request for CAPF 101	100
27. CAP Specialty Qualification Card (online)	101
28. Mission Flight Plan/Briefing/Debriefing	104
29. Reimbursement for individual CAP Member Expenses	108
30. Recommendation for Decoration	120

## **Purpose**

## **Online Form**

1. Mishap Notification Form	78
2. Mishap Review Form	79
3. Wing Reimbursement Form (Available through WMIRS)	E108

## **Purpose**

## **Worksheet**

1. Mishap Notification Form (hardcopy for field use)	78
2. Mishap Review Form (hardcopy for field use)	79

## **ATTACHMENT-J      SERIES NUMBERS FOR CAP PUBS**

- 0 – Indexes
- 5 – Publications Management (how pubs are distributed, numbered, etc.)
- 10 – Administrative Communications (how letters will be formatted)
- 20 – Organization and Mission – General (how units are organized)
- 35 – Personnel Procedures
- 36 – Nondiscrimination
- 39 – Personnel – General
- 50 – Training
- 51 – Drug Demand Reduction
- 52 – Cadet Program Training
- 60 – Flying, Operations, and ES Training
- 62 – Safety
- 66 – Maintenance of CAP Aircraft
- 70 – Acquisition Regulation
- 76 – Travel By and Use of Military Facilities
- 77 – Operation and Maintenance of CAP Vehicles
- 100 – CAP Radio Communications
- 110 – Information Technology
- 111 – Legal Matters
- 112 – Claims (processing claims members may have from CAP activities)
- 123 – Inspections
- 147– Exchange Service (conditions of CAP use)
- 160 – Medical
- 173 – Finance
- 174 – Property
- 190– Public Affairs
- 210– Historical Data and Properties
- 265– CAP Chaplain Corps
- 280– Aerospace Education
- 900– Miscellaneous

## **ATTACHMENT-K    CROSS REFERENCE FOR TASKS**

<b>Task/Procedure</b>	<b>Reference/Directive</b>
1. Accident/Mishap Reporting and Review	CAPR 62-2
2. Administrative File Procedures	CAPR 10-2
3. Aerospace Education Award Procedures	CAPR 280-2
4. Aerospace Education Program Procedures	CAPR 280-2
5. Application for Cadet/Senior Membership	CAPR 39-2
6. Application Procedures-Special Cdt Activities	CAPR 52-16
7. Application Procedures-Senior Mbr Activities	CAPR 50-17
8. Aircraft Management/Maintenance	CAPR 66-1
9. AF Academy Prep School Nominations	CAPR 52-16
10. Amendments to Senior Member Records	CAPR 50-17
11. Buying or Leasing Facilities	CAPR 174-1
12. Cadet Protection Procedures	CAPR 52-10
13. Counterdrug Program Reporting	CAPR 60-6
14. Cadet Orientation Flights	CAPP 52-7
15. Ceremonies: Promotion, Change of Command	CAPP 3
16. Charters and Organization Actions	CAPR 20-3
17. Chaplain Membership Training	CAPR 265-1
18. CAP Correspondence Formats	CAPR 10-1
19. Customs and Courtesies	CAPP 151
20. Drug Demand Reduction Program	CAPR 51-1
21. Death and Serious Injury Notification	CAPR 35-2/62-2
22. Emergency Services Training & Operations	CAPR 60-3
23. Financial Procedures/Accounting/Reporting	CAPR 173-1
24. Flight Release Officer Procedures	CAPR 60-1
25. Fundraising/Donations	CAPR 173-4
26. Grievance Procedures	CAPR 123-2/36-2

27. Inventory Procedures	CAPR 174-1
28. Inspection Procedures	CAPR 123-2
29. Insurance Issues	CAPR 900-5
30. International Air Cadet Exchange Application	CAPR 52-16
31. Meeting - Cadet Format	CAPR 52-16
32. Membership Termination Actions	CAPR 35-3
33. Member Reinstatement	CAPR 39-2
34. Mission Reimbursement Procedures	CAPR 173-3
35. Mission Reporting Procedures	CAPR 60-3
36. Nomination for Cadet of the Year	CAPR 39-3
37. Nomination for Senior of the Year	CAPR 39-3
38. Non-expendable Property Reporting	CAPR 174-1
39. Promotion-Cadet	CAPR 52-16
40. Promotion-Senior Member	CAPR 35-5
41. Professional Dev. Awards Request	CAPR 50-17
42. Public Affairs Program Procedures	CAPR 190-1
43. Radio Communications Requirements	CAPR 174-1
44. Ratings-Award of Ground Team/Aero	CAPR 35-6
45. Safety Program Requirements	CAPR 62-1
46. Scholarship Application Procedures	CAPR 52-16
47. Service Awards/Certificates/Ribbons	CAPR 39-3
48. Specialty Tracks	CAPR 50-17
49. Specialty Track Checklists	CAPP 200 Series
50. Test Control Procedures	CAPR 50-4
51. Travel/Use of Military Facilities	CAPR 76-1
52. Uniform/Grooming Standards	CAPM 39-1
53. Vehicle Issues	CAPR 174-1/77-1

## **ATTACHMENT-L OPERATIONAL CAPABILITIES**

Civil Air Patrol is the official civilian auxiliary of the United States Air Force, when performing AFAMS. All members are volunteers and receive no pay.

