

The Senior Chaplain Course

CAPP 221C – Master Level

The Region Chaplain



NATIONAL HEADQUARTERS CIVIL AIR PATROL
Maxwell Air Force Base, Alabama

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221C – Master Level
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FOREWORD

The Civil Air Patrol (CAP) Chaplain Corps is composed of ordained clergy persons who are adequately educated, denominationally trained, and endorsed as prescribed by the Armed Forces Chaplains Board and duly appointed and qualified Character Development Instructors. As a requirement and a companion document to CAPP 221, the Chaplain Specialty Track, this course presents the master level of the CAP chaplain training track. The Technician level (CAPP 221A) focused on chaplains functioning in a squadron. The Senior level (CAPP 221B) focused on chaplains functioning as a group or wing chaplain. This course (CAPP 221C) takes the chaplain farther into supervisory responsibilities and focuses on the role of the chaplain at the region level. All chaplains must complete *The Senior Chaplain Course* prior to appointment to a region level chaplain position.

Chaplains studying this guide should also review CAP publications related to the various sections as essential additional study material. While any CAP senior member may study this course, only duly appointed CAP chaplains will be awarded credit for completion of the course.

PREFACE

This course is written specifically to prepare CAP chaplains who have served at a supervisory assignment to transition to service at the Region and National level. These Chaplains are already leaders in CAP and now must devote themselves to guiding the CAP chaplaincy in its most global sense.

The Senior Chaplain Course concentrates on those unique skills. Upon successful completion of this edition, chaplains should be able to:

Plan and organize a Chaplain Corps Region Staff College.

Plan, organize and support the two programs of the Chaplain Corps: Mission Support and Character Development

Understand the responsibilities of participation in the Chaplain Corps Advisory Council (CCAC).

Understand and accomplish the tasks that are specifically associated with the position of region chaplain.

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Chapter 1 – The Region Chaplain Responsibilities

The Region Staff Position.

As in all levels of command in CAP, region commanders will appoint a staff to facilitate the mission within the boundaries of their particular region. The region chaplain is appointed by the commander in accordance with the requirements set forth in CAPR 265-1. Once appointed, the region chaplain is responsible for the oversight of chaplain activities within the region. As a staff officer, the region chaplain reports directly to the region commander on matters of morale, character development and religious matters. Otherwise, the Region Chaplain may function under the direction of the Region Chief of Staff. In matters pertaining to the Chaplain Corps the region chaplain reports directly to the CAP National Chief of Chaplains (CAP/HC).

Serving on the Region Commander's Staff. The region chaplain is responsible for the programs, events and activities that are assigned to the Region Chaplain Corps. The region commander expects the region chaplain to plan for the training, deployment and support of the chaplains in the Region so that the overall mission is accomplished. This objective is achieved effectively when the region chaplain works with available wing chaplains to provide mentoring, counseling and assistance.

As is true of any other staff member, the region commander requires up-to-date information on the condition of the chaplain program in the region. Timely reports, continual verbal updates and consistent participation in staff meetings are effective ways of keeping the region commander adequately informed.

The region chaplain serves as an advisor to the region commander on issues of ethics, morality and religion. The region chaplain will need to stay informed of the activities in the region to provide timely guidance and support. Adequate preparation for the role of advisor is essential. The region chaplain will continue to develop an understanding and knowledge of Civil Air Patrol and the Air Force while paying close attention to the direction of the national leadership. These perceptions, coupled with an awareness of religious preferences outside of their own faith, will enable the region chaplain to function as a trusted resource for the region commander.

Mentoring Wing Chaplains. Region chaplains serve at the pleasure of the region commander, though CAPR 265-1 limits the tenures of region chaplains to a term of office that will not exceed 6 years. Typically, region chaplains will have years of experience as a wing chaplain, and during the tenure of almost all region chaplains, new wing chaplains will be appointed in the Region. Because of this, the mentoring of wing chaplains by the region chaplain becomes a vital part of the chaplain program. Mentoring not only encourages and enables chaplains to understand and accomplish their responsibilities, but to establish a standard of excellence and service.

Region chaplains must make diligent efforts to develop a rapport with wing chaplains and wing commanders within their region. This will enable the region chaplain to offer

input concerning the effectiveness of the chaplain program within a particular wing and make meaningful recommendations when a new wing chaplain is to be appointed.

