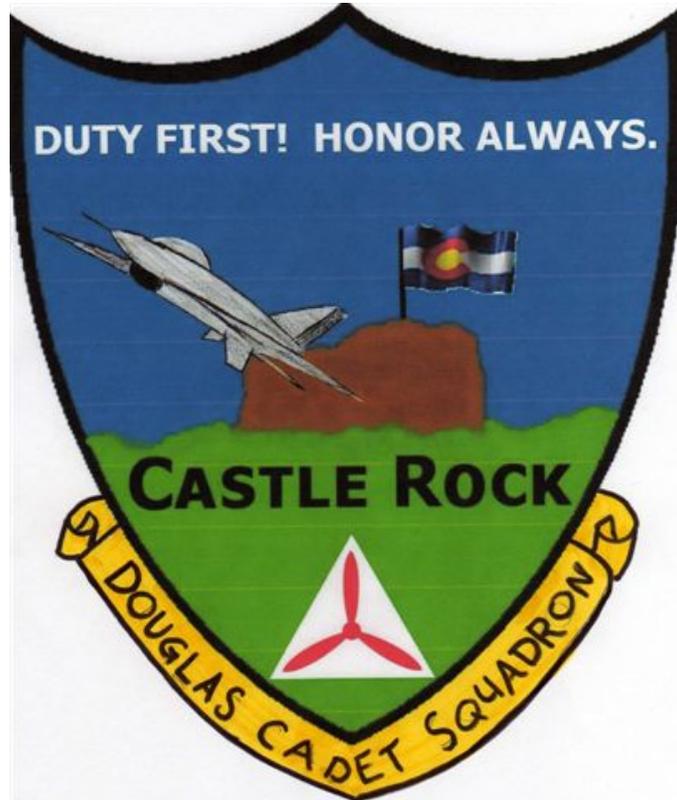


Douglas Cadet Squadron
COLORADO WING, CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
6420 Peerless Farms Rd
Peyton, CO 80831

Douglas Cadet Squadron Operating Procedures



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Introduction

At Douglas Cadet Squadron we adhere to all regulations and manuals of Civil Air Patrol while supporting development and integration of the Core Values. This Standard Operating Procedure manual will provide supplementation and clarification to the appropriate National policies as implemented at the squadron level.

A handwritten signature in black ink, appearing to read "Erin Ashby". The signature is fluid and cursive, with a long horizontal stroke at the end.

Erin L. Ashby, Lt Col, CAP
Commander

Douglas Cadet Squadron Vision

Douglas Cadet Squadron is dedicated to building tomorrow's leaders and outstanding citizens, ready to serve the community and nation as visionary leaders of action and moral integrity.

Douglas Cadet Squadron Mission

It is the mission of the Douglas Cadet Squadron to develop competence our community's youth in the areas of leadership, aerospace knowledge, volunteer service; instilling in them a sense of integrity, a desire to be excellent and help them develop the crucial life skills of self-management, self-discipline, strong work ethic, and respect for one another.

Communication

1. Email Communications
 - a. Much of the world's communication is now being done electronically via email. You can expect vital information and documents to come in the form of email. You should be checking for these notices at least twice a week in order to not miss any important information.
 - b. You can expect that any email sent to you will NOT have a deadline for action sooner than 3 days away.
 - c. If a decision is made at one meeting to cancel the following meeting, you may receive an email instead of a phone call the following day, notifying you of the cancellation the following week.

2. Phone Communications
 - a. If there has been a change in plans for the meeting, your element leader or supervisor will call you as soon as possible in advance of the meeting to let you know of any changes.
 - b. The exception to the above rule is in the event of inclement weather (heavy snow or icy rain) your element leader or supervisor may call you the day of the meeting with a cancellation notice.
 - c. If you are going to be absent, you are responsible for calling your element leader or supervisor no later than the day of the meeting to let them know you will not be there. Failure to communicate may result in being marked with an un-excused absence, which reduces your active attendance percentage necessary for promotion.

Safety

1. Operational Risk Management (ORM)
 - a. All staff members will consider all environmental risks (weather, facilities, etc.) before undertaking any activities.
 - b. All staff members will also consider human risk factors when designing and implementing activities. For example, they will consider where the humans engaging in the activity may make decisions that put themselves at risk.
 - c. The above risks will be announced to all participants as dictated by need before the activity.

