

# ARKANSAS WING CADET PROGRAMS

## STANDARD OPERATING INSTRUCTIONS - STAFF

### Arkansas Wing Encampment



Cadet Programs, Arkansas Wing  
United States Air Force Auxiliary  
Civil Air Patrol

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# TABLE OF CONTENTS

<b>1.</b>	<b>Purpose and Intent of Operating Instructions .....</b>	<b>4</b>
<b>2.</b>	<b>Uniform.....</b>	<b>5</b>
2.1.	<i>Cadets.....</i>	5
2.2.	<i>Senior Members.....</i>	5
2.3.	<i>Banquet/Awards Ceremony.....</i>	5
2.4.	<i>Position Identifiers .....</i>	5
<b>3.</b>	<b>Administration .....</b>	<b>6</b>
3.1.	<i>In-Processing.....</i>	<i>Error! Bookmark not defined.</i>
3.2.	<i>Office Facilities .....</i>	6
3.3.	<i>Visitors.....</i>	6
3.4.	<i>Medications .....</i>	6
3.5.	<i>Forms.....</i>	6
<b>4.</b>	<b>Safety and Medical.....</b>	<b>7</b>
4.1.	<i>General.....</i>	7
4.2.	<i>Heat Stress.....</i>	7
4.3.	<i>Medical Emergencies .....</i>	9
4.4.	<i>Medical Dismissal .....</i>	9
4.5.	<i>Smoking.....</i>	9
<b>5.</b>	<b>Staff Meetings.....</b>	<b>10</b>
5.1.	<i>Positional Topics .....</i>	10
5.2.	<i>General.....</i>	11
5.3.	<i>Open Session .....</i>	11
5.4.	<i>Minutes .....</i>	11
<b>6.</b>	<b>Communications .....</b>	<b>12</b>
6.1.	<i>ISR's .....</i>	12
6.2.	<i>ISR Issuance and Usage.....</i>	12
6.3.	<i>Call Signs .....</i>	12
<b>7.</b>	<b>Inspections .....</b>	<b>14</b>
7.1.	<i>Uniform .....</i>	14
7.2.	<i>Dorm/Room Inspections .....</i>	14
7.3.	<i>Staff Quarters .....</i>	14
7.4.	<i>Facilities Inspections.....</i>	14
<b>8.</b>	<b>Merit/Demerit System .....</b>	<b>15</b>
8.1.	<i>General.....</i>	15
8.2.	<i>Administration.....</i>	15
<b>9.</b>	<b>Charge of Quarters (CQ) .....</b>	<b>17</b>
9.1.	<i>Shifts.....</i>	17
9.2.	<i>Patrols .....</i>	17
9.3.	<i>Logs.....</i>	17
9.4.	<i>Challenges .....</i>	17
9.5.	<i>Emergencies .....</i>	17
<b>10.</b>	<b>Staff Position Descriptions .....</b>	<b>18</b>
10.1.	<i>General.....</i>	18
10.2.	<i>Staff Tasks.....</i>	18
<b>11.</b>	<b>Encampment Awards .....</b>	<b>31</b>
11.1.	<i>General.....</i>	31
11.2.	<i>Presentation of Awards .....</i>	31

# **1. Purpose and Intent of Operating Instructions**

This guide is intended to help in the administration of the encampment and to ensure all reports, administrative actions and other related areas are adhered to. It will also assist future encampment commanders in setting up an encampment. Suggestions and ideas towards improving this material are greatly appreciated. It will only help to improve each future encampment. Much of this SOI is adapted from the National Encampment Training Manual.

This guide will be distributed to all senior and cadet staff. All personnel should be familiar with this guide and those specific areas they will be responsible.

## **2. Uniform**

Since the encampment is commonly held on a United States Department of Defense facility, strict adherence to CAPM 39-1, CAP Uniform Manual, will be followed. All members, both senior and cadet, are expected to be in the appropriate uniform at all required times.

### **2.1. Cadets**

Cadets will wear one of the followings uniforms during the week.

- a. Blues uniform with short sleeve shirt and no tie or ribbons. Females may wear either skirt or pants
- b. BDU's with the BDU patrol cap.

### **2.2. Senior Members**

Seniors who meet the CAP weight and grooming standards will wear the same uniform of the day (UOD) as the cadets. Members not meeting standards will wear an appropriate CAP distinctive uniform. The Encampment Commander will advise on the appropriate distinctive UOD.

### **2.3. Banquet/Awards Ceremony**

Cadets will wear ribbons for the ending ceremonies. Cadet staff may wear tie/tab is they wish. Seniors and Cadet Squadron Commanders and above are requested to wear the blue service dress uniform. Senior members may wear the blazer combination.

### **2.4. Position Identifiers**

All cadet staff will wear position identifiers above their name tag on all uniforms. All basic cadets will wear foam or felt on both sides of their collar under their insignia, to identify their flight assignment.

#### **2.4.1. Command Staff – Silver**

#### **2.4.2. Squadron Staff – Silver**

#### **2.4.3. Support Staff – Grey**

#### **2.4.4. Stan/Eval Team – Gold**

#### **2.4.5. Flight Staff**

Alpha – Red  
Bravo – Black  
Charlie – Green  
Delta – White  
Echo – Yellow  
Foxtrot – Orange  
ATF - Blue

### **3. Administration**

#### **3.1. In-Processing**

A set time will be established for the in-processing into the encampment. Staff personnel should be there prior to the in-processing time, sometimes the night before. The encampment Administrative Officer will ensure processing is accomplished. A list of encampment attendees will be provided. During in-processing dorms or rooms will be assigned. The following items must be checked during in-processing:

- a. haircut/grooming
- b. collect encampment fee
- c. ARWGF 31
- d. Required Release Forms
- e. CAP ID
- f. Medications
- g. Keys to any cadet driven POV's will be turned in
- h. Completion of in-processing checklist

Flight commanders and Tactical Officers will assist in bunk assignments for the flights. These assignments will be turned in at the first nightly staff meeting.

#### **3.2. Office Facilities**

An Encampment Administrative Office (EAO) will be established for the senior and cadet staff to use. It will be staffed at all times. Basic cadets will knock to enter and report upon being granted entrance. Senior or cadet staff should recognize the cadet upon entering and determine what they need. Charge of Quarters (CQ) will staff the EAO at night.

#### **3.3. Visitors**

All visitors to encampment will report to the EAO and sign-in. Non-CAP personnel will be assigned escorts. The encampment commander, deputy commander or commandant of cadets should be advised when there are visitors.

#### **3.4. Medications**

All prescription medications will be turned into the Medical Officer during in-processing. All prescription meds must have the cadet's name printed on the label with proper dosage instructions in addition to written parental instructions. Proper use and dosage of this medication will be noted in the medical log. This will be done for both prescription and non-prescription meds administered by the Medical Officer. Certain conditions may exist which require the cadet to keep their medication with them; these conditions will be noted by the Medical Officer in the medical log. The Medical Officer is responsible for supervising all self-administration of cadet medications.

#### **3.5. Forms**

The following forms will be used during the encampment.

- a. In-Processing Checklist (ARCAP Form E2).
- b. Medical Log (ARCAP Form E3).
- c. Uniform Inspection Form (ARCAP Form E4).
- d. Daily Building Inspection Form (ARCAP Form E5A and E5B).
- e. Building Inspection Form (ARCAP Form E6).
- f. Vehicle Log (ARCAP Form E7).
- g. Charge of Quarters Log (ARCAP Form E8).
- h. Incident Report Form (ARCAP Form E9).
- i. Encampment Critique Sheet (ARCAP Form E10).
- j. Merit/Demerit Form (ARCAP Form 341).