Region chaplains will also want to build a relationship with chaplains in their region in order to recognize those who may be potential staff members at the region level. Wing chaplains will need preparation and opportunities to prepare themselves to be a region chaplain. An effective region chaplain will be engaged in mentoring skilled leaders and motivated administrators among the wing chaplains to prepare qualified candidates for subsequent duty as a region chaplain. Chaplain leaders at all levels should be actively training and preparing their successors.

Strategic Planning for Region Chaplain Program. Strategic planning is a disciplined, systematic planning process "of formulating the organization's direction, deploying guidance to achieve that direction, implementing plans and improving processes, and reviewing plans to look for possible improvements." Strategic planning skills developed as a wing chaplain will be invaluable at the Region level as well. The Region Chaplain will need to analyze the current state of the chaplain program in the wings and region to develop a training and activity strategy that will meet the mission objectives of CAP and the region commander. The plan may include several aspects, such as the Chaplain Corps Region Staff College (CCRSC), the Region Chaplain Corps newsletter, the use of social media and/or a blog, as well as creative approaches to achieving excellence within the Chaplain Corps.

The plan will become a part of the region chaplain's annual report to the Chaplain Corps Advisory Council (CCAC). Incorporating this as a part of the report to the CCAC provides the opportunity for coordination of the plan with the overall strategic plan for the CAP Chaplaincy at the national level. Additionally, it will serve as a means of accountability of the region chaplain to the Chief of the Chaplain Corps.

Supporting Wings Without Wing Chaplains. In some regions, one or more of the wings may not have a Wing Chaplain. There are many reasons this may occur, such as the absence of any Chaplain in the wing, no qualified Chaplain is available or the position is vacant due to a personal or professional emergency. In order to secure the on-going effectiveness of the Chaplain program in the wing, the Region Chaplain, or a designee, will assume the role of the Wing Chaplain. This will include all the normal responsibilities of a Wing Chaplain in that wing until a Wing Chaplain can be properly assigned. In consultation with the Wing Commander, the Region Chaplain should follow the process for the assignment of a wing chaplain according to regulations. The Region Chaplain will assume the responsibilities of the Character Development program and the Mission Chaplain program in that wing. The Region Chaplain will provide that the mentoring, organizing and monitoring aspects of the Character Development program and the recruitment, training, organization and deployment elements of the Mission Response program will be fulfilled.

Chaplain Corps Region Staff College (CCRSC).

A primary responsibility of the region chaplain is the CCRSC. CAPR 265-1 requires that each region chaplain provide a CCRSC for chaplains within the region as the primary continuing education program for all chaplains. Completion of two CCRSCs within a 5-year period is a requirement for chaplains to attain Level IV of the Senior Member Professional Development Program. The region chaplain is responsible for the oversight of the college.

Chaplain Corps Advisory Council.

A description of the Chaplain Corps Advisory Council is found in CAPR 265-1. All region chaplains serve on this Council for the purpose of advising the CAP Chief of the Chaplain Corps on matters pertaining to the Chaplain Corps, including the evaluation of regulations and pamphlets related to the chaplain program, the establishment of a strategic plan, and recommendations to the CAP Senior Advisory Council (CSAG). Collectively, the Council serves as advisor to the CSAG and the CAP Command Council concerning ethical, religious and chaplain specific issues.

Region Newsletter.

At the Region and National level, communication becomes even more important. Most of the colleagues of the region chaplain and those that serve within the region will gather only a few times each year. Whether online or distributed by mail, the Region Chaplain Corps Newsletter is an effective means of communication that helps to create a connection among chaplains in distant locations.

The Newsletter can inform chaplains of opportunities for service or training within the Region to recognize the accomplishments of the chaplains and character development instructors within the region, introduce the region chaplain and his/her staff to the chaplains and character development instructors in the wings, and provide training information. The newsletter can also be helpful to the other region chaplains by giving them ideas on program development, and to the Chaplain Corps Executive Council (CCEC) by informing them of activities within the region.

Chapter 2 – Chaplain Corps Region Staff College

Oversight of College.

A Chaplain Corps Region Staff College may take different forms from year to year and its subject matter will vary according to the needs and capabilities of both the Region Chaplain Corps and the region chaplain staff. The region chaplain is ultimately responsible for giving oversight to the College, but a number of approaches in planning and implementing the program might be employed. It is preferred and strongly recommended that the deputy region chaplain serve as Dean of the college and work under the direction of the region chaplain for organizing, staffing, and implementing the college. This is a principal part of the responsibility of the deputy region chaplain, and helps to prepare him/her for eventual assignment as a region chaplain. When this is not possible, the region chaplain may appoint a project manager, or planning committee involving wing chaplains and region chaplain staff to organize the college. In any case, the region chaplain is to remain a consistent and available contributor to the implementation of the staff college and is charged with the responsibility for its conduct.

