



## CAP REGULATION 35-9

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Corrected Copy

Personnel

### BOARD OF GOVERNORS AND REGION AND WING COMMANDER SELECTION PROCEDURES

This directive prescribes the selection procedures and requirements for appointment to Board of Governors (BoG) member-at-large and region and wing commander positions. This regulation is applicable to all CAP members.

#### SUMMARY OF CHANGES.

This document has been extensively revised and must be reviewed in its entirety.

**1. Overview.** Selecting the right members for leadership positions within CAP can be challenging, but it's absolutely vital to the Corporation's overall health, growth, and mission success.

1.1. As CAP's governing body, the BoG establishes policy and directs the affairs of the Corporation. Members selected for at-large positions on the BoG are chosen for their demonstrated leadership performance and business experience. At-large members share great responsibility in making sound decisions while carrying out their BoG duties. The four member-at-large seats on the CAP BoG represent the entire membership of Civil Air Patrol, not just select affinity groups. A member-at-large has the same corporate fiduciary duties as all other members of the BoG. These fiduciary duties to the Corporation include, but are not limited to, the duties of care, loyalty, avoidance of conflicts of interest, and confidentiality.

1.2. Members selected for region and wing command are chosen for their proven leadership skill and ability to form and work with a team. An understanding of safety, logistics, finance and mission programs is essential and they are responsible for ensuring compliance and mission accomplishment within their respective areas.

#### 2. Roles and Responsibilities.

2.1. The BoG, in accordance with 10 U.S.C. § 9447 and United States Air Force directives, establishes policy through the Constitution and Bylaws of the Civil Air Patrol for selecting the Board's CAP-appointed members-at-large.

2.2. The CAP National Commander (CAP/CC) is responsible for carrying out BoG policy regarding the selection of members-at-large, and region and wing commanders. CAP/CC appoints member-at-large pre-selection committee members, and appoints and removes region commanders.

2.3. The Chief Operating Officer (CAP/COO), as the Executive Secretary to the BoG, announces BoG member-at-large vacancies, oversees administrative actions, and informs the BoG of selected members.

2.4. The National Executive Officer (CAP/XO) chairs the BoG member-at-large pre-selection committee.

2.5. The CAP Senior Advisory Group (CSAG) acts on the recommendations of the pre-selection committee to appoint the BoG members-at-large.

2.6. The BoG member-at-large pre-selection committee reviews all BoG member-at-large candidates' application packages and forwards for CSAG consideration the most qualified candidates.

2.7. Region commanders, with CAP/CC concurrence, appoint and remove wing commanders.

2.8. The Chief of Personnel and Member Actions (CAP/DP) advises on and performs necessary administrative and support actions to enable the filling of existing and anticipated vacancies in either a BoG member-at-large or region/wing commander position.

**3. Waivers.** This regulation may not be waived except as indicated for region and wing commander minimum qualification requirements.

**4. Operating Instructions and Supplements to this Regulation.** Unit operating instructions relevant to this subject matter and supplements to this regulation are prohibited.

**5. Membership Requirement.** Members selected to fill a BoG member-at-large position or appointed to region or wing command must maintain their membership in good standing for the duration of their term. Any lapse in membership, either voluntarily or for cause, will automatically remove region and wing commanders from their respective position. In the event a BoG member-at-large has a lapse in membership, CAP/COO shall notify the BoG Chair for appropriate action.

**6. Board of Governors Member-At-Large Selection Process.** The process for selecting CAP members-at-large to the BoG is prescribed in Article IX of the Constitution and Bylaws of the Civil Air Patrol and this regulation. The BoG, at its discretion, may direct additional criteria be considered during the selection process (e.g. special skills or qualities needed to round out the Board).

6.1. When a member-at-large vacancy is anticipated or occurs unexpectedly, CAP/COO will direct CAP/DP to issue an announcement seeking applicants for the vacant position(s). CAP/DP will, at a minimum, notify the general membership via the National CAP website and notice to each Command Council member requesting dissemination to each subordinate command. CAP members must self-nominate to serve on the BoG.