## 4. Safety and Medical

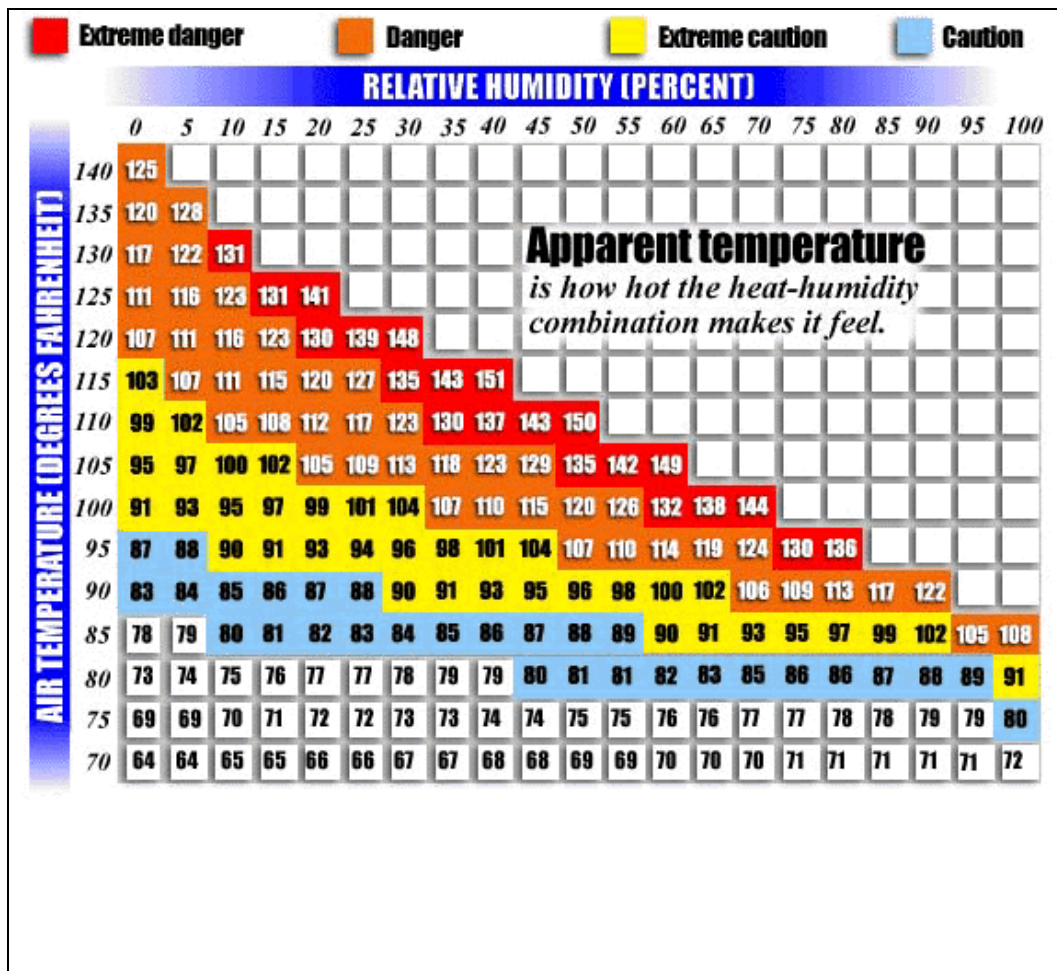
### 4.1. General

The safety of all participants will be considered the primary importance during all encampment activities. No actions will be taken which could be deemed unsafe. Encampment staff will ensure no “horseplay” occurs among flights and staff members. The Encampment Safety Officer or his/her designee will conduct safety briefings each morning. The safety briefing will include general safety precautions, site-specific precautions, and weather/outside activity precautions as related to the current operational period.

### 4.2. Heat Stress

All encampment personnel will be briefed on conditions which can lead to heat stress and it’s symptoms by the Safety or Medical Officer. Outdoor activities will be curtailed during these conditions. Physical fitness activities will be done in the morning or evening hours. Adequate water supply will be available in the flight rooms and at all activities. The Safety Officer and Medical Officer will ensure that water is available.

#### 4.2.1. Heat Index Table



## 4.2.2. Heat Flag Stages

### Black Flag -- 90° F+ WBGT

#### Stage 5

Outdoor work should be limited to critical missions only. Use a "buddy system" and have teams monitor each other's condition. Drink 2 quarts of cool water per hour. Heat stroke likely with continued exposure. **NO PROLONGED PHYSICAL EXERTION FOR CADETS.**

### Red Flag -- 88 – 89.9° F WBGT

#### Stage 4

Limit outdoor work (easy) to light work permitted. Drink 2 quarts of cool water per hour. Use a "buddy system" and have teams monitor each other's condition. Use 25% work and 75% rest\* (example: 15 minutes work with 45 minutes rest). Heat stroke possible with continued exposure.

### Yellow Flag -- 85 – 87.9 ° F WBGT

#### Stage 3

Limit outdoor work to light (easy) and medium (moderate) work. Drink 1-2 quarts of cool water per hour. Use a "buddy system" and have teams monitor each other's condition. Use 50% work and 50% rest\* (example: 30 minutes work and 30 minutes rest). Heat cramps likely. Heat stroke and heat exhaustion possible with continued exposure.

### Green Flag -- 82 – 84.9° F WBGT

#### Stage 2

Drink 1 quart of cool water per hour. Use 75% work and 25% rest\* for outdoor work (example: 45 minutes work and 15minutes rest). Heat cramps and heat exhaustion possible with continued exposure. **Bio discontinues monitoring at 1600 if in Green flag stage. If Green Flag heat stress conditions exist at the end of the duty day, shop supervisors will be required to monitor the ambient temperature, either through a thermometer or by calling base weather. When the ambient temperature drops below 95° F, the supervisor will eliminate any work/rest cycles currently in effect.**

### No Flag or White -- 78 – 81.9° F WBGT

#### Stage 1

Drink 3/4 quart of cool water per hour. Use 100% work and 0% rest\* for outdoor work (example: 60 minutes work and 0 minutes rest). Heat cramps possible with continued exposure. **Bio does not currently monitor heat stress conditions on the weekends. Shop supervisors will be required to monitor the ambient temperature, either through a thermometer or by calling base weather.**

### **4.3. Medical Emergencies**

First aid supplies will be available in the EAO and carried to all activities. The Medical Officer will be informed of all medical qualifications (i.e., 1<sup>st</sup> Aid, CPR) of any senior or cadet staff member. This information will be verified and kept by the Medical Officer and in the EAO in case of emergencies. A vehicle will be available at all times for emergency transport of personnel. Phone numbers and procedures will be posted and briefed to all staff personnel. The Medical Officer and Encampment Commander will make the decision to transport any personnel to military/civilian hospitals. Any other senior may make that decision in their absence. In any medical emergency, i.e., injury, getting sick, a senior member will immediately take charge and notify the Medical Officer notified immediately. All non-essential personnel will be directed to leave the incident area.

### **4.4. Medical Dismissal**

Any cadet or senior who is unable to fully participate in all encampment activities due to an injury or illness will be placed on the sick roster or dismissed from the encampment. Personnel will be allowed to remain on the sick roster for 24 hours for minor ailments. If they are unable to return to duty after this time, they will be dismissed from the encampment. All personnel will be assigned appropriate light duties while on the sick roster. Any exceptions to this policy will require written and medical permission and the approval of the Encampment Commander or his/her designee.

### **4.5. Smoking**

The smoking policies of the DOD facility will be strictly enforced. No smoking will be allowed in any building. A senior member smoking area will be established away from the normal cadet area. Senior members will ensure “butt cans” are used and their contents properly disposed of. In no case will the “butt can” be directly emptied into a regular trash can.

### **4.6. Fire Drills**

Fire drills will take place on a scheduled and no-notice basis. It is imperative that the encampment be familiar with building egress procedures and the final evacuation location. This means carrying out fire drills during the daytime hours, and also at least one fire drill after lights-out. The encampment commander and the safety officer will deem the number of fire drills necessary.