Establishing Date and Location.

Planning for the next staff college should begin at the closure of the previous college. Establishing the date for the college will be contingent on the availability of suitable facilities and the desired curriculum. Once the date and location is determined, this information needs to be shared with the Chaplain Corps Advisory Council and the Chief of Chaplains so that coordination of their schedules can begin. Care should be taken to select a date that will not conflict with other region chaplain staff colleges if at all possible.

As a general principle, all conferees should be housed in close proximity so that they can become readily acquainted with each other and minimize transportation issues. If the conference is on a military installation (preferred), the assigned project officer must coordinate all billeting requests with the CAP-USAF Region Liaison. Meeting rooms may be available in the Base Chapel annex. The project officer should work directly with the senior installation chaplain for these requests. If the college meets off base, the project officer arranges for housing and meeting facilities taking into consideration the cost, distance, and convenience.

The project officer should coordinate all arrangements for food and refreshments with the local coordinator. The banquet should be a high point of the conference and the banquet speaker should reflect the importance of the occasion. Project officers should be extremely careful in making arrangements for the banquet. Some clubs, including military clubs, require a contract with a definite attendance number. If the project officer forwards an agreement through channels to be signed by NHQ and then only half the guaranteed number arrive, the college is still required to pay for the number contracted. Alternatives are to plan the meal in such a way that the host can give club officials the final number for the banquet after the chaplains have arrived or to simply ask for a private room in which the group can have dinner together and have conferees order *a la carte*.

Organization and Staffing of the College.

As the curriculum is chosen, the schedule for the college is also established. There are several elements that have traditionally been a part of the college in addition to the training curriculum. Some of these include a briefing by the Chief of the Chaplain Corps (or Deputy Chief), briefings from region and wing commanders, greetings from the host region, wing or base commanders and chaplains, and fellowship events. The director of the college will need to ascertain if these individuals are going to be willing and available to participate in the college in some way. If they are, each should be officially invited and informed concerning their scheduled time slot. Letters of invitation to guest speakers should be carefully composed and written by the Director to communicate the gratitude and anticipation of their participation. Care should be exercised to coordinate with National if Air Force General Officers are to be involved. Military protocol must be carefully followed.

The college is an important means of building relationships among the Chaplain Corps. Including time in the schedule for fellowship will encourage chaplains and CDIs to return year after year because of the friendships that have developed.

Strategic planning is another element that could be included in the schedule. Having the Chaplains and the CDIs in the Region together for extended time provides an opportunity to explore the long-range issues facing the region. This may be done in a formal or informal setting, such as lunch or as an optional segment. In any case, the schedule will need to make the best use of the time the chaplains and CDIs have taken out of their personal schedules.

Other aspects of the organization of the college that will need attention will be to determine what instructional materials and audiovisual support equipment the conference instructors and guest speakers require. Verifying that all requested copies and equipment are on hand and functional before the start of the conference is a vital responsibility. One budgeting consideration will be the cost of producing copies of handouts and the possible rental of audiovisual equipment.

Another important arrangement is the provision of someone to greet participants as they arrive and proceed with the registration process. Registration materials will need to be created and reproduced for all of the participants. Nametags can make introductions easier and helps those who are not adept at remembering names. Other resources that should be provided include a college schedule and information concerning quarters, local sights and etc.

An Admin Officer is an essential for the orderly registration and completion of the necessary forms and documentation. Participants will sign into the event on a CAPF 11, which must be transmitted to National Headquarters Personnel and Membership – Registrar, Adult Records, with a copy to the Chaplain Corps Program Administrator within 48 hours of the completion of the college. This important form is how the participants receive credit for their achievement. The Admin Officer will also be called upon to manage the CAPF 17 and medical disclosure forms.

Every CAP event must have a Safety Officer that has the required safety training in accordance with CAPR 62-1. Required operational risk safety briefings shall be

completed as necessary for all staff and participants prior to the commencement of all activities. These briefings may be conducted as outlined also in CAPR 62-1. The Safety Officer will provide necessary operational risk safety briefings every morning when the college commences.

At the conclusion of the college, the region chaplain should write personal letters of appreciation to all who donated their skills and support to the conference. Military members will especially savor a letter of appreciation addressed to their commander. These letters should be written on the letterhead of the Region Chaplain Corps and constructed in a military format.