2. General Safety at Weekly Meetings
 - a. All members will know where the fire extinguishers and emergency exits are.
 - b. While drilling in the parking lot, the cadets will stay within the lighted area, especially when in BDUs.
 - c. Cadets will not run down or up the stairs. Cadets will step on each step when using the stairs.
 - d. When marching to the church from the middle school, cadets will adhere to all traffic signals.
 - e. Cadets will dress appropriately for weather conditions. Jackets and gloves will be worn in the winter. A light jacket is highly recommended in summer as a precaution. These items will be brought to the meetings and worn if necessary.
 - f. A water bottle is recommended at each meeting. Water fountains are available for use. When participating in Physical Training at Castle Rock Middle School, all cadets will bring a water bottle.

3. Mishap Reporting
 - a. A mishap is *"any unplanned or unsought safety event, or series of events, that result in or has the potential to cause death or injury to personnel, or damage to equipment or property"*. All mishaps or suspected mishaps must be reported. There is no such thing as a mishap being "too minor" to report.
 - b. In the event of a mishap, and if appropriate, call 911 and render first aid to any injured personnel. Any member rendering first aid should only provide first aid within the level of their training or abilities until qualified medical personnel are available.
 - c. Mishap Reporting Procedures
 - i. Cadets involved in or witnessing any mishap should immediately inform a senior member.
 - ii. Senior members that are informed of any mishap, involved in any mishap, or witnessing any mishap should immediately contact the Officer in Charge (OIC) of the activity, the safety officer, or the commander.
 - iii. **ACTIVITY OIC, SAFETY OFFICER OR COMMANDER** – Any of these members receiving the notification should inform the other two and then contact the wing commander and the wing safety officer by phone prior to submitting an online mishap report in e-services. For mishaps involving death or serious injury, contact the wing commander immediately. The wing commander

will determine if National Operations Center notification is necessary based on the nature and severity of the mishap. In any case, contact the wing commander as soon as possible. The unit commander is responsible for ensuring that appropriate notifications are made and that the online mishap reporting is completed and submitted within forty-eight (48) hours of the mishap. *(No Exceptions!)*

iv. While submitting the online Mishap Report pay special attention to the following:

a) It must be completed within 48 hours of the mishap and after the following people are called: wing commander, wing safety officer, unit commander, and unit safety officer. A short email notification of the submission shall be sent to the group commander.

b) Only members that have completed the online mishap reporting training may submit mishaps.

c) Narrative portions of the report shall not contain identifying information. That information is contained in a different section, for example under “Add Person to Mishap”

Promotions

1. The following procedures will be used by all cadets requesting promotion:
 - a. When a cadet desires to be promoted it is his/her responsibility to request that a form 50 be done on him/herself by his/her immediate supervisor.
 - i. For Cadets working on the Curry achievement: he/she will request the form 50 to be done on him/herself and the supervisor will walk the cadet through the sections requiring the cadet's input on themselves.
 - ii. For cadets working on any achievement, Arnold and above: he/she will request his/her form 50 by completing the portion that requires the cadet's perspective before submitting it to his/her supervisor for completion.
 - b. The supervisor then has seven (7) days to finalize the cadet's form 50, review it with the Deputy Commander for Cadets or Leadership Officer, and review it with the cadet. In the event that the supervisor fails to do this, the cadet shall take the form 50 up the chain of command for completion.
 - c. Once the form 50 has been completed and reviewed with the cadet requesting the promotion, it will then be submitted to the Personnel Officer for a file/e-services check and processing of promotions requirements. The Personnel Officer will complete the review within seven (7) days of the request and the promotion will be done, and dated at that time.
 - d. It is the cadet's responsibility to complete the form 50 in advance so that he/she will be promoted when desired. For example, if the cadet thinks he/she will complete all his/her promotion requirements on the next PT night then he/she should request the form 50 one-week prior and submit the PT completion and form 50 to the commander for promotion the following week.
 - e. Promotions will normally not be done the same week they are requested, nor will they be back dated due to lack of planning.
 - f. Cadets may check their promotion status on e-services to see what they still need to complete for promotion. This would not include the additional promotion requirements outlined in the next section.
2. Additional promotion requirements:
 - a. Operational Security Awareness Training (OPSEC):
 - i. OPSEC is required of all members of Civil Air Patrol regardless of grade. It is designed to teach awareness of information protection. The training consists of a MS Power Point presentation on CAP University online.
 - ii. In order to complete the national requirement, Douglas Cadet Squadron requires that all members take OPSEC prior to achieving the Curry Award for Cadets and Level I for Senior Members.
 - b. Safety Training
 - i. All members are required to take Introduction to Safety prior to earning the Curry Award for Cadets and Level I for Seniors. It can be found in e-services under CAP Safety Education.