## 5. Staff Meetings

### 5.1. Positional Topics

#### 5.1.1. Encampment Commander

*5.1.1.1. Overall evaluation of day's activities.*

*5.1.1.2. Review next day schedule and announce any changes.*

#### 5.1.2. Commandant of Cadets

*5.1.2.1. Overall evaluation of the day's activities.*

*5.1.2.2. Identify units/cadets who have made a positive impact.*

*5.1.2.3. Identify units/cadets who need extra help.*

*5.1.2.4. Identify units/cadets for any Encampment Awards (except for cadet staff awards)*

*5.1.2.5. Ensure staff assignments are made for the next day IAW the schedule.*

#### 5.1.3. Stan/Eval OIC

*5.1.3.1. Provide input on the day's inspections*

*5.1.3.2. Identify any common problem areas to be assisted or corrected*

*5.1.3.3. Announce Honor Flight for that day*

#### 5.1.4. Tactical Officers

*5.1.4.1. Any issues that pertain to the overall performance of the flight*

*5.1.4.2. Identify cadets for any awards*

*5.1.4.3. Discuss any issues where assistance is needed.*

#### 5.1.5. Safety Officer

*5.1.5.1. Any matters pertaining to safety issues.*

*5.1.5.2. Provide input on the day's activities.*

### **5.1.6. Medical Officer**

**5.1.6.1.** *Any medical issues.*

**5.1.6.2.** *The day's sick call briefing.*

**5.1.6.3.** *Provide input on the day's activities.*

### **5.1.7. Cadet Commander**

**5.1.7.1.** *Overall evaluation of the day's activities.*

**5.1.7.2.** *Identify cadets for any awards.*

**5.1.7.3.** *Solicit input from the Cadet Deputy Commander and Cadet Squadron Commander on any issues.*

### **5.2. General**

A staff meeting will be held most nights for senior staff and cadet squadron commanders and above. Near conclusion, the cadet staff will be dismissed and the senior staff will remain for a short period. The encampment commander or his/her designee will start the meeting and ensure it is kept in an orderly manner.

### **5.3. Open Session**

After these items are discussed, the meeting will be open for general discussion. Topics covered will be appropriate for the meeting and stay focused on the essential items. Any staff member may present topics prior to the meeting.

### **5.4. Minutes**

Minutes of each staff meeting will be recorded. The Cadet Administrative Officer or his/her designee will be the recorder for all staff meetings. If there is no appointed Cadet Administrative Officer, the Cadet Executive Officer will be charged with the recording of minutes.

## 6. Communications

### 6.1. ISR's

Arkansas Wing Communications has issued 25 Icom Inter-Squad Radios (ISR) for general use by Wing Cadet Programs. These have proven to be outstanding resources and improved encampment communications by ten-fold among the staff. ISR's are low-power UHF radios used by CAP and military for basic short-range communications. ISR's are only compatible with other ISR's.

### 6.2. ISR Issuance and Usage

ISR's will be issued and signed for by serial number. The encampment commander will designate which support members should receive ISR's, while typically, flight commanders and above will receive ISR's. With the use of ISR's the chain-of-command will continue to be followed at all times. Common sense should be observed to ensure that only appropriate business is broadcast. Staff will communicate via the ISR's using current CAP communications protocol. To ensure the receiving members understand clearly who is being called, the transmitting party will announce the intended recipient's call sign twice. For example, "Charlie 3, Charlie 3, this is Charlie 1, over."

### 6.3. Call Signs

Broadcasting name and rank or any sensitive information should not be broadcast. Instead call signs should be assigned to all issued ISR's. Listed below is an example of standardized call signs for encampment staff. If this listing is not used, a revised listing will be handed out at the staff workshop and first day of encampment for staff.

Encampment Commander	Echo 1
Encampment Deputy Commander	Echo 2
Commandant of Cadets	Echo 3
Chief TAC Officer	Chief TAC
Cadet Commander	Charlie 1
Cadet Deputy Commander	Charlie 2
Cadet Executive Officer	Charlie 3
Cadet Command Chief Master Sergeant	Charlie 4
Cadet 1 <sup>st</sup> Squadron Commander	Sierra 1-1 (one – one)
Cadet 1 <sup>st</sup> Squadron First Sergeant	Sierra 1-2 (one – two)
Cadet 2 <sup>nd</sup> Squadron Commander	Sierra 2-1 (two – one)
Cadet 2 <sup>nd</sup> Squadron First Sergeant	Sierra 2-2 (two – two)
Cadet 3 <sup>rd</sup> Squadron Commander	Sierra 1 (three – one)
Cadet 3 <sup>rd</sup> Squadron First Sergeant	Sierra 2 (three – two)
A Flight Commander	Red 1
A Flight Sergeant	Red 2
A Flight Tactical Officer	Red TAC
B Flight Commander	Black 1
B Flight Sergeant	Black 2
B Flight Tactical Officer	Black TAC
C Flight Commander	Green 1
C Flight Sergeant	Green 2
C Flight Tactical Officer	Green TAC

D Flight Commander	White 1
D Flight Sergeant	White 2
D Flight Tactical Officer	White TAC
E Flight Commander	Yellow 1
E Flight Sergeant	Yellow 2
E Flight Tactical Officer	Yellow TAC
F Flight Commander	Orange 1
F Flight Sergeant	Orange 2
F Flight Tactical Officer	Orange TAC
Standards and Evaluations Team Leader	SET 1
Standards and Evaluations Team	SET 2
Standards and Evaluations Team	SET 3
Standards and Evaluations Team	SET 4
Standards and Evaluations Team	SET 5
Standards and Evaluations Team	SET 6
Standards and Evaluations Team	SET 7
Administration Officer	Admin
Logistics Officer	Logistics
Medical Officer	Medic 1
Cadet Medical Aide	Medic 2
Finance Officer	Finance
Public Affairs Officers	Paparazzi

## **7. Inspections**

The Tactical Officers and additional senior staff will conduct an initial inspection perform all cadets participating in the encampment. This will ensure cadets have brought all required items. Any items found which violate CAP or encampment policies may be cause for dismissal. All items found which should not have been brought to encampment will be secured in the EAO and returned to the cadet at the end of encampment. Items will be in individual envelopes, zip lock bags or boxes clearly identified for the cadet it belongs to.

### **7.1. Uniform**

The Stan/Eval team will perform daily uniform inspections of flights. The Cadet Commander may do one inspection along with the COC and Encampment Commander. This will include inspection of the cadet staff also. These inspections will use the Uniform Inspection Form ARCAP Form E4 (attachment 5). The inspection form will be turned in immediately after the evening meal so points can be tallied by the Stan/Eval team to determine honor flight. The assigned Tactical Officer will be present at all uniform inspections of their flight to take note of discrepancies so they may assist the flight in correction. The inspection forms will be maintained in the EAO and filed with the encampment reports.

### **7.2. Dorm/Room Inspections**

The barracks inspections will be performed on a daily basis by the Stan/Eval team. The inspection is done while the cadets are attending classes or training. Stan/Eval will leave post-it notes by items that are exceptional or incorrect to provide feedback to the cadets when they return to the barracks. The Stan/Eval Team will determine scoring. Forms used can be either pre-existing or custom made.

To save time, and enable the Stan/Eval team to complete the inspection in a timely manner, they can elect to score only three or four cadets per flight for inspection, while giving quick feedback to the remaining members of the flight with post-its. The Stan/Eval team should inspect the same numbered cadets, i.e. cadet 1, 5, 11 and 14 in each flight.

Common use areas should also count towards honor flight points. It is up to the Stan/Eval team, along with command approval, to determine scoring of common areas for each flight.

### **7.3. Staff Quarters**

Although not inspected, the staff quarters will be kept neat and clean at all times and may be used as a room setup template for the basic cadets. Cadet staff is expected to set standards; therefore, their quarters will not be messy or unclean. The COC will ensure the staff quarters are maintained accordingly.

### **7.4. Facilities Inspections**

All facilities to be used will have an initial inspection and final inspection by the Encampment Commander and/or Encampment Logistics Officer using the Building Inspection Form, ARCAP Form E6 (attachment 7). The initial inspection will note any discrepancies before use and ensure that the State Director is informed.

