Command Specialty Training Track

Published by:
Professional Development Division
Educational Programs Directorate
Headquarters, Civil Air Patrol
April 2013

COMMAND SPECIALTY TRAINING TRACK

The Command Specialty Training Track is dedicated to General Carl A. "Tooey" Spaatz, the first Chief of Staff of the United States Air Force and Chairman of the Civil Air Patrol National Board (August 1948-April 1959). There is no finer example of an airpower legend, a Civil Air Patrol leader, and a "Commander."

B I O G R A P H Y

Carl A. Spaatz
General, United States Air Force

BORN JUNE 28, 1891 IN BOYERTOWN, Pennsylvania, Carl Andrew Spaatz (originally Spatz - he added an "a" in 1937) graduated from the U.S. Military Academy at West Point, New York, in 1914 and was commissioned in the infantry. After a year at Schofield barracks, Hawaii, he entered aviation training in San Diego, California, becoming one of the army's first pilots in 1916 and winning promotion to first lieutenant in June. He advanced to captain in May 1917 and was ordered to France in command of the 31st Aero Squadron. He organized and directed the aviation training school at Issoudon and by the end of the war had managed to get just three weeks' combat duty, during which he shot down three German aircraft. In June 1918 he was promoted to temporary major.

During 1919-1920 he served as assistant air officer for the Western Department; he reverted to captain in February 1920 and received promotion to permanent major in July. Spaatz served as commander of Mather Field, California, in 1920; as commander of Kelly Field, Texas, in 1920-1921; as air officer, VIII Corps, in 1921; as commander of the 1st Pursuit Group of Selfridge Field, Michigan, in 1922-1924; in the office of the chief of the Air Corps in 1925-29; as commander of the 7th Bombardment Group at Rockwell field, California, and subsequently of Rockwell Field in 1929-1931; and as commander of the 1st Bombardment Wing at March Field, California, in 1931-1933. During January 1-7, 1929, Spaatz and Captain Ira C. Eaker established a flight endurance record of 150 hours, 40 minutes, in a Fokker aircraft, the *Question Mark*, over Los Angeles. After two years as chief of the training and operations division in the office of the chief of Air Corps and promotion to lieutenant colonel in September 1935, he entered the Command and General Staff School, Fort Leavenworth, Kansas, graduating in 1936. He was executive officer of the 2nd Wing at Langley Field, Virginia, until 1939 and then again joined the staff of the chief of the Air Corps. After a tour of observation in England in 1940 he was promoted to temporary

brigadier general and named to head the material division of the Air Corps, and in July 1941 he became chief of the air staff under General Henry H. "Hap" Arnold, chief of the (renamed) Army Air Force.

In January 1941 he was appointed chief of the Air Force Combat Command. Later in that year he returned to England to begin planning the American air effort in Europe. In May he became commander of the Eighth Air Force, and in July he was designated commander of U.S. Army Air Forces in Europe. In November he went to North Africa to reorganize the Allied air forces there for General Dwight D. Eisenhower, becoming commander of the Allied Northwest African Air Forces (NWAAF) in February 1943. In March he was promoted to temporary lieutenant general. From March to December 1943 he was also commander of the Twelfth Air Force, a unit of the NWAAF, which took part in both the North Africa and Sicily campaigns. In January 1944 Spaatz was named commander of the Strategic Air Force in Europe; his command included the Eighth Air Force under General James H. "Jimmy" Doolittle, based in England, and the Fifteenth Air Force under General Nathan F. Twining, based in Italy, and had responsibility for all deep bombing missions against the German homeland. In March 1945 he was promoted to temporary general, and in July, with the war in Europe having ended, he took command of Strategic Air Force in the Pacific. The atomic bombing of Hiroshima and Nagasaki took place under his command.

In March 1946 he succeeded General Arnold as commander in chief of the Army Air Forces, and he became the first chief of staff of the independent air force in September 1947. He held that post until retiring in July 1948 in the rank of general (he had been permanent major general since June 1946). He served subsequently as chairman of the Civil Air Patrol and for a time contributed a column to *Newsweek* magazine. Spaatz died in Washington, D.C., on July 14, 1974 and was interred on the grounds of the U.S. Air Force Academy. He was inducted into the International Aerospace Hall of Fame in 1977.

From *Webster's American Military Biographies*, Merriam Co., 1978. 497p., Carl Spaatz, pp.404-405. Used with permission.