Required Approvals.

The Deputy Chief of Chaplains is the Dean of all CCRSCs. Curricula and schedules are to be submitted to the Dean of all the Chaplain Corps staff colleges (CAP/HCD) and to the region commander at least 90 days prior to the commencement of the CCRSC. When the curriculum has been approved by the CAP/HCD and Senior Member Professional Development (NHQ/PD), funding is requested by the NHQ Chaplain Corps Program Administrator.

Curriculum.

Chaplain Corps Region Staff Colleges (CCRSCs) are described in CAPR 50-17 and CAPR 265-1. The curriculum of each CCRSC must provide education on a broad range of subjects designed to increase the effectiveness of CAP Chaplain Corps personnel in planning, developing and executing their duties and responsibilities for service; moral and spiritual guidance; and character development in CAP. Additional guidance concerning the curriculum of the staff college is outlined in CAPR 50-17, Chapter 6-7.

After-Action Report.

Within 30 days of the completion of the college, region chaplains will submit a final report to the Deputy Chief of Chaplains (CAP/HCD). This report will show participant names, actual curriculum followed, names of all college resource persons, and an analysis of college expenses. The CAP/HCD will then forward the list of participants to the NHQ Chaplain Corps Program Administrator who will insure the participants have been properly recorded in the Senior Member Professional Development database.

Chapter 3 – Chaplain Corps Advisory Council

Organization of the Chaplain Corps Advisory Council (CCAC).

The mission of the CAP Chaplain Corps is vital to the wellbeing of CAP personnel and to the support of the three primary mission of CAP. The Chaplain Corps Advisory Council (CCAC) is concerned with the educational and professional standards of the world's largest all volunteer chaplaincy.

In order to maintain a continuity of leadership and support of the CAP chaplain program throughout the year, the Chaplain Corps Executive Council (CCEC) serves as a working body with the CCAC.

Membership. The composition of the CCEC and CCAC is specified in CAPR 265-1. The CCAC consists of the Chief of the Chaplain Corps, Chair; one or two Deputy Chief (s) of the Chaplains Corps, Vice Chair; the Secretary of the CCAC; the Chief Emeritus; and the eight region chaplains. The NHQ Chaplain Corps Administrator is also on the Council in a non-voting capacity. CAPR 265-1 provides that with the concurrence of the Council, the Chief may appoint a senior chaplain of a faith group not represented on the Council who meets all of the requirements for appointment as a region chaplain and other advisors and assistants that are necessary to carry out the purposes of the CCAC and CCEC.

Chief of Chaplains. The CAP National Commander appoints the Chief of the Chaplain Corps. The Chief oversees all Chaplain Corps policies and activities, advises the National Commander, and is the spiritual advisor to the National Commander, CSAG and CAP Command Council on matters of religion, morals, morale and the well-being of personnel.

The Chief of the Chaplain Corps (CAP/HC) is chairperson of the Chaplain Corps Advisory Council (CCAC) and the Chaplain Corps Executive Council (CCEC). The functioning of the CCEC and CCAC is the responsibility of the CAP/HC. The CCAC meets in person at the summer Command Council and Annual Conference. It is a responsibility of region chaplains to be present for that meeting. In addition, other meetings may be called at the discretion of the CAP/HC. As the chairperson, the CAP/HC serves as the spokesperson for the CCEC and CCAC to the National Commander, the CSAG and CAP Command Council.

Deputy-Chiefs of the Chaplains Corps. One or two CAP Deputy Chief(s) of the Chaplain Corps (CAP/HCD) may be appointed by the Chief of the Chaplain Corps, in consultation with the National Commander. The Deputy Chief(s) serve(s) at the disposition of the Chief of the Chaplain Corps. If two deputies are appointed, one deputy will serve as the Dean of the Chaplain Corps Region Staff Colleges and one deputy may serve as the Deputy Chief for Administration. Duties of the CAP/HCD include representing the CAP/HC at chaplain events, chairing meetings of the CCEC and CCAC in the absence of the Chief, serving as Dean of all the Chaplain Corps Region Staff Colleges, and such other duties as may be assigned by the CAP/HC. The Deputy Chief serves as the Dean of the Chaplain Corps Region Staff Colleges. Requests for approval of the curriculum, reports of completion and budget issues are all under the purview of the Deputy.