## 8. Merit/Demerit System

### 8.1. General

The discipline program adopted for this encampment will follow a merit/demerit or similar system. It is not only designed to identify undesirable cadet behavior but also to identify those cadets who perform above and beyond the call of duty. All staff members must remember the use of any discipline is to instruct the cadets and maintain a safe and orderly encampment.

Cadets attend camp to complete Phase II of the CAP Cadet Program so they may be eligible to earn the Bill Mitchell Award and become cadet officers. Encampment staff must assume the task of guiding cadets in the broadening of their moral philosophy and modes of self-discipline. Cadets will not perform duties or acts that do not benefit the overall training environment. All orders and instructions should be based on sound and timely judgment.

Any unauthorized assumption of authority by any encampment senior or cadet staff member over a subordinate which inflicts cruelty, indignity, oppression, or deprives the subordinate of any right they are entitled to (hazing) is strictly forbidden.

On-the-spot corrections are solely to instruct the cadet. Loud, dictatorial, or autocratic admonishments are not permitted. Orders issued will be with firmness and insistence upon proper execution. Cadets who fail to comply with regulations and sound orders/instructions may be disciplined by verbal admonishment, written reprimand, corrective training or dismissal from encampment.

### 8.2. Administration

All cadets will be required to maintain three copies of the Merit/Demerit Form 341 at all times. These will be surrendered upon request by any senior member or appropriate staff officer. Cadets will obtain new forms from their Flight Commander or Flight Sergeant. The following guidelines will apply for this encampment. All seniors and cadets need to be familiar with and adhere to them. The COC or Encampment Commander will resolve any questions or problems relating to these guidelines.

**8.2.1.1. Merits.** *A point or points is/are awarded to recognize outstanding or exceptional performance of duties or performance beyond normal duties. Staff members from Flight Commander and above may give merits to their respective unit only. NOTE: Staff NCOs may, and are encouraged, to recommend personnel from their units for merit citation to their respective commanding officer. In addition, staff officers may recommend, to the appropriate fellow staff officer, personnel outside of their span of control for merit citation. Each action deemed to get a merit would only be given 1 point.*

**8.2.1.2. Demerits.** *A point or points is/are imposed as a penalty for a deficiency in cadet conduct, training, or discipline. Staff members from Flight Commander and above may give demerits to their respective unit only. NOTE: Staff NCOs may, and are encouraged, to recommend personnel from their units for demerit issuance to their respective commanding officer. In addition, staff officers may recommend, to the appropriate fellow staff officer, personnel outside of their span of control for demerit issuance. Excessive Demerits. Any cadet who receives excessive demerits will be subject to counseling, review board, or dismissal from encampment. Excessive is defined as 10 or more demerits in a 24-hour period. The COC will meet with the cadet command and squadron staff to determine what action to take based on the violations. The COC will determine if counseling or dismissal from encampment is appropriate. Review Board action will be required if dismissal is considered.*

**8.2.1.3. Point System.** *The following guidelines will be used to award points for merits/demerits. They will fall under 6 categories. The category of the discrepancy will be written on the slip along with a brief explanation. Anything in the "other"*

- |                                  |                   |
|----------------------------------|-------------------|
| A. <i>Uniform Violations.</i>    | <i>1 Demerit</i>  |
| B. <i>Safety Violations</i>      | <i>4 Demerits</i> |
| C. <i>Customs and Courtesies</i> | <i>1 Demerit</i>  |
| D. <i>Memory Work</i>            | <i>2 Demerits</i> |
| E. <i>Disrespect</i>             | <i>4 Demerits</i> |
| F. <i>Other</i>                  | <i>1 Demerit</i>  |
- (...falling asleep, no slips on their possession, no canteen, disruptive in class or during meals).

**8.2.1.4.** *In this system, cadets will not be allowed to request special assignments to earn excellence points. This will require all staff officers to be attentive to both excellent and discrepancy occurrences. All staff should strive to issue equal number of excellence and discrepancy points in any given day.*

**8.2.1.5.** *All slips will be turned into the Administrative Officer immediately after the evening meals to be tallied for honor flight. A record of these will be made and the slips returned to the COC. This will be briefed at the nightly staff meetings. The COC will then meet with the Cadet Commander, Squadron Commanders, and Tactical Officers to discuss both the excellent and discrepancies items. These items will then be briefed to the Flight Commanders.*

**8.2.1.6.** *Dismissal. Any cadet who is determined to be dismissed from the encampment will meet with the Encampment Commander, Deputy Commander, and Commandant of Cadets to be advised of his/her dismissal from encampment. The Encampment Commander will advise the Wing Commander, the cadet's squadron commander and the cadet's parents of the dismissal actions taking place. The Deputy Commander will be responsible for gathering all data for the dismissal action. Any incident involving the violation of National CAP Cadet Protection Policies and Regulations (i.e. hazing, sexual harassment, and/or controlled substances) will be managed IAW said Policies and Regulations including suspension or termination of encampment activities until the incident is resolved.*

## **9. Charge of Quarters (CQ)**

The Encampment Deputy Commander, with the assistance of flight commanders, will arrange CQ orders of the night and assignment rosters.

### **9.1. Shifts**

The CQ will be composed of four two-hour shifts beginning at 2200 and ending with reveille, normally at 0600. Two cadets will man each shift at all times. If the encampment is situated with indoor dorm style quarters, each building will have a CQ shift. Each night, the first shift's cadets will report to the Encampment Deputy Commander for their initial briefing for the night.

### **9.2. Patrols**

The CQ shifts will walk a patrol in their assigned area at least every hour. Cadets will patrol to a designated building and back. For indoor dorm facilities, cadets will patrol only the hallways that are composed of encampment cadets. If an area is not well lit, flashlights may be used, but they will not be shined into windows.

### **9.3. Logs**

A CQ folder or clipboard will be kept in the EAO. It will include this section of the handbook, special letters or instructions (i.e., building numbers, off limits area, etc), and blank forms. The Deputy Commander will review this each morning and report any discrepancies, problems, etc., to the Encampment Commander and COC. Cadets will sign in upon assuming duties on the CQ events log.

### **9.4. Challenges**

After lights out, any CAP member outside of their assigned barracks or room will be challenged by requesting an ID check and intentions. Times and names will be record in the CQ Events Log. CQ will ensure cadets return to their assigned barracks or room, within five minutes (exception will be cadet staff executing official duties).

### **9.5. Emergencies**

In the event of fire the CQ will immediately notify and evacuate all personnel to designated areas while sounding the fire alarm. For other emergencies such as safety issues or disruptions, CQ will contact or wake the COC or other senior member staff and request further instructions.

## 10. Staff Position Descriptions

### 10.1. General

Prior to the encampment all senior and cadet staff should review CAPR 52-16, Cadet Programs Management, to better understand the purpose of the encampment. Senior members should also review the Leadership Laboratory, Volumes 1 and 2, in order to better understand the leadership concepts that the cadets study and are responsible for. You may want to review all the material cadets receive upon joining CAP. All members should review CAPM 39-1, Uniform Manual, to ensure you understand the proper wear of the uniform. Tactical Officers should bring a copy of CAPM 39-1 with them to assist cadets in uniform issues and the Drill and Ceremony manual to help with drill if needed.

### 10.2. Staff Tasks

A listing of encampment staff positions and tasks is provided in this section. All suggestions for future improvements to these positions are welcome. In certain cases some positions may not be filled due to the lack of senior or cadet staff, and some staff may assume the duties of vacant staff officer positions. This will have to be determined by the Encampment Commander and COC as encampment planning is in progress. In addition to the descriptions here, there may be supplements provided for other staff positions.

#### 10.2.1. Encampment Commander (CC)

**Overview.** The Encampment Commander is selected six months or more prior to the planned encampment dates. Selection and approval are done by the Wing Director of Cadet Programs and the Wing Commander. The CC is responsible of the overall administration, operation and training program of the encampment.