6.2. Vacancies will be announced for a minimum of 30 days with a specified closing date. Candidates must submit to CAP/DP their electronic or hard copy application package by midnight (Central Time) of the closing date. Electronic submissions received after the closing date or hard copy packages postmarked after the deadline will not be considered. All application package

contents as listed in the announcement are required. Application packages lacking any of the required documents, or packages including documentation beyond what is required may not be accepted. In the event of multiple vacancies, candidates must clearly identify in their submission the member-at-large term(s) for which they wish to be considered.

6.3. To be eligible for consideration, candidates must meet all requirements and, if selected, comply with the concurrent position prohibitions prescribed in Article IX of the Constitution and Bylaws of the Civil Air Patrol.

6.4. After a vacancy is announced, CAP/CC will appoint a member-at-large pre-selection committee to review and rank all submitted application packages. Candidates are ranked by their accomplishments within and outside CAP, proven leadership and business experience, and any other qualities deemed vital by the BoG or CAP/CC at the time the vacancy is announced.

6.4.1. The committee shall consist of CAP/XO, as the chair, and two region commanders who have not applied for a BoG at-large position. The chair shall convene all meetings and moderate all debates to ensure the highest level of due diligence is exercised by the committee in the selection of the most qualified candidates.

6.4.2. In the event CAP/XO wishes to be considered for a BoG member-at-large position, CAP/XO recusal is required and CAP/CC shall appoint another CSAG member to serve as the pre-selection committee chair.

6.5. Following their review, the committee forwards the five most qualified candidates' packages to the CSAG. In the event more than one vacancy exists, the number of packages forwarded for CSAG review will increase by one for each additional vacancy. The CSAG will review the packages and prepare to conduct interviews at the next CSAG meeting. Any CSAG member who has a potential conflict of interest based on a family or business relationship with any of the candidates will recuse themselves from the entire process.

6.6. CAP/DP will coordinate arrangements for each candidate's interview. Interviews will be conducted by the entire CSAG. Members need only interview once for all vacancies being filled during the same CSAG meeting. Interviews should be conducted in-person. CAP/CC may grant a remote interview by electronic visual/audio technology under extenuating circumstances.

6.7. At the conclusion of the last interview, ballots containing the names of interviewees desiring to be considered for the position will be distributed to all CSAG voting members and a closed vote will be taken to fill the earliest vacated BoG position. The candidate receiving a majority will be appointed to the BoG. If no candidate receives a majority, the results will be posted and each CSAG member will be given the opportunity to speak for one minute on behalf of a candidate. The name of the nominee receiving the fewest votes will be removed from the ballot and a second vote will then be taken. This process will be repeated until a candidate receives a majority. If more than one appointment needs to be made, the remaining names of those not selected will be placed on the ballot for consideration for the next BoG position. Any remaining candidate not wanting to be considered for the next BoG position(s), as indicated in their application (see paragraph 6.2), will be removed from the ballot at this time. The aforementioned process will then be repeated as necessary to fill all current or anticipated vacancies.

6.8. CAP/COO will inform the BoG of the selected member(s). CAP/CC will normally notify selectees while CAP/DP notifies non-selects. CAP/DP will take all necessary administrative actions to place the member on the BoG on the date their term starts.

**7. Wing and Region Commander Appointment Process.** With the exception of the appointing authority and minimum qualification requirements, the processes for appointing wing and region commanders are similar. The processes are standardized to assist appointing authorities in carrying out their responsibility in a timely, judicious manner and to ensure transparency in the selection process.

7.1. When a command opportunity is announced, the appointing authority will appoint a selection advisory committee to review submitted application packages and conduct interviews with candidates. Interviews should be conducted in-person. The appointing authority may grant a remote interview by electronic visual/audio technology under extenuating circumstances. At the completion of interviews, the selection advisory committee submits all qualified application packages along with their recommendation, usually consisting of a primary and two alternate candidates, to the appointing authority for a final decision. If the appointing authority rejects all candidates, the command opportunity will be announced again and the selection process repeated with new applicants.

7.2. After the appointing authority has made their selection, they will notify CAP/DP so appropriate personnel actions can be prepared. Region commanders appointing wing commanders will first obtain CAP/CC concurrence before notifying CAP/DP. In the event CAP/CC does not concur with the appointment, CAP/CC shall provide written justification for the nonconcurrence. The region commander, at their discretion, may then seek CAP/CC concurrence of the next eligible candidate or re-announce the command opportunity and begin a new selection process per paragraph 7.1. Appointing authorities are responsible for ensuring selectees and non-selectees are notified of the results.