ii. Operational Risk Management (ORM) is a systematic way of looking at risks Civil Air Patrol members face in their duties. It is designed to help reduce risks and optimize resource usage. Learning Basic ORM will assist the member in thinking critically about safety risks and help the organization create a safety culture. The ORM courses and quizzes are available at www.gocivilairpatrol.com under Safety or at www.capmembers.com/orm. ORM training is required of all staff members (Cadet and Senior) at all Wing, Region, and National activities. In order to facilitate a safety culture, encourage members to participate as staff at activities, and assist members in getting the requirements accomplished, the following additional promotion requirements will be applied:

- a) Basic ORM is to be accomplished prior to the Wright Brothers for Cadets, Level I for Senior Members, or attendance at a Wing, Region, or National activity, whichever comes first.
- b) Intermediate ORM is to be accomplished prior to the Mitchell Award for Cadets, Level II for Senior Members, or attendance as staff at a Wing, Region, or National activity, whichever comes first.
- c) Advanced ORM is to be accomplished prior to the Earhart Award for Cadets, Level III for Senior Members, or being assigned a commander or project officer of a Wing activity.

iii. All Cadets and Seniors that have achieved past the designated awards without the additional requirements will have six months or prior to his/her next Achievement/Award to complete the requirements, whichever comes first.

c. Equal Opportunity Training

i. This training is an overview of the non-discrimination policies of Civil Air Patrol. It is required of all members of Civil Air Patrol regardless of grade.

ii. Senior members are required to complete prior to finishing Level 1.

iii. Cadets are required to finish this training prior to earning the Arnold Award.

d. These additional requirements can be done at any time and can be found on the www.gocivilairpatrol.com website.

3. Online Testing

a. Cadets entering the program after 1 July 2010 will enter the online testing program with the new leadership books, Learn to Lead.

b. All cadets will take their Aerospace tests online after 1 July 2010.

c. Cadets in the old program may transition to the new program (with online testing) at any time or may remain in the old program until they reach a milestone award (Wright Brothers or Mitchell).

d. Cadet Officers will continue to do their leadership tests in person at the unit.

- e. All milestone tests will be done in person at the unit.
 - f. Cadets that need to test in person must sign up with the testing officer one week prior to the requested test date. Cadets may not request a test and take the test in the same meeting. Cadets must plan in advance to take their tests and prepare appropriately.
 - g. Cadets that fail a milestone award test must wait two weeks before retesting.
4. Review of non-testing promotion requirement material (written essays, SDAs , and speeches)
- a. Armstrong and Eaker Essay and Speech will be evaluated by the Leadership Officer. The cadet is responsible for submitting the essay with an evaluation sheet to the Leadership Officer. In the event the Leadership Officer is not available, the essay will be submitted to the Deputy Commander for Cadets for review or assignment. The SM will have 7 days to complete the review and return to the cadet for corrections and feedback review. Speeches will be coordinated through the Cadet Commander for time in the schedule. The cadet will then give the Leadership officer (or Deputy Commander for Cadets) a Speech critique form and make the SM aware of the presentation time.
 - b. Staff Duty Analysis (SDA) will be reviewed by the Leadership Officer and by the office of primary responsibility (OPR) the cadet is studying. (i.e. if the cadet is doing the Public Affairs SDA then a copy goes to the PAO). A copy shall also be sent to the Deputy Commander for Cadets. These can be submitted electronically or paper copy. The SMs will have 7 days to review and give corrections. The corrected copy can then be printed by the cadet, signed by the Leadership Officer, and given to the Admin Officer for recording and filing.
5. Civil Air Patrol is a leadership laboratory which means that cadets must practice and demonstrate the leadership principles they are learning in the manuals. Passing tests is not enough to ensure adequate integration of the material. Cadets Master Sergeant and above must apply for and participate in staff positions to be eligible for promotions. They must also satisfactorily complete the positions requirements as outlined in the expectations section of this SOP to be eligible for promotion.

Attendance

CAP Regulation 52-16 requires that cadets participate actively in their local unit if they are to progress in the cadet program.