Responsibilities:

- Selection of senior member staff at least 90 days prior to encampment – all positions should be filled.
- Selection of cadet staff with the Commandant of Cadet's assistance at least 60 days prior to encampment.
- Responsibility for the actions of all CAP personnel attending the encampment and their compliance with both CAP directives and instructions issued by the installation.
- Coordinating administrative and operational matters with appropriate installation authorities and the Wing State Director prior to, during the operation of and at the close of encampment.
- Supervision of the preparation of the encampment training schedule and ensure it's execution during encampment.
- Ensure checking account is established and all signature cards are completed.
- Ensure all logistics are taken care of prior to and during encampment (i.e. cleaning supplies, vehicles, medical supplies, ribbons, etc.)
- Nightly staff meetings.
- Mentor the Cadet Commander.
- Completion of all encampment paperwork and reports (administrative and financial).

#### 10.2.2. Deputy Commander (DCC)

**Overview.** The DCC is the 'right hand man' for the encampment commander, aiding them with encampment site preparation, staff decisions, cadet counseling, senior supervision and any additional tasks assigned to them by the commander. The DCC can also assist the COC with any questions or problems they have. The DCC is in command when the CC is not present.

Responsibilities:

- Ensure all reports due are collected and points for honor flight are tallied. The points for the honor flight should be done by the administrative officer and reviewed by the Deputy Commander.
- Supervision of Charge of Quarters (CQ). Ensure all assigned cadets are properly briefed on their duties and all reports are reviewed each morning for inaccuracies or other things that may need further attention.
- Assign specific duties to administrative staff as needed, i.e., flight coverage, officer coverage, etc.
- Assist the encampment commander with day-to-day operations.
- In case of any disciplinary problems, gather all facts and organize a review board if necessary.
- Make written observations of cadets. Provide names of outstanding cadets at each nightly staff meeting based on written observations.
- Monitor daily schedule to assist encampment commander to ensure the schedule is going right.

### **10.2.3. Commandant of Cadets (COC)**

**Overview.** The Commandant of Cadets implements, controls and evaluates training activities for the cadets. The COC reports directly to the Encampment CC.

Responsibilities:

- Coordinate with the Encampment Commander on cadet staff selection.
- Provide standardization of inspections for barracks and uniforms, evaluations of cadets, merit/demerit system, and encampment awards. Ensure all members involved understand the importance of setting a firm, but fair and uniform application of all encampment standards.
- Observe the in processing of cadets and ensure cadet staff is present. Assign where the cadet staff will be during the in processing.
- Maintain control over cadet staff. Keep close coordination with Tactical Officers on the overall performance of the flights.
- Ensure Tactical Officers and cadet staff are briefed on any schedule changes, issues with discipline, or any other issues deemed necessary. Any discipline issues will also be discussed with the Encampment Commander and Deputy Commander.
- Coordinate fire drills, physical fitness training activities, and other events on schedule with the responsible personnel to ensure transportation and facilities are ready.

### **10.2.4. Cadet Commander (C/CC)**

**Overview.** The Cadet Commander is responsible for the implementation and conduct of the encampment program. The Commandant of Cadets supervises the C/CC during the encampment.

Responsibilities:

- Provides focus and direction to the cadet staff, to insure proper implementation of the encampment program.
- Assists in the selection of qualified senior cadets for command staff selection.
- Maintenance and consistency of training standards in the encampment program.
- Serve as a role model and example for all the members of the cadet staff.
- Provide counseling services when appropriate.
- Provide an appropriate forum for feedback of the encampment program.
- Foster cohesiveness, teamwork and unity of purpose within the cadet staff.
- Coordinate fire drills, physical fitness training activities, and other events on schedule with the responsible personnel to ensure transportation and facilities are ready.

### **10.2.5. Cadet Deputy Commander (C/DCC)**

**Overview.** The Deputy Cadet Commander is primarily responsible for coordinating and implementing the encampment training, outside the scope of the training staff. The C/DCC is directly responsible to the C/CC for the training and performance of all line personnel at encampment.

Responsibilities:

- Quality training of all the “line” personnel at the encampment.
- Direct supervision and evaluation of the performance of the squadron commanders and any Stan/Eval Officers.
- Adherence to the established cadet training schedule.
- Compliance with the established encampment academic, physical fitness and training programs.
- Support the C/CC in his/her duties, filling in where needed.
- Monitors (or appoints someone to) in-flight position training, ensuring adherence to rules.
- Assign project officers to special tasks, as needed by the C/CC

### **10.2.6. Cadet Executive Officer (C/XO)**

**Overview.** The Executive Officer is primarily responsible for coordinating, controlling and directing the support activities of the encampment. The C/XO manages and leads the executive staff OIC’s. The C/XO is directly responsible to the C/CC.

Responsibilities:

- Quality training of all the executive staff (support) personnel at the encampment.
- Conduct daily staff meetings with the OIC’s (at a minimum) or entire staff.
- Adherence to the established cadet training schedule.
- Assisting OIC’s to manage their departments, and develop as leaders.
- Supervise and evaluate the OIC’s of each staff department, ensuring coordination, proper conduct and progress in work.
- Coordinate Officer of the Day assignments.
- Motivate the executive staff.
- Coordinate to prevent conflicts (ex: PAO telling flight staff what to do)

### **10.2.7. Cadet Command Chief Master Sergeant (C/CCM)**

**Overview.** The Cadet Command Chief Master Sergeant is addressed as “Command Chief,” and is responsible for ensuring that the cadet noncommissioned officers of the encampment are thoroughly familiar with their duties and responsibilities. The C/CCM is directly responsible to the C/CC.

Responsibilities:

- The Command Chief must maintain and reinforce the finest ideals and performance of the NCO.
- The successful completion of the encampment physical fitness training program.
- Provide feedback to the command staff regarding the effectiveness of the NCOs of the encampment.
- Provide feedback and counseling to the Squadron First Sergeants regarding their effectiveness and performance as NCOs.
- Provide support to the command staff for routine administrative, personnel or informational tasks as directed.

Examples of Tasks:

- Monitor the execution of each squadron’s morning PT routine.
- Reinforce the image and performance of the NCO at all times.

- Serve as chief judge during encampment volleyball championship.
- Work with squadron first sergeants to organize laundry schedule.
- Forward to all squadron commanders schedule changes for acknowledgement.
- Assist in the training of the squadron first sergeants.
- Coordinate with logistics staff for all facility-related needs, such as paper-towels, cleaning supplies, toilet paper, etc.
- Ensures that the encampment is at all formation on time and in proper alignment.

### **10.2.8. Cadet Squadron Commander (SQ/CC)**

**Overview.** The squadron commander is responsible for the coordination, control and direction of the encampment program within their units. This includes academic, physical fitness and general training objectives.

Responsibilities:

- Evaluates the effectiveness of the training with their squadron and through guidance and direction of their subordinate staff makes appropriate adjustments.
- Supervise First Sergeants regarding their effectiveness and performance as NCO's.
- Relieve their superior staff of any routine administrative or informational tasks.

Examples of Tasks:

- Supervise the execution of the PT Program.
- Ensures staff is properly trained- if not, that they're helped.
- Takes notes while observing their subordinate units, to provide feedback later in staff meetings.
- Perform with flawless execution all formation/ceremony duties.
- Conduct meetings with subordinate staffs to review schedule, review problems and motivate.

### **10.2.9. Cadet First Sergeant (C/1SGT)**

**Overview.** The Squadron First Sergeant is responsible for ensuring that the non-commissioned officers of the squadron are familiar with their duties and responsibilities. The Sq 1<sup>st</sup> Sgt reports to the Sq/CC and receives advice and instruction from the C/CCM.

Responsibilities:

- Must maintain and reinforce the ideals and performance of the NCO.
- The successful implementation of the PT program.
- Provide feedback to the Sq/CC regarding the effectiveness of the NCO's in the squadron.
- Provide feedback and counsel to the Flight Sergeants regarding their effectiveness and performance as NCO's.
- Relieve the Sq/CC of any routine administrative or informational tasks.
- Facilities manager or coordinator for their particular squadron.
- Performs any additional tasks assigned by superiors.