Secretary of the Chaplain Corps Advisory Council. The Secretary of the CCAC and the CCEC is appointed by the Chief of Chaplains. The Secretary provides administrative support for the Chaplain Corps Advisory and Executive Councils by taking minutes and keeping records of the meetings. The Secretary is also responsible for compiling the semi-annual reports from the wings and consolidating the information into a comprehensive report of the activities of the CAP Chaplain Corps.

Purpose of the Chaplain Corps Advisory Council.

The Chaplain Corps Advisory Council (CCAC) is an advisor to the CAP/HC in matters pertaining to the CAP Chaplain Corps. To fulfill this objective, the CCAC assumes the following responsibilities within the national chaplain program.

Advising the CAP Chief of the Chaplain Corps. The chaplain program in Civil Air Patrol has many aspects and responsibilities. In addition to the support of the three missions of CAP, the Air Force has reached out continually to CAP Chaplains for help and support of their chaplain program. The oversight that the Chief gives to this program is extremely demanding for one individual and the present organizational structure has placed many burdens on the Chief that were at one time borne by a full-time Air Force Chaplain. Given the leadership, administration and planning skills required to enable the chaplaincy to fulfill its varied ministries in a national venue, the CCAC serves a vital role in advising the Chief in all matters relating to the program.

The list of activities that are included in the CAP Chaplaincy has continued to grow over the years. Not only are chaplains responsible for the cadet character development program, but also the creation of the material that supports chaplains and character development instructors in facilitating the lessons.

Chaplains may also serve as part of emergency services staffs, provide military assistance, support commanders at every level and give oversight to the regulations and pamphlets related to the Chaplain Corps. Because of these and many other elements of the CAP Chaplain Corps, the Chief is required to interact with the CSAG, CAP Command Council, the CAP National Headquarters, the CCAC, commanders at every level, the Air Force Chief of Chaplains and the National Commander.

The need for advice, guidance, support and agreement among the CCAC for the Chief is essential for the effective functioning of the CAP chaplain program. The members of the CCAC will need to be active and informed members of the Council in order to be genuinely helpful in this fast-paced environment. Familiarity with the latest news in CAP, changes in regulations and policies, the developments of Air Force doctrine and the initiatives that come from the National Headquarters are basic to the role of advisor on the CCAC.

The establishment of the CCAC will prove to be a wise investment of the time and energy of the region chaplains as long as they are willing and qualified to give meaningful advice to the Chief.

Strategic Planning. Though practiced at every level of command, strategic planning becomes most vital at the national level. Chaplains who aspire to become region

chaplains will need to have demonstrated superior skills in long-range planning and visioning. Those skills will be put to the test as members of the CCAC.

Region chaplains will not only need to plan for the work of the chaplaincy within their regions, but will need to be able to think about the CAP chaplaincy in its most global aspects. They will need to balance the spiritual, programmatic, political and mission issues of the program and form a cogent direction for the expenditure of chaplain resources.

Chaplain Corps Publications. As often as necessary, the Chief of the Chaplain Corps will appoint qualified individuals in the Chaplain Corps to edit approved character development lessons to be published in CAPP 265-2 for use in the character development program. These lessons may be obtained from chaplains and character development instructors who may submit lessons at any time. Those appointed to edit the submissions will format, amend and supplement them to fit within the parameters of the case study approach outlined in CAPP 265-2.

An individual or team may also be tasked with the writing or updating of other chaplain related materials. A list of these would include CAPP 221, CAPR 265-1, CAPP 221A, CAPP 221B, CAPP 221C, CAPR 265-2 and CAPP 225.

The CCAC will review the contributions from the writing team and offer comments, suggestions and changes. When the review process is completed, the CCAC will submit the materials to the proper departments at NHQ for their review and publication. The importance of thoughtful review and insightful contribution to the writing process cannot be over emphasized. Unless the CCAC is consulted again, the directorates will assume that the chaplains are in agreement concerning the content of the documents and intend to abide by them when they are published. Because CAP is organized and directed by its written materials, they can have an enduring impact on the effectiveness and morale of chaplains, character development instructors and cadets at every level.

Chaplain Corps Policies. Though the tasks for CAP chaplains are outlined in various publications, the means of carrying out those tasks may require further definition. The CCAC will work with the CAP/HC to develop policies that clarify the procedures and priorities for accomplishing chaplain tasks. Some of these policies may become a part of a regulation while others will provide a standardized approach for all chaplains and character development instructors to follow. This will normally be achieved through the issuance of Chaplain Corps Operating Instructions (CCOIs) that will be transmitted to all region and wing chaplains.