1. “Actively” is defined as an attendance of 70% or over at regular meetings for cadets in flight.
2. Unexcused absences may be cause for termination per CAPR 35-3.
 - a. For an absence to be excused, the cadet must contact their flight staff or immediate supervisor prior to the meeting or as soon as the absence is anticipated, who will then mark the cadet excused on the sign-in sheet.
 - b. Long-term absences, such as becoming inactive for a few months due to sports participation may be handled by placing a letter in the cadets file requesting the absence and including the cadet’s anticipated return.
 - c. Active participation is required before the cadet may participate in outside activities such as Encampment, Cadet Competition, Orientation rides, etc.
 - d. Promotions may be withheld at the discretion of the commander due to lack of active participation
3. It is the responsibility of the cadet to communicate attendance issues clearly with his/her chain of command to ensure proper credit.
4. Members who fall below 40% attendance will be sent a letter informing them of their status. If a response is not received within two weeks the cadet will be transferred to the holding unit until he/she returns to active participation or fails to renew membership.
5. Cadet staff members are crucial to the success of the cadet program. They are necessary to training the younger cadets and to exercise the leadership skills they are learning in the manuals. Attendance for cadet staff members is 90%. This is calculated including excused absences. In the event a cadet staff member falls below the 90%, he/she will discuss a plan to improve attendance with the Cadet Commander and the Deputy Commander for Cadets. If the low attendance is not corrected, the cadet will forfeit his/her staff position. The cadet may reapply for another staff position when there is an opening once the attendance is improved.

Expectations

This section will cover the expectations of the cadet staff positions within Douglas Cadet Squadron. A cadet accepting a staff position is agreeing to perform to these standards. In the event that a cadet does not perform up to the expectations he/she will discuss with his/her supervisor how he/she can improve. If the cadet is unwilling to put forth the effort in learning his or her role or performing the job, then he or she may be replaced at the discretion of the commander.

Cadet Commander

For successful completion of the term of Cadet Commander, the following expectations must be met:

1. Provide clear purpose and direction, mentoring the cadet staff while not doing their jobs for them. In the event a staff member does not complete his/her job, the Cadet Commander may fill in.
2. Select cadet staff with the input and approval of the Commander and the Deputy Commander for Cadets.
3. Serve as a role model for other staff members by always being prepared, planning ahead, proper wear of the uniform and exemplary drill, ceremonies, customs, and courtesies.
4. Plan and maintain a quarterly schedule including details of flight time as gathered from the flight commanders, if they are deviating from the Entry Flight Program or the Airman Program, and from the NCO Flight Commander. In the event the Flight Commanders do not provide their flight time plans, the Cadet Commander must give them the outline of the goals they must complete during flight time.
5. Communicate clearly between staff members and senior members. This should include, but is not limited to weekly squadron emails no later than Thursday prior to the meeting, inform senior members of difficulties, and phone calls to staff members if email communication is poor.
6. Set concrete, reachable goals for the squadron each year. Evaluate the movement towards those goals and problem solve with Senior advisors ways to overcome challenges. Assist flight commanders in setting learning objectives for their flight time and goals for their flights that support the squadron goals.
7. Set expectations of staff members including specific job duties and responsibilities, in addition to those outlined here.
8. Appoint project officers for cadet activities. Work with them to ensure proper planning and execution. Promote wing and group activities through email and at the meetings.
9. Be a member of the Venture Crew 1157.

Cadet Deputy Commander

For successful completion of the term of Cadet Deputy Commander, the following expectations must be met:

1. Serve as a role model for other staff members by always being prepared, planning ahead, proper wear of the uniform and exemplary drill, ceremonies, customs, and courtesies.
5. Communicate clearly between the Cadet Commander, staff members and senior members. At all times, you represent the Cadet Commander and are presumed to speak on his or her behalf. Make sure you run all ideas and activities through the Cadet Commander before carrying them out.
6. Assist the Cadet Commander in mentoring and monitoring the flight staff. Help ensure they understand the scope of their responsibilities and help them grow as leaders.
7. As Deputy, you are involved in nearly every aspect of cadet life in the squadron. The Cadet Commander will therefore call for your perspective when assigning staff positions, creating policies, planning events, etc. Be prepared to offer constructive feedback on the cadet staff, cadets in the squadron and squadron as a whole.
7. Act as Cadet Commander in the current Cadet Commander's absence.
8. Perform any additional duties assigned by the Cadet Commander with excellence and punctuality.