7.3. This table summarizes the process:

	<b>Region Commander Selection</b>	<b>Wing Commander Selection</b>
Appointing Authority	CAP/CC	Region Commander with CAP/CC concurrence
Command Opportunity Announcement	Every reasonable attempt will be made to announce opportunities to command four to six months prior to the anticipated appointment date. Occasionally, unforeseen circumstances may compress the announcement timeline, but will be no less than 30 days. The appointing authority will announce the upcoming vacancy through the widest possible means of circulation directly to the affected region's/wing's membership. CAP members must self-nominate to be considered for region/wing command opportunities.	

	<b>Region Commander Selection</b>	<b>Wing Commander Selection</b>
Selection Advisory Committee	Three to five members, of which a minimum of two shall be current region commanders. Other members may be appointed as deemed necessary. CAP/CC shall select one member as the committee chair.	Three to five members at the discretion of the region commander. These may include past wing commanders, commanders of other wings in the region, and others as deemed necessary.
	Appointing authorities are encouraged to consider adding to the committee a member from the next higher echelon staff.	
Minimum Qualification Requirements	Hold the CAP grade of Colonel Successfully served as wing commander or region vice commander Ten years total CAP membership with no less than five continuous years of service prior to appointment	Hold the CAP grade of Lt Col Hold at least a Senior Rating in the Command Specialty Track Three years command and staff experience at any level within a wing Five years total CAP membership with no less than three continuous years of service prior to appointment
	In addition to the above minimum qualification requirements: Demonstrated budget and asset acquisition knowledge, gained within or outside CAP Verifiable five years supervisory experience, gained within or outside CAP Reside, for the duration of the term, within the region/wing for which applying. Infrequent, temporary absences of short duration are permissible. Any other requirement CAP/CC deems essential to meet CAP's needs that are known at the time of the announcement; such additional requirements will be published in the vacancy announcement Prior to appointment, individual must successfully complete a fingerprint rescreening	
Highly Desirable Qualifications	Completion of Level V of the CAP Professional Development Training Program Hold at least a Technical Rating in the three mission areas of Emergency Services, Cadet Programs, and Aerospace Education	
Waiver Authority for Minimum Qualification Requirements	CAP/CC	Region Commander with CAP/CC Concurrence
	May waive any requirement for good cause shown or if the applicant presents evidence of comparable experience. Waiver of any requirement must be documented. The final decision concerning selection rests with the appointing authority concerned.	
Application Package Contents	Candidates wishing to be considered shall submit: A cover letter that includes a brief statement of qualifications A resume that includes CAP experience as well as work history and other volunteer activities/accomplishments A statement of leadership philosophy Request for waiver of a minimum qualification, if any Any other contents identified in the announcement message Three letters of recommendation	

	<b>Region Commander Selection</b>	<b>Wing Commander Selection</b>
	All application package contents as listed in the command opportunity announcement are required. Application packages lacking any of the required documents, or packages including documentation beyond what is required may not be accepted.	
Submitting Application Packages	Application packages may be submitted electronically or hard copy to the point of contact identified in the command opportunity announcement.	
Submission Deadline	The deadline for submitting application packages will be as listed in the command opportunity announcement and is typically no less than 30 days from announcement release. Packages received after the deadline will not be considered.	
Interviews	Interviews will be conducted at a time and place determined by the selection advisory committee chair. In-person interviews are preferred.	
Selection Announcement	<p>Prior to making a selection, the appointing authority shall consult with CAP/COO, CAP/GC, CAP/IG and CAP/DP for information that might have bearing on their selection.</p> <p>The appointing authority typically announces their selection 30 days prior to the appointment date. The appointment date is the date the selectee assumes command.</p>	

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**Attachment 1**

**COMPLIANCE ELEMENTS**

There are no compliance elements in this regulation.