Examples of Tasks:

- Personally execute the squadron's morning PT routine.
- Reinforce the image and performance of the NCO at all times.
- Perform with flawless execution all formation/ceremony duties.
- Forward to all Flt/CC's schedule changes for acknowledgement.
- Assist in the training of the flight sergeants.
- Coordinate with logistics staff for all facility-related needs, such as paper-towels, cleaning supplies, toilet paper, etc.
- Ensures that the encampment is at all formation on time and in proper alignment.

### **10.2.10. Cadet Flight Commander (FLT/CC)**

**Overview.** The Squadron First Sergeant is responsible for ensuring that the non-commissioned officers of the squadron are familiar with their duties and responsibilities. The Sq 1<sup>st</sup> Sgt reports to the Sq/CC and receives advice and instruction from the C/CCM.

**Overview.** The Flight Commander is primarily responsible for the implementation of the encampment training. The Flt/CC directly reports to the Sq/CC.

Responsibilities:

- Fostering cohesiveness, teamwork and a unity of purpose within flight.
- Ensures the most effective use of flight time and other free time.
- Familiarize the flight members with all rules and procedures as outlined in all OI's.
- Train the flight to a measurable proficiency level of drill, customs and courtesies.

Examples of Tasks:

- Completion of the cadet workbooks in satisfaction of the academic requirements.
- Monitor the progress of in-flight position holders, ensuring they perform their duties correctly, and are counseled when finished with their job.
- Instruction of the flight on proper reporting procedure.
- Delegating tasks to the flight sergeant as necessary.
- Fill out basic cadet and flight sergeant evaluation forms at the conclusion of encampment.

### **10.2.11. Cadet Flight Sergeant (FLT/SGT)**

**Overview.** The flight sergeant is directly responsible for the personal implementation of the encampment training program. The Flt Sgt reports to the Flt/CC and receives advice and instruction from the Squadron First Sergeant.

Responsibilities:

- Implementation of the flight-level academic, physical fitness and training programs.
- Instruction and reinforcement of the Basic Cadet OI.
- Satisfactory completion of the daily training goals and objectives established by the Flt/CC.

Examples of Tasks:

- Instruction of drill movements through proficiency of AFMAN 36-2203.
- Ensure proper uniform wear of cadets through proficiency of CAPM 39-1.
- Constant reinforcement of newly learned skills.
- Directly train and supervise the in-flight cadets with positions ensuring they perform their duties correctly.
- Provide feedback to the Flt/CC concerning cadets in flight.
- Enforcement of customs and courtesies.

### **10.2.12. Standardization and Evaluation Team (STAN/EVAL)**

**Overview.** The standardization and evaluation team ("Stan/Eval," "SET," or "Stan Team") performs all aspects of encampment evaluation. They are the commander's representatives while conducting inspections, freeing the commander of those duties. However, the commander should still examine the state of training from time to time. The Stan/Eval Team is the central point for all inspection related questions. It is not the role of Stan/Eval to teach or train the cadets; simply to evaluate them. The descriptions below cover both the Stan/Eval Officer-in-Charge (OIC) and the Stan/Eval Team members.

Responsibilities:

- Set encampment inspection and barracks standard through developing and revising any OI's, or applying/customizing any applicable wing inspection standards

- Act as focal point and reference for all uniform knowledge, drill and barracks related questions, once OI is approved by the DCC, C/CC and COC
- Uphold the highest standards in uniform wear, barracks arrangement and customs and courtesies
- Develop and implement scoring system for inspections (or reuse existing scoring)
- Develop daily drill requirements, which will be used for drill card inspections (guidons included)
- Do inspections at the end of the drill period, to provide immediate feedback on that day's drill
- Provide briefing for line staff (Flt CC, Sq CC) on barracks OI
- Create schedule for what inspections each team member will perform on each day
- Meet daily with the Cadet Deputy Commander
- Stan/Eval OIC will delegate tasks as necessary to Stan/Eval staff

Examples of Tasks:

- Create, modify or use pre-existing inspection forms and scoring system before arriving to encampment.
- Perform inspections during each training day with non-standby barracks inspections, except for "Class A" inspections
- Make schedule of which cadets are to be inspected (i.e. cadet numbers 1, 5, 14, etc. if that system is adopted)
- Set expectations for cadet trainees through mock inspection (or similar method) in the barracks on the first night explaining what the cadets should look for
- Announce honor flight and honor squadron results daily, if the C/CC approves
- Create (or use pre-existing) end-of-encampment evaluation forms, separately for seniors, cadet staff and in-flight cadets
- Distribute the surveys, then collect and compile the results for the encampment report to the Wing Director of Cadet Programs and National HQ
- Maintain a continuity binder of all old inspection sheets, correspondences before and after encampment and a narrative written by the OIC describing how's and why's along with problems encountered
- Discuss with flight standos or flight commanders at mealtime how they did in inspections on the previous day, what kinds of mistakes the flights made (the flight staff will brief the flight of problems)

### 10.2.13. Safety Officer (Senior Member)

**Overview.** The safety officer, appointed by the encampment commander, will be responsible for advising the encampment commander regarding safety practices during all facets of the encampment.

Responsibilities:

- Pre-encampment survey of encampment area, facilities and equipment to assure
  - Electrical equipment and wires are serviceable to prevent fire or shock.
  - Availability of fire extinguishers and that they are in good condition.
  - Pot holes, glass or other hazards do not exist in PT areas.
  - Hazards that cannot be removed or repaired are marked.
  - Any other safety matters of importance.
- Coordination with the medical officer to ensure adequate first aid supplies are available.
- Brief at nightly staff meeting on any safety matters.
- Provide the opening safety briefing of the encampment.
- Inspect all vehicles daily for safe operation.
- Coordination with the COC for fire drills.

#### **10.2.14. Finance Officer (Senior Member)**

**Overview.** The Finance Officer maintains the funding for the encampment by creating and managing the operating and maintenance budget (O&M) based on available funds and needs.

Responsibilities:

- Prior to encampment ensure signature card is signed.
- Verify payment of fees by each participant.
- Monitor and maintain the encampment checkbook by balancing daily.
- Ensure two signatures are on all checks.
- Ensure mess hall is paid after every meal.
- Ensure all receipts are obtained to verify checks written.
- Maintain petty cash.
- Handle reimbursements for various items and costs.
- Provide a nightly balance at the staff meetings.

#### **10.2.15. Chaplain**

**Overview.** The Chaplain is responsible for the morale, spiritual and overall welfare of the encampment participants.

Responsibilities:

- Provide moral leadership training as required in CAPR 52-16.
- Be available to assist in any matters the Encampment Commander deems necessary.
- Brief the Encampment Commander on any issues affecting the welfare of encampment participants.
- Offer counseling for any individual who requests it.
- Provide the opportunity for formal worship and daily prayer.
- Provide emergency ministrations (CISD).
- Utilize opportunities for inspirational messages.
- ON CALL

#### **10.2.16. Senior Member Training Mentor**

**Overview.** The Training Mentor supervises the conduct of the encampment training program, operates under the instruction of the encampment commander and coordinates with encampment staff (Commandant of Cadets, Wing LO) for planning of encampment activities, ensures training facilities are adequate and coordinates with CAP member instructors on any classes they will be doing to make sure they meet the requirements set forth in CAPR 52-16.

Responsibilities:

- Teach cadet training staff to do the scheduling and instruction for whole encampment
- Mentor, monitor and assist the training staff, following mentoring concepts
- Develop overall training schedule for encampment
- Coordination with command staff to set times such as reveille, lights out
- Match instructors to classes
- Assist in monitoring progress towards completion of requirements for an encampment
- Ensure training staff is busy participating in instruction. Give breaks to those who need one
- Coordinate with admin and command staff to determine if the 80% requirement has been met for cadets who are close

#### **10.2.17. Training Officer in Charge**

**Overview.** The training officer is responsible for developing the training schedule before the encampment, making any changes along the way if necessary, and providing any classroom instruction that cannot be filled by outside personnel. Training staff should also assist in the

development of the basic cadet's training requirements, through coordinating with command staff and Stan/Eval. Specifically, Training staff should coordinate with Stan/Eval to determine drill training and knowledge requirements for each day.