Flight Commander

For successful completion of the term of Flight Commander, the following expectations must be met:

1. Provide direction, guidance, feedback, and focus to the cadets.
2. Provide instruction for cadets in the areas of drill, leadership, aerospace, and uniform wear, in addition to other duties as assigned by the Cadet Commander.
3. Serve as a role model for cadet members by always being prepared, planning ahead, proper wear of the uniform and exemplary drill, ceremonies, customs, and courtesies.
4. Plan and maintain a quarterly schedule of lessons to be taught during flight time, if deviating from the Entry Flight Program or the Airman Flight Program. Each flight plan must have clear objectives and instruction/activities to achieve the objectives.
5. Communicate clearly between cadet members and Cadet Commander. This should include, but is not limited to weekly email and phone calls to cadet members and staff members if email communication is poor.
6. Set concrete, reachable goals for the flight each quarter. Evaluate the movement towards those goals and problem solve with Senior advisors and cadet Commander ways to overcome challenges.
7. Set expectations of flight sergeant and element leaders including specific job duties and responsibilities.
8. Coach and counsel flight sergeant, element leaders, and flight members toward goals and learning objectives with CAPF52.

First Sergeant

For successful completion of the term of First Sergeant, no longer than 12 months (at the discretion of the commander), the following requirements must be met:

1. Provide a strong influence, example, role model, and provide direction to the cadets in the following areas; instruction and enforcement of discipline, drill, ceremonies, military bearing, customs, and courtesies.
2. Maintain and reinforce the ideals and performance of the NCOs' as outlined in the leadership manual (CAPM 50-1) and Cadet Staff Handbook (CAPP 52-15)
3. Conduct squadron formations in a timely manner and in accordance with AFMAN 36-2203
4. Lead the squadron in warm-ups and stretches before CPFT
5. Do routine administrative duties such as the weekly sign-up sheet.
6. Assist the cadet commander in leading the squadron by mentoring and training the flight sergeants, teaching classes when needed, overseeing the training of the in-flight cadets, and other duties as assigned by the cadet commander.
7. Provide feedback and counsel to the Flight Sergeants regarding their performance toward goals and learning objectives outlined in CAPF 50.
8. Provide feedback to the Cadet Commander regarding the NCOs' performance and mentoring received, identifying strengths to be recognized and skill areas needing improvement.
9. Ensure that the meeting schedule is adhered to by reminding flight staff and instructors.
10. Maintain attendance accountability for excused/unexcused absences, in conjunction with the Personnel Officer.

Flight Sergeant

For successful completion of the term of Flight Sergeant, the following expectations must be met:

1. Provide clear direction, motivation, and feedback to the cadets. Tell cadets what skills they are not doing correctly and provide instruction on how to do the skill correctly.
2. Provide instruction for cadets in the areas of drill, leadership, customs and courtesies, and uniform wear, in addition to other duties as assigned by the Flight Commander.
3. Prepare the flight for inspection by helping cadets with uniform instruction and associated inspection drill.
4. Prepare the flight for formations.
5. Serve as a role model for cadet members by always being prepared, planning ahead, proper wear of the uniform and exemplary drill, ceremonies, customs, and courtesies.
6. Communicate clearly between cadet members in flight and Flight Commander. This should include, but is not limited to, phone calls to members of the flight to count attendance of cadets coming to each meeting. Excuse cadets that notified their flight staff from the meetings by writing excused on the attendance log.
7. Assist the Flight Commander carry out the flight time plans of the meeting.
8. Set expectations of element leaders including specific job duties and responsibilities.
9. Coach and counsel element leaders, and flight members toward goals and learning objectives with CAPF52.

Element Leader

This position is considered an in-flight position and not a cadet staff position for attendance and promotion purposes. For successful completion of the term of Element Leader, the following expectations must be met:

1. Provide guidance to the cadets in their element.
2. Serve as a role model for new cadet members by always being prepared, planning ahead, proper wear of the uniform and exemplary drill, ceremonies, customs, and courtesies.
3. Communicate clearly between cadet members and Flight Sergeant. This should include, but is not limited to weekly email and phone calls to cadet members if email communication is poor. Maintenance of accountability of attendance.
4. Tutor cadets in need of help with uniforms and leadership chapters.
5. Learn how to counsel flight members toward goals and learning objectives with CAPF52 in preparation for becoming a flight sergeant.