Few publications can anticipate all the issues and questions that may arise concerning the CAP chaplaincy. The CCAC will be challenged to respond to unforeseen situations with policy recommendations that enhance the interaction of chaplain personnel with other chaplains and the general membership in a fair and consistent manner.

Attending the Command Council and Annual Conference.

The CCAC meeting at the summer Command Council and Annual Conference is mandated by regulation. Each member is expected to attend, provide a report to the

Council and contribute to the discussion. If the region chaplain is unable to attend, another chaplain (preferably the deputy region chaplain) will be designated to represent the Region at the meeting.

Funding for the meeting is typically provided by the respective regions and should be requested through those channels.

Chapter 4 – CAP Organization at the National Level

The CCAC is one of the chaplain components of Civil Air Patrol at the national level. Much of the business done by the CCAC involves interaction and support from other components that govern or manage the mission of CAP. Knowledgeable understanding of these components will enhance the effectiveness of the CCAC and further the mission of CAP and the Chaplain Corps. The section on National Organization found in CAPR 20-1 is a helpful introduction to the CAP organizational structure.

The National Commander.

As the advisor to the National Commander, the Chief of the Chaplain Corps interacts continually with the most influential officer in CAP. Members of the CCAC should remember that they are not to seek direct access to the National Commander concerning chaplain issues and that all communication from the CCAC to the National Commander must be delivered by the Chief. Only the Chief speaks for the CCAC to the National Commander, the CSAG and the CAP Command Council.

The Board of Governors.

The Board of Governors (BoG) is CAP's governing body and as such is the component of Civil Air Patrol that is tasked with the responsibility of providing direction for the corporation. It is doubtful that the CCAC will have direct interaction with the BoG. The job description of the CCAC focuses primarily on the work of the Council as advisors to the Chief. Should the need arise, the CCAC would be contacted by a representative of the BoG requesting the counsel of the CCAC.

The CAP Command Council and the CSAG.

As you learned in Course 221A, the CAP Command Council advises the National Commander on operational issues. The CSAG is a smaller body which advises the National Commander and recommends policy and Constitution and Bylaws changes to the BoG. Since the members of the CCAC also serve as region chaplains, they have an advisory connection to their region commander. As the Chief advises the National Commander concerning the issues discussed in the CCAC, region chaplains may advise their region commander of their own perspectives and insights, not necessarily those of the CCAC. Region chaplains are encouraged to share their advice appropriately by communicating with their own commanders and deferring to the Chief to communicate with the National Commander.

Chaplains serving on the CCAC will need to stay informed concerning the issues facing the CSAG and be alert to those that will impact on the Chaplain Corps. The CCAC should be ready to offer meaningful and effective advice concerning these issues and be proactive in raising issues that would be pertinent to the Chaplain Corps. A productive relationship with the CSAG will help facilitate an effective Chaplain Corps in the present and the future.

CAP National Headquarters and Staff.

The National Headquarters and Staff are corporate employees and volunteers of Civil Air Patrol and serve CAP through the management and development of the programs and activities of the CAP missions. The Chief serves on the NHQ staff as a volunteer director. The chaplaincy maintains close ties and interaction with Emergency Services, Drug Demand Reduction, Aerospace Education, Professional Development and Cadet Programs as well.

The NHQ staff supports the CCAC in three ways. First, the Chaplain Corps Program Administrator provides the Chief of the Chaplain Corps with administrative services; the chaplains with a contact at NHQ; and the CCAC with resources. The Chaplain Corps Program Administrator coordinates chaplain projects that are in process within the NHQ and sees to the maintenance of the chaplain page on the CAP website.

Second, the staff works with the CAP/HC and the CCAC in the development of chaplain related publications. Publications are coordinated through appropriate areas of NHQ to ensure their accuracy and consistency with other CAP publications.

Third, the NHQ staff supports the chaplain program through financial resources. The chaplain budget provides for travel and expenses for the members of the CCEC, office expenses, and the Chaplain Corps Region Staff Colleges. This funding is vital to the ongoing work of the Chaplain Corps and an important issue for the CCAC year after year.