Table of Contents

Preface 5
Overview and Trainee Performance Feedback Requirements 5
Overview 5
CAP Performance Feedback Process (CAP Form 40) 7
Training Objectives 8
Knowledge, Training, and Performance Requirements 8
Service Requirements 8
Guidance for Mentors, Subject Matter Experts (SMEs) and On-The-Job Training (OJT) Supervisors 8
Documentation and Reporting 9
Recording Ratings 9
Forms 10
Award of Ratings to Jump-Start the Command Track 10
Prerequisites for Enrolling in the Command Track 11
Achieving the Technician Rating 12
Knowledge, Training and Performance Requirements 12
Reading Lists 12
Service Requirements 13
Technician Level Training Checklist 14
Achieving the Senior Rating 15
Knowledge, Training, and Performance Requirements 15
Reading Lists 15
Service Requirements 16
Senior Level Training Checklist 17
Achieving the Master Rating 19
Knowledge, Training, and Performance Requirements 19
Reading Lists 19
Service Requirements 20
Master Level Training Checklist 21
Attachment 1 – CAP Regulations, Manuals, Pamphlets and Forms 23
Attachment 2 – CAP Form 40: Performance Feedback Form 24
Attachment 3 – Instructor, Staff, Director/Course Activity Opportunities 27
Attachment 4 – Listing of CAP Specialty Training Tracks 28
Attachment 5 – Award of Rating Through the “Jump-Start” Provision 29
Attachment 6 – Professional Development Program Progression and Awards Chart 30

Preface

This study guide outlines the requirements for attaining the Technician, Senior, and Master ratings in the Command Specialty Training Track of the Senior Member Professional Development Program. Training in the "Command Track" is mostly self-paced and intended to take place on-the-job and through self-study. However, in all levels trainees will be guided by a mentor. This pamphlet guides senior members through the training process and is designed to help them learn to function effectively as commanders at the squadron, group (if applicable), and wing levels of Civil Air Patrol. Credit for education, training, time in service, time in grade, performance requirements, and rank, are retroactive.

This specialty track is guided by CAPR 50-17, *Senior Member Professional Development Program*. Feedback on the contents of this study guide should be directed to CAP Headquarters Professional Development Division, prodev@capnhq.gov.

Attachment 1 to this study guide contains information on accessing all CAP forms and publications. For the most up-to-date publications and forms, refer to the CAP website. Before reading further in this guide, the trainee should take a moment now to review the information at Attachment 1. (To access the publications, see link at http://www.capmembers.com/forms_publications__regulations/indexes-regulations-and-manuals-1700/).

Please note that many training requirements referenced in this study guide are available on-line at various locations within the CAP website.

Overview and Trainee Performance Feedback Requirements

Overview

Like all of CAP's specialty tracks, the Command Track is divided into three progressive ratings: Technician, Senior, and Master. Accomplishing the requirements for each rating will prepare trainees for subsequent command duties. Successful completion of the Technician level prepares the trainee for command at the squadron or group level (if applicable). Successful completion of the Senior level prepares the trainee for command at the wing level. Successful completion of the Master level certifies the trainee as a "Master Level Commander" eligible for further executive-level (regional or national) command or staff assignments, and continued executive development.

Most often, the Command Track is managed and controlled at the wing level. Please see the matrix below to see the chain of approval for applicants at all levels:

Applicant Chain of Approval for Command Track Enrollment and Mentor Assignment					
Applicant is assigned to:	***Squadron/CC Approval***	***Group/CC Approval (if applicable)***	***Wing/CC Approval***	***Region/CC Approval***	***National/CC or Designee***
Squadron	Yes	Yes	Yes	No	No
Group	No	Yes	Yes	No	No
Wing	No	No	Yes (unless the member is the wing commander)	Yes (for wing commanders only)	No
Region	No	No	No	Yes (unless the member is the region commander)	Yes (for region commanders only)
National	No	No	No	No	Yes

Hereafter, for ease of explanation, this pamphlet will assume a wing-level program. Applicants desiring to enroll in the Command Track must request enrollment through their unit commander (and group commander, if applicable) to their wing commander, who will then enter into eServices (Command Specialty Track, “None” level code.) Although no specific format or content is required for the request, applicants are encouraged to include any personal and professional information which would enhance their application and therefore, increase their chances for acceptance. Please note that commanders have limited resources to support this training program and may not be able to accommodate all applicants.

Once accepted, the wing commander will become, or will assign, a Command Track Mentor for trainees. It’s important that the commander and the trainee agree on the mentor assigned. The mentor must have a record of successful command experience at least at the squadron or wing level for the Tech and Senior ratings, and a successful record at the wing or region level for the Master rating (see guidance about the mentor program on page 9). Mentors assigned to trainees may come from any organizational level within CAP. Mentors are encouraged to solicit Subject Matter Experts (SMEs) and On-The-Job (OJT) supervisors to help them educate and train the Command Track trainee assigned to them.