Safety NCO

For successful completion of the position of safety cadet, the following requirements must be met:

1. Provide a 10-15 minute safety briefing to the squadron on the 1st Monday of every month. This briefing should encourage and provide safety awareness while including practical ideas, techniques or reminders on how to stay safe; the goal being that cadets take action based on the information you provide.
2. Ensure that the briefings are interactive while staying on topic and keeping a professional class environment.
3. Present a copy of the briefing outline to the Senior Safety Officer for their input and approval on the 4th Monday of the week before your monthly briefing. This can be either a soft copy that is e-mailed or your notes that are either typed or handwritten. However, the safety cadet may decide to change the briefing to a 'recently developed' topic that is more pertinent or important they may do so and present the updated briefing outline at the beginning of the meeting.
4. Lead the squadron in identifying safety threats before EVERY activity or environment change. This usually takes 1 minute and with the goal that all cadets become aware of and think about any dangers/safety threats involved in the activity.
5. Set an example of concern for safety and of following safety rules.

--For resources on safety read the monthly 'Safety Sentinel' that NHQ publishes-
<http://level2.cap.gov/index.cfm?nodeID=5182>.

The following positions are support positions. If the cadet assigned to the position is an NCO then he/she will remain in Alpha Flight practicing other leadership skills in addition to the support duties. He/she will be considered a flight member for attendance and promotion calculations. If the cadet assigned to the position is a cadet officer, then he/she is considered a full staff member for promotion and attendance purposes.

Logistics NCO/Officer

For successful completion of the term of Logistics NCO/Officer, the following expectations must be met:

1. Responsible for assisting the Senior Supply Officer with all matters pertaining to supply. Supply is equipment used to conduct weekly meetings and activities outside of meetings.
2. Inventory squadron property: uniform parts, hole punchers, color guard equipment, etc.
3. Monitor inventory of chevrons, ribbons, patches and other items in the squadron supply box.
4. Provide customer service to the members of the squadron since, every squadron member must go through the Logistics NCO/Officer to retrieve anything from the supply closet.
5. Forward quarterly list to Senior Member Logistics Officer of supplies that need to be replenished or replaced.
6. Maintain an orderly and organized storage area for all Squadron equipment.
7. Understand the Cadet Uniform Program (http://www.capmembers.com/cadet_programs/new_cadet_help/cadet_uniforms.cfm) so you can answer questions and assist cadets as needed.
8. Issue uniforms to new cadets and squadron members, primarily BDU's but also blues, as available or as needed (i.e. second set of blues for encampment.)
9. Fulfill any additional duties as assigned by the Logistics Officer.

Activity NCO/Officer

For successful completion of the term of Cadet Activity NCO/Officer, the following requirements must be met:

1. Maintain a calendar of upcoming activities at the squadron, group, wing, and national level and pass on information and reminders about upcoming events to the squadron.
2. Talk to cadets with in the squadron and find out what activities they're interested in doing and communicate your findings up your chain of command at least monthly.
3. Conduct a quarterly briefing informing cadets of upcoming special activities. The presentation should include the name and function of the activity, prerequisites for attendance, and the activity's application process.
4. The activity NCO does not need to be the PoC for every unit activity, but should work *with* the PoC to formulate a plan for the activity. The Activity NCO will have sample OPS Plans, outlines and planning sheets to assist the PoC as necessary.
5. The activity NCO will ensure that there is at least one activity per quarter for cadets to participate in. This includes activities from other squadrons, groups, etc.
6. The activity NCO should assist the O-ride Coordinator in informing the squadron of upcoming orientation flights and maintain a historical log to ensure the fair selection of participants. The goal is to have new cadets receive a flight in the first six months of membership.
7. In reference to CAPP 216, "CAP is supposed to be fun." The activity cadet is to plan and provide a fun activity for each 5th Monday meeting. These meetings should

incorporate an enjoyable activity into the cadet program to instill the growth of friendship and teamwork amongst cadets and senior members.

8. Look for opportunities to provide service to our community. Encourage cadets to receive the cadet community service ribbon.

Drug Demand Reduction NCO/Officer

For successful completion of the term of Cadet Public Affairs NCO/Officer, the following requirements must be met:

1. Read Civil Air Patrol's DDR program materials.
2. Help promote drug awareness at meetings and public events through briefings.
3. Give a drug awareness brief once each quarter.
4. Fulfill any additional duties assigned by the Senior DDR Officer.