Chapter 5 – The Chaplain Corps Culture

As outlined in CAPP 221B, the intention of core values is to create a culture that exemplifies those core values in the activities, the structure and the relationships within the organization. They are meant to both govern and inspire the membership in accomplishment of its purpose and mission. The CAP core values of Integrity, Volunteerism, Excellence, and Respect are designed to “represent a cultural commitment within Civil Air Patrol to practice basic honesty, to give of one’s self for the betterment of humanity, to deliver top quality services, and to treat others fairly.” (CAPR 1-1, Par 2)

The Skills of the Region Chaplain

The Region Chaplain has the responsibility to exhibit these values in the administration, support and accomplishment of the Chaplain Corps program in the region. The Region Chaplain assumes a vital role in promoting a culture that encourages excellence, enjoyment and effectiveness. Because of the challenging role of the Wing Chaplain to build such a culture within the Chaplain Corps of the wing, the Region Chaplain will need to build and enrich this culture as both an example and support for Wing Chaplains.

Region Chaplains should exhibit the following skills in their roles:

- Willingness to listen – This conveys respect for the individual and creates understanding of the circumstances of their lives. Listening enables better decisions as a leader and encourages people to listen in return. The responsibility of the Region Chaplain is not just to listen as opportunities present themselves, but to intentionally create opportunities to listen. Conferences, teleconferences, visits, seminars, staff colleges and region events are all tools that can be used to create listening opportunities.
- Character – There are new pressures and new responsibilities connected to the Region Chaplain role. Being a person of integrity will continue to take effort and the demands for honest and self-sacrificial behavior will increase. As a more visible representative of the Chaplain Corps, adherence to the core values is a primary means of interacting with people in an influential manner within CAP.
- Competency – People expect leaders to be knowledgeable and skilled at their jobs. Region Chaplains will need to complete their work at the region level in a timely and accurate manner and be familiar with the responsibilities of Chaplain Corps personnel at the group, squadron, wing and national level.
- Clarity – This is a two-fold skill that is essential for the Region Chaplain. First, leaders need to be clear about the direction of the program and confident about their decisions to facilitate that program. Secondly, leaders need to communicate in a succinct and accurate manner concerning the

tasks and expectations necessary to execute the program. This is a combination of knowing what to say and how to say it.

Follow-through – For the Region Chaplain, follow-through is expressed in two ways. First, the region chaplain will need to commit to completing all projects in a productive manner. If the project is worthy enough to begin, it is worthy enough to finish. Secondly, all messages need an appropriate, timely response. This includes phone calls, emails, letters, memos and social media posts. The region chaplain is obligated to acknowledge any communique from a member, especially within the Chaplain Corps.

The Principles of the Chaplain Corps Culture

The most challenging task for a leader in any organization is to change the culture of that group. A culture is the sum of many decisions, processes, expectations, affirmations and consequences that have occurred usually over an extended period of time. There is much inertia regarding culture within a group. The Region Chaplain takes on the challenge of building a culture that is consistent with the highest values of CAP and mentoring others to do the same. Within the Chaplain Corps, certain principles have proven themselves to be effective in building a culture of excellence and respect. These include:

- Never say “no” when you can say “yes”

The Region Chaplain should strive to increase the opportunities for both service and creativity within the Chaplain Corps. At the same time, the Region Chaplain is responsible for maintaining the integrity and the structure of the CAP program.

- Don't be insecure

Insecurity in a leader can be very destructive to the morale, the program and the future of the group. Region Chaplains should make a special effort to allow, facilitate and encourage success among all the members of the region. This not only enhances the overall effectiveness of the program, but creates an atmosphere of excellence and honesty.

- Authority decreases with use, influence increases with use

Within the Chaplain Corps, Region Chaplains are encouraged to depend on the quality of their relationships with other members rather than their position or rank to accomplish their missions.

- Be micro-informed, but avoid micro-managing

Region Chaplains who are informed about what is happening within the organization both above and below their position are critical to the success of the Chaplain Corps at every level. They are better equipped to make decisions that enhance the effectiveness of the Chaplain Corps. Because the role of Region Chaplain is so demanding, Region Chaplains will need to allow others to do their jobs and fulfill their responsibilities in accordance with their assignments. Leaders who avoid micro-managing reduce the stresses they face and allow others to broaden their skill sets and competencies.

- Volunteers need appreciation, recognition and meaningful work

Obviously, CAP is a volunteer organization. The Region Chaplain must focus on their dual role in working with volunteers at the region level. First, the Region Chaplain strives to ensure that the members of the Chaplain Corps are receiving the appreciation and recognition they both need and deserve as volunteers. Secondly, the Region Chaplain should take advantage of opportunities to remind other members, especially commanders, of the needs that members have for appreciation, recognition and meaningful work.