Objectives:

- Help the senior training officer to develop the training schedule for encampment
- Monitor progress towards completion of requirements for an encampment
- Ensure proper distribution of daily training schedule
- Allow the cadets to evaluate each class
- Coordination with command staff to set times such as reveille, lights out
- Ensure training staff is busy participating in or preparing for instruction. Give breaks to those who need one.
- Handle any schedule changes and coordinate with command staff if so needed

Examples of Tasks:

- Match cadet instructors to classes
- Ensure newspaper articles are distributed for Flight Intel officers
- Develop an evaluation form to be filled out at the end of each academic class by the cadets to provide feedback for the instructor and the course content
- Make many copies of the evaluation form and use them for each academic class
- Monitor, train and supervise staff
- Delegate tasks as necessary to your staff
- Meet daily with Cadet Executive Officer

**Training staff members:**

- Assist the OIC in the above tasks and other duties as assigned by the OIC
- Meet daily with Cadet Officer In Charge, if necessary

### **10.2.18. Senior Member Administrative Mentor**

**Overview.** The senior admin officer is Administration staff member that “gets the ball rolling” by being the initial point of contact for all the pre-encampment paperwork. Coordinate during this time with the Cadet Admin OIC or staff. Upon arrival to the encampment, the Admin senior is then there to assist the Cadet OIC in accomplishing the tasks at hand. The senior offers assistance. Especially for seniors with many years of admin experience, it is crucial to allow the cadet OIC to work their way for training purposes. Offer advice only if asked for or the work has fallen behind substantially.

Responsibilities:

- With Cadet OIC, set up filing system for cadet records
- Collect all pre-encampment paperwork and work with cadet OIC to process it
- Mentor, monitor and assist the administrative staff, following mentoring concepts
- Offer advice in development of in and out processing plans with C/OIC
- Assist in daily tasks, ensuring the cadet staff is on target for completion
- Receive and dispatch any mail
- Report daily to Senior Executive Officer
- Act as “safety net” for admin staff if a critical component is not planned for or accomplished

### **10.2.19. Administration Officer in Charge**

**Overview:** The Administration OIC is the person responsible for coordinating with the executive officer and outside staffs to maintain personnel paperwork, along with in- and out-processing of all encampment participants, cadet and senior. The OIC also manages and leads the cadet administrative staff, ensuring accomplishment of all tasks.

Objectives:

- Execute in-processing plan for all cadets, cadet staff and senior members
- Complete ALL personnel related paperwork
- Create outline or calendar of when all tasks are to be accomplished by Admin
- Maintain all personnel files in a secure location (along with in a computer database (if you choose to do so)
- Coordinate preparation of graduation packets
- Handle any mid encampment personnel actions
- Create out-processing plan for all cadets, cadet staff and senior members
- Meet daily with Cadet Executive Officer
- Delegate tasks as necessary to admin staff
- Meet daily with admin staff to set goals for the day, and discuss any problems
- Monitor, train and supervise Administration staff

Examples of Tasks:

- Plan, implement and conduct in-processing of all cadets, cadet staff and senior members, coordinating properly (LG, COMM, XO, 1st Sgt.'s, Flt/CC's, etc.)
- Verifying all necessary paperwork has been/is collected and the cadet has a current CAP ID or note from home Squadron CC, etc.
- CAP Vans are registered with logistics
- Cadet's car keys are turned in to designated senior member by Encampment Commander
- Making sure lines are set up, a rain plan is available, signs are posted on base (and volunteers to stand out by gate) to offer directions, and cadets can say goodbye to their parents
- Department must complete ALL personnel related paperwork
  - Certificates of Accomplishment (CA)
  - Certificates of Appreciation to assisting base personnel or senior members
  - MSA – Military Support Authorization is complete and correct
  - CAPF 7's are completed
- Create outline or calendar of when all tasks are to be accomplished by Admin
- Maintain all personnel files in a secure location (along with in a computer database if you choose to do so)
- Help prepare graduation packets with the rest of executive staff's help, by stuffing yearbooks, MSA's, address lists and CA's in a folder or envelope to hand to the person (cadet and senior) when they out-process
- Plan, implement and conduct out-processing of all cadets, cadet staff and senior members
- Verifying receipt of graduation packet
- Making sure lines are set up, a rain plan is available, signs are posted on base (and volunteers to stand out by gate) to offer directions
- Recruit and monitor the "Admin Reserves"
  - executive staff members in a lull who can assist Admin in some fashion while during the duty day; note that "reservists" primary duty comes first

**Admin staff members:**

- Assist the OIC in the above tasks and other duties as assigned by the OIC
- Meet daily with Cadet Officer In Charge, if necessary

**10.2.20. Medical Officer (Senior Member)**

**Overview.** The medical officer is responsible for safeguarding the health of all encampment participants and providing basic, routine medical assistance to the cadets and to provide more advanced assistance if qualified.

Responsibilities:

- Prior to encampment, coordinate with the encampment commander on first aid supplies so they are ready for encampment.
- Provide a briefing at opening formation of the encampment on medical emergencies, heat stress, control of medications, and sick call procedures.
- Maintain the Medical Log.
- Ensure all medications are properly identified and secured.
- Maintain the Personal and Medical Information Form and page 3 of the CAPF 31.
- Brief at nightly staff meetings any medical issues, sick issues, or other matters of importance to the overall well being of encampment participants.
- Maintain roster of emergency phone numbers and encampment members qualified in first aid or above.
- ON CALL

### **10.2.21. Senior Member Logistics Mentor**

Responsibilities:

- Performs any duties of the logistic staff that cannot be done by cadets, such as going to fill the vans with gas, driving across (or off) base to get supplies
- Coordinate with host base supply, if possible, for equipment and perishable supplies
- Mentor, monitor and assist the logistics staff
- Report daily to Senior Executive Officer

### **10.2.22. Logistics Officer in Charge**

**Overview:** Responsible for all logistical needs of the entire encampment. Provide support for both the senior and cadet areas of operation.

Objectives:

- Plan, budget and coordinate all supply needs for the encampment
- Meet any immediate and routine requests for supplies
- Coordinate with the seniors, First Sergeants and executive staff to determine their needs and wants.
- Keep perishable or useable supplies in good stock, such as cleaning supplies
- Perform daily inspections of the CAP vans and borrowed military transportation
- Monitor CAP van keys, keeping a sign-out sheet

Examples of Tasks:

- Develop list to inventory all CAP and government issued equipment, not including stuff that is there upon arrival (ex: the beds)
- Some recommended things to check:
  - Vans number, mileage, gasoline usage
  - Telephones (if not set up already)
  - Barracks items
    - Linen issue
    - Movement of wall lockers, beds, etc. into different rooms, floors or buildings than originally located in
    - Mops, buckets, brooms in each building or bay tend to move around
  - Office and classroom furniture
    - Desks, if moved
    - Chairs for offices and classrooms that are issued to CAP, not what is in the building upon arrival, unless they're moved
    - Folding tables
    - Any other items: chalkboards, chalk, erasers, toilet paper
- Keep all CAP van keys in one location, and if a van is needed, the driver signs out the keys- this solves the “who has the keys to the van” problem

- Perform checklist to determine initial and final condition of issued items, reporting damages
- Act as safety monitor for the vans gas levels, maintenance, tires, headlights, etc.
- possibly a daily inspection
- Ensure all staff members have the necessary supplies office equipment, classroom equipment (if applicable)
- Ensure encampment has enough cleaning supplies in the barracks- mops, brooms, buckets, hand soap, floor and window cleaners, sponges, paper towels, etc.
- **Ensure encampment has enough toilet paper**, and the trash cans are emptied.
- Coordinate with finance (or in absence of a finance officer, command staff) any budget issues before the encampment
- Monitor, train and supervise staff
- Meet daily with Cadet Executive Officer

**Logistics staff members:**

- Assist logistics C/OIC with any delegated tasks
- Meet daily with Cadet Officer In Charge, if necessary

### **10.2.23. Senior Member Public Affairs Mentor**

**Overview.** The Public Affairs Mentor will assist cadet PAO and/or staff to learn to perform all the functions of the PA office. The PA Mentor offers mentoring advice when needed.