## Attachment 2

### SAMPLE QUESTIONS FOR BOG MEMBER-AT-LARGE, AND WING AND REGION COMMANDER CANDIDATE INTERVIEWS

*Sample questions for BoG member-at-large candidate interviews. Candidates may be asked to provide a written response to the pre-selection committee as part of the application process, or may be presented orally during the interview itself.*

1. What is the number one single reason you desire to serve on the CAP BoG?
2. What do you perceive your role to be as a CAP member-at-large on the BoG?
3. What is your leadership philosophy and how will you apply it in your role as a BoG member?
4. What experiences in your background have prepared you to serve at a strategic level with senior Air Force and industry executives on the BoG?
5. What specific qualities and experiences do you have that will aid you in serving as a member of the BoG and distinguish you from other qualified candidates?
6. In your opinion, what are the challenges CAP faces during the next 3 years?
7. What do you see as the role of the BoG?
8. Discuss your vision of the relationship between the BoG, the U.S. Air Force, the National Commander and the CAP full-time staff.
9. The Civil Air Patrol is the Auxiliary of the United States Air Force. How do you see the BoG's role in continuing to build the CAP's relationship with the Air Force?
10. The member-at-large position requires a great deal of time and the person must be many things to the membership. In your opinion, what personal and professional qualities must a member-at-large possess to be successful?
11. What impact, if any, either negative or positive, do you anticipate the three-year commitment to serve on the BoG will have on you, both in your personal life and professionally?

*Sample questions for region commander candidate interviews. CAP/CC may ask candidates to provide a written response to the selection advisory committee as part of the application process, or may be presented orally during the interview itself.*

1. What is the number one single reason you desire to be a region commander?
2. In your opinion, what are the challenges your region must address during the next four years and what is your strategy for tackling each one?

3. As the region commander, you establish goals for the region that are in concert with CAP's national goals. Assuming you have a limited budget and an all-volunteer membership, list three to five goals in order of priority that you would propose to accomplish during your first year.
4. Success as a region commander demands a great deal of time and effort, and the person must be many things to the membership. In your opinion, what personal qualities must the region commander possess to be successful?
5. As the new region commander, you inherit from your predecessor the region staff in addition to all of the wing commanders. Many of these people have been in their positions for some time while others might be new to their positions. What is your personnel management strategy and what is your process for selecting the best qualified members to serve in staff positions?
6. What impact, if any, do you anticipate the job of region commander will have on you both personally and professionally?
7. What steps will you take to ensure the wings in your region are compliant?
8. As with any command position, the region commander has responsibilities and privileges. In your opinion, what are the responsibilities and the privileges associated with the region commander?
9. The Civil Air Patrol is the Auxiliary of the United States Air Force. What steps would you take within your region to continue to build the region's relationship with the Air Force?

*Sample questions for wing commander candidate interviews. Region commanders may ask candidates to provide a written response to the selection advisory committee as part of the application process, or may be presented orally during the interview itself.*

1. What is the number one single reason you desire to be a wing commander?
2. In your opinion, what are the challenges the wing must address during the next four years and what is your strategy for tackling each one?
3. As the wing commander, you establish goals for the wing that are in concert with CAP's national and regional goals. Assuming you have a limited budget and an all-volunteer membership, list three to five goals in order of priority that you would propose to accomplish during your first year.
4. Civil Air Patrol consists of members from all walks of life, with a wide range of ages and interests and dispersed over a large geographical area. As wing commander, what would you do to make the wing more attractive to personnel such that they would maintain their membership and actively support the various missions of Civil Air Patrol?
5. Success as a wing commander demands a great deal of time and effort, and the person must be many things to the membership. In your opinion, what personal qualities must the wing commander possess to be successful?

6. As the new wing commander, you inherit from your predecessor the wing staff in addition to all of the subordinate commanders. Many of these people have been in their positions for some time while others might be new to their positions. What is your personnel management strategy and what is your process for selecting the best qualified members to serve in staff and command positions?
7. What impact, if any, do you anticipate the job of wing commander will have on you both personally and professionally?
8. What steps will you take to ensure subordinate units in your wing are compliant, which in turn makes your Compliance Inspection "Effective?"
9. As with any command position, the wing commander has responsibilities and privileges. In your opinion, what are the responsibilities and the privileges associated with the wing commander?
10. The Civil Air Patrol is the Auxiliary of the United States Air Force. What steps would you take within your wing to continue to build the wing's relationship with the Air Force?
11. Are you prepared to attend the weeklong Wing Commanders' College held at Maxwell Air Force Base as well as continuing education and training sessions developed specifically for wing commanders?
12. What reservations or concerns do you have about being appointed wing commander?