Public Affairs NCO/Officer

For successful completion of the term of Cadet Public Affairs NCO/Officer, the following requirements must be met:

1. Read CAPR 190-1 *Civil Air Patrol Public Affairs Program*.
2. Help maintain squadron websites/webpages as directed by Senior Staff.
3. Maintain a monthly newsletter reviewing squadron activities and growth. Submit to the Senior Public Affairs Officer by the last Monday of the month, to be distributed on first Monday of the following month.
4. Become familiar with local media organizations, and submit 1 article per quarter to one of these associations through the Senior PAO. The article should report on the facts and significance of a recent squadron event or activity.
5. The primary focus for the public affairs cadet is squadron recruiting and retention. In all public relations, the NCO is to provide squadron information such as meeting location and time.
6. Fulfill any additional duties assigned by the Senior PA Officer.

Administrative NCO/Officer

For successful completion of the term of Cadet Administrative NCO/Officer, the following expectations must be met:

1. Responsible for assisting the Cadet and Senior staff with squadron paperwork. Paperwork is defined as not only traditional paperwork (i.e. blank CPFT forms,) but also electronic databases, trackers, and spreadsheets. The cadet may be asked to file records or enter data into a computer as necessary.
2. Responsible for assisting the Senior Personnel Officer with maintaining Squadron Cadet Master Records. Although much is tracked electronically, the squadron still needs to maintain CPFT scores, written tests, drill tests, promotion forms, and meeting excusal letters, for example.
3. Maintain adequate supply of paper forms including: speech and essay critiques, CPFT score sheets, and membership applications by informing Senior Staff when copies are running low.
4. We cannot assume all cadets have access to online forms. Squadron must have supply of common forms: CAPF-50, CAPF-2A, etc. It is the job of the Administration

NCO/Officer to make sure the squadron has an ample supply of these forms on hand. He/she will inform the Senior staff of what forms need copying and the number needed.

5. Supply cadets with CPFT score sheets on fitness testing night and inform Senior staff when more copies are needed.
6. Instruct Cadets how to access Squadron website, e-Services, and how to download CAP publications from www.gocivilairpatrol.com and assist cadets in using e-Services and accessing test and study materials as needed.
7. Fulfill any additional duties assigned by the Senior Administration officer.

Physical Training NCO

For successful completion of the position of PT cadet, the following requirements must be met:

1. Assist the First Sergeant in carrying out and maintaining the squadron's PT program in accordance with CAPP 52-18.
2. Assist the First Sergeant and flight staff in conducting the CPFT meeting as efficiently as possible.
3. Run PT formations and warm-up and stretching for the squadron on CPFT nights as directed.
4. Ensure that each flight has a copy of CAPP 52-18 and the CPFT score sheet at each CPFT meeting.
5. Mentor and educate cadets in physical fitness.

Cadet Advisory Council Representative

For successful completion of the position of CAC Representative and award of the CAC ribbon, the following requirements must be met:

1. Attend or participate (via teleconference or Skype) in 70% of CAC meetings.
2. When not attending meetings, submit a report to the Chairperson and Senior Advisor.
3. Participate in 1 CAC committee.

Promotions may be withheld if successful growth towards the completion of the above skills is not being made. Progress in a leadership role is vital to progression in the cadet program. This outline is designed to provide clear expectations for the cadets serving in the various staff positions. With proper expectations the cadets can decide if they are up to the challenge of each position and use this document to provide focus on their own goals, resulting in a very rewarding and valuable experience.

Each position is subject to review at any time at the discretion of the Cadet Commander or Squadron Commander. When deficiencies are noted, ample instruction and opportunity will be given for correction and improvement, if the appointee chooses not to put adequate effort into change and growth, he/she may be removed at the discretion of the Squadron Commander.

Memory Work

Cadet Oath: “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.” *Sir, Ma m, Chief, or Sergeant*

Cadet Honor Code: “We will not lie, steal, or cheat, nor tolerate among us anyone who does.”

Core Values: Integrity, Volunteer Service, Excellence, & Respect (TIP: it spells IVER)

CAP Motto: Latin: “**Semper Vigilans**”—English: “Always Vigilant” *Sir, Ma m, Chief, or Sgt*

The Three CAP Missions:

1. Cadet Programs
2. Aerospace Education
3. Emergency Services

CAP Mission Statement: “To serve America by developing our nation's youth; performing local, state and national missions; and informing our citizens about the importance of aerospace education.” *Sir, Ma m, Chief, or Sgt*

Definition of Leadership: Leadership is 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. *Sir, Ma-m, Chief, Sgt*

Military Discipline: “The mental attitude and state of training which renders obedience instinctive under all conditions. It is founded upon respect for and loyal cooperation towards properly constituted authority.” *Sir, Ma m, Chief, or Sgt*

Chain of Command:

Commander in Chief: President

Secretary of Defense: The honorable

Chairman, Joint Chiefs of Staff:

National Commander: Maj Gen

Region Commander: Colonel

COWG Commander: Col.