### **Operational Mission Capabilities**

- Professionally trained and National Incident Management System (NIMS) qualified personnel capable of serving at all levels in the Incident Command System
- Affordable, low cost, rapid response capability
- Units in all 50 states, Puerto Rico and the District of Columbia.

### **CAP Assets**

- Over 550 aircraft
- Over 900 ground vehicles
- Over 10,000 VHF-FM and HF Radios
- Nation-wide fixed radio repeater network
- Over 130 portable (tactical) repeaters
- Airborne repeater capabilities
- Over 900 trained ground teams
- 500 Professionally trained Chaplains
- Over 60,000 members

## **Mission Capability Details**

- Airborne reconnaissance of borders, ports, coastal areas, and critical infrastructure as “presence” missions
- Airborne damage and impact assessments; support to disaster recovery operations
- Ground teams capable of disaster assessment, disaster recovery support, and augmentation to civil and military authorities
- Aerial transport capability (personnel, equipment, blood, tissue, and customer-supplied sensors)
- National fixed and mobile communications capability
- Chaplain and Critical Incident Stress Management support

To learn more contact the National Operations Center.

### **Civil Air Patrol National Operations Center:**

Phone: 1-888-211-1812 Extension 300

FAX: 1-800-555-7902

E-Mail: [opscenter@capnhq.gov](mailto:opscenter@capnhq.gov)

Website:

[http://capmembers.com/emergency\\_services/operations/index.cfm](http://capmembers.com/emergency_services/operations/index.cfm)

## **ATTACHMENT-M    EMERGENCY SERVICES**

Growing from its World War II experience, the Civil Air Patrol has continued to save lives and alleviate human suffering through a myriad of emergency-services and operational missions.

### **Search and Rescue**

Perhaps best known for its search-and-rescue efforts, CAP flies more than 90 percent of all federal inland search-and-rescue missions as directed by the Air Force Rescue Coordination Center at Tyndall Air Force Base, FL. Outside the continental United States, CAP supports the Joint Rescue Coordination Centers in Alaska, Hawaii and Puerto Rico. Just how effective are the CAP missions? Approximately 100 people are saved each year by CAP members!

### **Disaster Relief**

Another important service CAP performs is disaster-relief operations. CAP provides air and ground transportation and an extensive communications network. Volunteer members fly disaster-relief officials to remote locations and provide manpower and leadership to local, state and national disaster-relief organizations. CAP has formal agreements with many government and humanitarian relief agencies including the American Red Cross, Federal Emergency

Management Agency, Federal Aviation Administration, National Transportation Safety Board and the U.S. Coast Guard.

### **Humanitarian Services**

CAP flies humanitarian missions-usually in support of the Red Cross-transporting time-sensitive medical materials including blood and human tissue, in situations where other means of transportation are not available.

### **Air Force Support**

It's hardly surprising that CAP performs several non-combat missions in direct support of the U.S. Air Force. Specifically, CAP conducts light transport, communications support, and low-altitude route surveys. CAP also provides orientation flights for AFROTC cadets. Joint U.S. Air Force and CAP search-and-rescue exercises provide realistic training for missions.

### **Counterdrug Operations**

CAP joined the "war on drugs" in 1986 when, pursuant to congressional authorization, CAP signed an agreement with the U.S. Air Force and U.S. Customs Service offering CAP resources to help stem the flow of drugs into and within the United States. Note: CAP does not perform and law enforcement function.

## **ATTACHMENT-N    AEROSPACE EDUCATION**

CAP's aerospace education efforts focus on two different audiences: volunteer CAP members and the general public.

Aerospace educators at CAP's National Headquarters at Maxwell Air Force Base, Ala., provide current materials that reflect the highest standards of educational excellence. Aerospace education is divided into two parts: internal and external.

### **Internal Aerospace Education Program**

The internal aerospace education program has two parts as well: cadet and senior.

Cadets complete aerospace education as one of the requirements to progress through the achievement levels of the cadet program.

Senior members have a responsibility to become knowledgeable of aerospace issues and the AE program that CAP provides. They are further encouraged to share the information obtained with their local communities and school systems.