Responsibilities:

- Teach cadet what PAO does and have them able to perform those duties
- Mentor, monitor and assist the PAO staff
- Provide transportation for photo developing lab, copier place, or stores to the cadet PAO staff
- Assist with photography or videography
- Assist with proofreading any articles or narratives
- Help cadet with visitor greeting and outside press visitations, to ensure proper protocol is followed
- Offer advice to OIC if (or when) needed regarding the PAO staff or the OIC
- Report daily to Senior Executive Officer

### **10.2.24. Public Affairs Officer in Charge**

**Overview.** The public affairs officer will handle all internal publications and external press releases. PAO and/or staff will take all organizational photographs (flight pictures) and general activity photos of “encampment life.”

Objectives:

- Objectively record and report on encampment happenings
- Initiate contact and interface with outside media
- Develop plan for timetable for production of yearbook, newsletters, press releases, etc.
- Produce any organization publications, such as newsletters, yearbooks, videos and photographs
- Ensure any press releases are IAW CAP regulations and are approved by command staff

Examples of Tasks

- Decide what will be done during the encampment- there’s more to do than there is time to do it in
- Newsletters- one or two, or daily?
- Photography/Videography of the encampment
- Will a yearbook be done? Will it include pictures, and which ones?

- What press releases will be done?
- Will there be any text or quotes from each of the flights in the yearbook?
- Will a list of names be provided, or will addresses be included?
- Coordinate with finance (or in absence of a finance officer, command staff) budget needs before the encampment
  - Duplication costs yearbooks and newsletters (est.)
  - Photography/videography costs developing, film, video cassettes
- Do press releases to at least local area news, along with an article for the CAP news
- Coordinate with command staff before allowing outside press to film us
- Write a descriptive article for CAP news, and possibly provide some pictures for them
- Ensure any and all publications for wide distribution are approved by command staff (and proofread and spell-checked thoroughly) **before** duplication and distribution is done
- Meet any non-encampment visitors such as Region Commanders, National Commander, base or local officials, etc. alongside with encampment commander or other senior members (wear blues if practical- i.e., if you are on the obstacle course, don't be in blues)
- Encourage cadet and senior staff to write articles for the newsletter. Possibly offer bonus honor flight points to a cadet's flight if they submit a reasonable, printable article (whether it's printed or not, coordinate with Stan/Eval)
- Monitor, train and supervise staff
- Meet daily with Cadet Executive Officer

**Public Affairs staff members:**

- Assist the OIC in the above tasks and other duties as assigned by the OIC
- Meet daily with the OIC, if necessary

**10.2.25. Chief Tactical Officer**

**Overview:** The CC or COC will select an individual with extensive TAC officer experience to supervise the tactical staff. His duties include training and evaluating TAC officers and assistant tactical officers. The Chief TAC officer is responsible for orienting individuals selected as assistant TACs (or TAC officers) that are new to encampments. The Chief TAC may be delegated the task of conducting the daily TAC officers meeting.

**10.2.26. Senior Tactical Officer (Squadron)**

**Overview:** The CC or COC will select an experienced TAC officer as a Senior TAC Officer and assigned to a squadron. Squadron level encampments will not have a Senior TAC Officer. The Senior TAC Officer provides guidance and assistance to the squadron commander and first sergeant. He serves as a communication channel between the Chief TAC or COC and the TAC officers in that squadron. He also substitutes for those flight TACs that need a break.

**10.2.27. Tactical Officer (Flight)**

**Overview.** The role of the Tactical Officer, either Flight or Squadron, at encampment is one of the most rewarding, difficult, strenuous, and exhaustive jobs. You are a mentor, safety officer, chaperone, and parent all in one person. This section will help you in executing these duties. To some degree your role is one you will have to "feel" and there will be times when your comments and critiques are welcomed and other times the cadet staff may not need help. Your role is in training, not command of the flight - cadet staff commands. The Tactical Officers are very important in the success of each flight at the encampment. They are there for guidance and leadership at the flight level.

**Exclusive Responsibilities:**

- Custody of barracks facilities. Ensure cadets are not damaging any of the property.
- Monitor any members of the squadron and/or flight who have special medication needs.
- Personal counseling and chaplain referrals.

- Participate in squadron/flight meetings to provide input and feedback on how they are doing as a unit and individually.
- Daily walk-through of the flight's area noting progress on bunks and rooms.
- Make notes and provide input at the staff meetings for cadet awards.

Shared Responsibilities:

- Safety of all flight members.
- General welfare of cadets, i.e., heat exhaustion, fluid intake, use of latrine, etc.
- Observation, training and correction of military customs and courtesies violations.

### **10.2.28. Additional Positions**

**Overview.** Depending upon the size of the encampment there are other positions that may be used. Specific duties will be determined on an as needed basis. For any other positions not stated in this handbook reference Cadet Programs NHQ Encampment Training Manual Draft.

- **Operations Officer.** Coordinates operations matters with other staff sections, maintains the security of CAP and encampment property, ensures safety procedures are adhered to, and any other duties as needed. Some of the other staff duties that pertain to operations may be assigned as required. If this position is used at an encampment the Operations Officer along with the Logistics Officer will perform building inspections using attachment 7 of this handbook. These forms will be filed with the administrative officer.

# 11. Encampment Awards

## 11.1. General

At the encampment cadets and seniors should be recognized for their hard work and determination in making the encampment a success. Those members who demonstrate leadership skills we seek in our members should be recognized. Since encampment leadership may vary, these awards are listed as an attachment so they may be changed. The ones listed in this revision, attachments 00 thru 00, are awards given at previous encampments and have been accepted by all members.

## 11.2. Presentation of Awards

All presentations of awards will be in uniform at the end of the encampment. Actual times and location will be based on availability of where the awards ceremony will be. The following awards will be used to identify the outstanding cadets throughout the encampment.

### 11.2.1. Outstanding Flight Cadet

**Overview.** The outstanding flight cadet will be one cadet from each flight selected by the flight members. The flight commander will make the recommendations to the squadron commander who will in turn send the list to the command staff cadets. All names will be submitted to the COC.

- Criteria: Great attitude, cooperation, appearance, helpfulness, chain-of-command, military bearing, courteous.
- Approval: COC
- Award: Certificate or designated on Graduation Certificate

### 11.2.2. Honor Flight

**Overview.** The Honor Flight will be selected based on scores obtained from STAN/EVAL inspection and judging results and tallies of merit/demerit slips throughout encampment. Scores will be based on averages and evaluated by senior staff.

- Criteria: Scores obtained from inspections, judgments and tallies of merits/demerits.
- Award: Medallion and Certificate

### 11.2.3. Commander's Award

**Overview.** The commander's award will be any member of cadet staff selected by cadet and senior staff members. Names will be submitted to the encampment commander.

- Criteria: Duty performance, attitude, leadership, motivational skills, professionalism, military bearing.
- Approval: Encampment Commander
- Award: Plaque

### 11.2.4. Commandant's Award

**Overview.** The commandant's award will be presented to the overall outstanding cadet in the encampment. It should go to the "best" cadet that the encampment has produced. It may be awarded to any cadet despite reception of other awards. Input may come from any and all members of the encampment.

- Criteria: Military bearing, attitude, appearance, motivation, character, professionalism, duty, performance and progression above and beyond.
- Approval: COC
- Award: Plaque

### **11.2.5. Outstanding Senior Member Award**

**Overview.** The outstanding senior member will be any senior member on staff selected by senior and cadet staff members. Names will be submitted to the encampment commander.

- Criteria: Overall support of the encampment, cooperation, attitude, professionalism, military bearing and a role model for cadets.
- Approval: Encampment Commander
- Award: Plaque.