Group 3 Commander:

Squadron Commander:

Deputy Commander for Cadets:

Cadet Commander:

Cadet Deputy Commander:

Cadet First Sergeant:

Flight Commander:

Flight Sergeant:

Element Leader:

Memorize Your: CAPID: _____

Squadron Charter #: RMR-CO-157

Awards Program

At DCS we strive to recognize the cadets that perform above and beyond the standard. We hold two awards ceremonies per year, in June or July and in December.

1. Annual Awards
 - a. Air Force Association Awards (Sept thru May) given at the June Awards Ceremony. Awards are for the most outstanding cadets in each category with special consideration given to cadets with an outstanding academic record. Consists of certificate and medal.
 - i. Officer
 - ii. Non-Commissioned Officer
 - b. Veterans of Foreign Wars Awards (Jan thru Dec) given at the December Awards Ceremony. Each category provides an award for the staff member that shows outstanding leadership both in the Squadron and at outside activities. Consists of certificate and medal.
 - i. Officer
 - ii. Non-Commissioned Officer
 - c. Top Tester. Given to the cadet with the highest test average in a calendar year. Consists of certificate and choice of leadership books.
 - d. Top Fitness Award. Given to the cadets that over achieve their standards by the biggest margin. Consists of certificate.
 - i. Male
 - ii. Female
 - e. Warrior Cadet. Given to the cadet that has shown the most improvement or overcome the biggest challenges to succeed. Consists of certificate.
2. Quarterly Awards (given out for the last 2 quarters at each awards ceremony)
 - a. Attendance. Given to those cadets with 100% attendance each quarter. Consists of certificate.
 - b. Honor Cadet. Given to the cadet who has demonstrated teamwork, professionalism, and a good attitude. Consists of certificate.

Physical Fitness Policy

Physical fitness is an essential part of the Cadet Program. Demonstration of fitness is necessary for advancement in the program and cadets must take an active role to be successful.

1. CAPP 52-18 is the governing manual used in fitness testing. It is also useful in outline techniques to get physically fit. PT testing is offered once a month on the second Monday of the month. This evening will consist of warm up stretches and activities, the CPFT, and team building activities. All cadets present at this meeting will participate regardless if they need a CPFT for promotion purposes.
2. In the summer months, approximately April through September, the PT meeting takes place down the street at Castle Rock Middle School. The running events will include an opportunity to run the mile or the shuttle run. In the winter months this meeting will be held at the New Hope Presbyterian, with the shuttle run being the primarily run activity due to the weather. Every effort will be made to provide 2-3 opportunities to run the mile and do the CPFT during a Saturday/Sunday in the winter.
3. If a cadet has a physical condition, temporary or permanent, that limits one or more of the CPFT events, the cadet must fill out the Cadet Physical Fitness Waiver Request found on the website or in the CAPP 52-18, and have their physician fill out the restriction. The waiver will be placed in the cadet's personnel file. If a cadet comes to a PT meeting without a Waiver form but cannot participate in the CPFT, the cadet may sit out for one meeting only, unless a physician fills out the waiver form for subsequent meetings.
4. Please direct any questions regarding this policy to the Deputy Commander for Cadets.

Senior Member Policies

DCS is a cadet squadron and the primary purpose of the senior member program is to support the cadet program. The following outlines some of the expectations for Senior Members in DCS.

1. All Senior Members will be enrolled in the specialty track of Cadet Programs in addition to their chosen specialty track. They will work towards a Technician Rating in Cadet Programs.
2. Senior Members will wear the uniform of the day that the cadets are wearing (military style) or the appropriate CAP corporate uniform. On physical fitness night, the SM may wear PT gear or BDUs, not other civilian attire.
3. SM are not required to attend every meeting unless their position requires it. When positions are selected, the SM can coordinate attendance schedules with the Deputy Commander for Cadets or Deputy Commander for Seniors.
4. SM applications are taken the second Monday of the month in conjunction with New Cadet Applications. SM then have three months to complete Level 1 and ORM Basic.
5. SM must take ORM Intermediate prior to staffing an activity outside a regular meeting.