The programs ensure that all CAP members (seniors and cadets) have an appreciation for and knowledge of aerospace issues.

## **External Aerospace Education Program**

CAP's external aerospace programs are conducted through our nation's educational system.

Each year, CAP sponsors many workshops in states across the nation, reaching hundreds of educators and thereby thousands of young people. These workshops highlight basic aerospace knowledge and focus on advances in aerospace technology. CAP's aerospace education members receive free aerospace education classroom materials which meet national curriculum and Science, Technology, Engineering and Mathematics (STEM) education standards.

## **Aerospace Education Program Provides**

Aerospace Connections in Education (ACE) Program for grades K-6: The ACE Program uses the aerospace theme to promote academics, good character and physical fitness to live a healthy and drug-free lifestyle to young students.

The Aerospace Education Excellence (AEX) Program for grades K-12: Inquiry-based program aligned with national learning standards used to enhance science, technology, STEM curriculum and career interest.

Teacher Orientation Program (TOP) Flights: Provides teachers throughout the country with a real flying

experience to aid in promoting the importance of aerospace education in the classroom.

To learn more about CAP's aerospace education programs, products and other resources available to our members, go to [www.capmembers.com/ae](http://www.capmembers.com/ae).

For information about joining as an aerospace education member (AEM) and to join online, go to [www.capmembers.com/joinaem](http://www.capmembers.com/joinaem).

## **ATTACHMENT-O CADET PROGRAMS**

While there are many youth oriented programs in America today, CAP's cadet program is unique in that it uses aviation as a cornerstone. Thousands of young people from 12 years through age 21 are introduced to aviation through CAP's cadet program.

The program allows young people to progress at their own pace through a 16-step program including aerospace education, leadership training, physical fitness and character development. Cadets compete for academic scholarships to further their studies in fields such as engineering, science, aircraft mechanics, aerospace medicine, meteorology, as well as many others.

Those cadets who earn cadet officer status may enter the Air Force as an E3 (airman first class) rather than an E1 (airman basic).

Whatever a youth's interests-survival training, flight training, photography, astronomy-there's a place for them in CAP's cadet program. Each year, cadets have the opportunity to participate in special activities at the local, state, regional or national level.

Many cadets will have the opportunity to solo fly an airplane for the first time through a flight encampment or academy. Others will enjoy traveling abroad through the International Air Cadet Exchange Program. Still others assist at major air shows throughout the nation.

**ATTACHMENT-P MY UNIT ASSETS**

**Radio Assets:**

	<b>HF</b>	<b>VHF</b>	<b>UHF</b>	<b>Computers</b>
Fixed Land:	_____	_____	_____	_____
Mobile:	_____	_____	_____	_____
Air:	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

**Notes:**

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**Surface Vehicles:**

**Vans:**

7 PAX \_\_\_\_\_ 12 PAX \_\_\_\_\_ 15 PAX \_\_\_\_\_

Tag Number: \_\_\_\_\_

**Trucks/SUVs:** \_\_\_\_\_

Tag Number: \_\_\_\_\_

**Sedans:** \_\_\_\_\_

Tag Number: \_\_\_\_\_

**Trailers:** \_\_\_\_\_

Tag Number: \_\_\_\_\_

**Other:** \_\_\_\_\_

Tag Number: \_\_\_\_\_

**TOTAL:** \_\_\_\_\_

**Corporate-Owned Aircraft:**

Type (172, 182 etc...):

Type: \_\_\_\_\_ Tail Number: \_\_\_\_\_

Location: \_\_\_\_\_

Type: \_\_\_\_\_ Tail Number: \_\_\_\_\_

Location: \_\_\_\_\_

**Private-Owned Aircraft:**

Type: \_\_\_\_\_ Tail Number: \_\_\_\_\_

Owner: \_\_\_\_\_

Location: \_\_\_\_\_

Type: \_\_\_\_\_ Tail Number: \_\_\_\_\_

Owner: \_\_\_\_\_

Location: \_\_\_\_\_

**Building/Facility:**

STREET: \_\_\_\_\_

CITY: \_\_\_\_\_

STATE: \_\_\_\_\_ ZIP CODE: \_\_\_\_\_

BUILDING PHONE: \_\_\_\_\_

**Contact Number of Facility Owner/Manager:**

STREET: \_\_\_\_\_

CITY: \_\_\_\_\_

STATE: \_\_\_\_\_ ZIP CODE: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_

WORK PHONE: \_\_\_\_\_

CELL PHONE: \_\_\_\_\_

E-MAIL: \_\_\_\_\_









Citizens Serving Communities

[www.capmembers.com](http://www.capmembers.com)