The Importance of Endorsers

The Civil Air Patrol is chartered by Congress as a nonprofit corporation and functions as a volunteer, civilian auxiliary of the United States Air Force. Title 10, United States Code, Section 9442(b) gives the Secretary of the Air Force authority to "use the services of the Civil Air Patrol in fulfilling non-combatant programs and missions of the Department of the Air Force." The Civil Air Patrol maintains one of the world's largest volunteer chaplain corps.

Title 10, USC, Section 9446(b) states "The Secretary of the Air Force may use the services of Civil Air Patrol chaplains in support of the Air Force active duty and reserve component forces to the extent and under conditions that the Secretary determines appropriate."

The CAP Chief of Chaplains is committed to ensure that CAP Chaplains who provide direct chaplain assistance to the military will meet all educational standards equivalent to those of Air Force chaplains and are endorsed by a religious endorsing agency recognized by the Armed Forces Chaplains Board (AFCB).

The Region Chaplain has the responsibility of encouraging the Chaplains within the wing to continue to communicate with their endorser and denominational board, if available. All CAP Chaplains should have a clear understanding of the requirements and prohibitions of their endorsers and how they are expected to execute their service in a CAP environment.

Chapter 6 – Summary

The Future of the CAP Chaplain Corps.

Those who have the privilege of serving as region chaplains and members of the Chaplain Corps Advisory Council take on the responsibility of planning and enabling the future of the CAP Chaplain Corps. Only the most qualified and experienced chaplains in Civil Air Patrol are given the opportunity to serve in these positions. In addition to the qualifications and experience, senior chaplains are expected to bring the best in insights, ideas and vision to the benefit of CAP. They are also expected to demonstrate a selfless, serving attitude with their leadership, comrades and those they lead. The chaplains that comprise the CCAC hold the future of the CAP Chaplain Corps in trust and will determine the quality of that future more than any other group in Civil Air Patrol.

Next Step.

This pamphlet provides the material needed to fulfill the knowledge requirement for the master level of the Chaplain Specialty track (CAPP 221).

Test Procedures.

The 221-C Test can be found online at:

https://www.caphq.gov/CAP.LMS.Web/Quiz/quiz_start.aspx?qid=153

To get credit for the test, sign on to the website, answer the questions and submit the test for grading. The test will be graded immediately and you will receive your grade. When you pass (grade of 90% or better), you will be able to print your certificate of completion. Retain this certificate as proof of your completion of the knowledge requirement for the master level and confirm that the accomplishment is properly recorded in your CAP personnel file (CAPF 45) and CAP PD Report.

Attachment 1

SAMPLE AGENDA FOR REGION STAFF COLLEGES

DAY ONE

- 1500-1800 Registration
 - 1800-1845 Ice Breaker and Dinner
 - 1845-1930 Wing Chaplains' time
 - 1930-2000 Briefing from Chief of the Chaplain Corps
 - 2000-2030 Remarks from the Region Chaplain
 - 2030-???? Sing-along/Fellowship Time (optional)
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DAY TWO

- 0730-0800 Devotional (optional)
 - 0800-0815 Fellowship/Refreshments
 - 0815-0845 Greeting from the installation base chaplain
 - Housekeeping
 - Memorial Service
 - 0845-1015 Training Sessions
 - 1015-1030 Break/Fellowship/Refreshments
 - 1030-1200 Training Sessions
 - 1200-1315 Lunch
 - 1315-1515 Training Sessions
 - 1515-1600 Break/Fellowship/Refreshments
 - 1600-1700 Training Sessions
-

DAY THREE

- 0730-0800 Devotional (optional)
 - 0800-1030 Base Tour
 - 1045-1145 Character Development Instructors Master presentations
 - 1145-1300 Lunch
 - 1300-1515 Training Sessions
 - 1515-1600 Break/Fellowship/Refreshments
 - 1600-1700 Training Session
-

DAY FOUR

- 0730-0800 Devotional (optional)
 - 0800-0815 Fellowship/Refreshments
 - 0815-0915 Training Session
 - 0915-0930 Break/Fellowship/Refreshments
 - 0930-1030 Remarks by region directors and commanders in attendance
 - 1030-1100 Awards and Certificates Presented
 - 1100-1130 Staff College Picture
 - 1130-1145 Policing Detail
 - 1200-1400 Graduation Banquet
 - 1400 Departure
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NOTE: CAP chaplains within the region should have the opportunity of giving devotions, benedictions, and invocations. These chaplains should be selected well in advance of conference dates so their names can be included in the printed schedule.