SMEs and OJT supervisors may come from any organizational level within CAP. The wing commander may personally manage this program, or management may be delegated to the wing Director of Professional Development.

CAP Performance Feedback Process (CAP Form 40)

Progress in the Command Track is assessed, in part, by means of the CAPF 40, *CAP Performance Feedback Form* (see Attachment 2 to this pamphlet). This form is not used solely to assess a trainee's progress in the Command Track, but also to assess the trainee's progress in overall service to the wing and/or region. This form is completed by the trainee's commander with input from the trainee's mentor.

The feedback process between student, mentor and/or commander is critical to the success of developing future leaders for CAP. The process has to be candid and truly measure the student's progress and potential. Mentors and commanders must at all times monitor this process to insure honest and fair feedback that benefits the student's progress.

At the start of the Command Track Technician, Senior or Master levels, the trainee's Command Track Mentors will review the contents of the CAPF 40 with the trainee. Special emphasis will be placed on the eight strategic performance factors in Part IV of the form. After discussion with the trainee, the mentor will assign an education, training, or task assignment in each of the eight performance factors. Understandably, these tasks will vary depending on the needs of the trainee's assigned unit, group (if applicable), and wing or region. The trainee's commander approves the tasking assigned by the mentor.

At the end of every 6-month period of training, and upon completion of each Command Track level, the trainee's commander (with mentor input) will assess the trainee's progress and provide feedback via the CAPF 40. In CAPFs 40 subsequent to the first one, the commander is required to complete section "VI Narrative" to document the trainee's progress since the last review and make suggestions for future goals and recommendations for concentration/improvement.

The trainee will not be allowed to progress to a higher level of the Command Track until he or she meets or exceeds all of the ***Knowledge, Training and Performance Requirements*** as well as the ***Service Requirements*** specified for the Command Track level the trainee is pursuing. The unit commander certifies a trainee's completion of the Technician level of training. The group commander (or wing commander if the wing has no groups) certifies a trainee's

completion of the Senior level of training. The wing commander certifies a trainee's completion of the Master level.

Wing commanders will monitor and review all actions for compliance and fairness for those in the Technician and Senior levels. The region commander will monitor and review all actions for those enrolled in the Master level.

The CAPFs 40 will be filed in the trainee's personnel file. Upon completion of each level, the trainee's professional development records (CAPF 45, *Senior Member Master Record* and the trainee's National Headquarters personnel/training records) will be updated. The CAPFs 40 will be given to the trainee for inclusion in their personal records. Upon withdrawal from the program, the CAPFs 40 will be given to the trainee for inclusion in their personal records.

Training Objectives

Each rating contains Knowledge, Training and Performance Requirements as well as Service Requirements that must be completed in order to attain each successive rating.

Knowledge, Training, and Performance Requirements

These requirements are derived from self-study, On-the–Job-Training (OJT) experiences, agreement with assigned mentor, and formal education and training courses. In addition to helping the trainee progress in the Command Track, these requirements are designed to supplement a trainee's overall progress in the *CAP Senior Member Professional Development Program* as prescribed by CAPR 50-17.

Service Requirements

These requirements are objectives which describe what each student is expected to complete through active participation.

Guidance for Mentors, Subject Matter Experts (SMEs) and On-The-Job Training (OJT) Supervisors

The Command Track Mentor is crucial to the success of the Command Track trainee. These senior members, in partnership with the appropriate commander, any assigned SMEs and OJT supervisors, guide the trainee through the knowledge, performance, and service requirements specified for the rating being pursued.

The wing will, over time, develop a cadre of potential mentors from which the commander will select to assign to the trainees. The trainee may also suggest a mentor for the wing commander's consideration.

Responsibilities Specific to the Mentor

A mentor/trainee relationship is not a command relationship. It's a teaching relationship where the mentor helps focus the trainee's learning and personal growth through a series of formal interactions. These can be weekly meetings, lunches, phone calls, seminars or any combination of these. Specifically, the mentor's responsibilities include the following:

- Provide advice, guidance and assistance to Command Track trainees as they progress through the track level assigned.
- Seek out and solicit other experienced commanders to help the trainee.
- Plan training exercises and encourage/facilitate enrollment in CAP or other professional development opportunities for the trainee.
- Provide regularly scheduled and impromptu feedback to the trainee about their performance/progression.
- Serve as a non-judgmental, yet honest sounding board for the trainee so that they can reflect on their experiences while learning.
- Provide critical feedback and positive reinforcement to the trainee.
- Certify to the trainee's commander that the trainee has successfully completed the required items through the use of the training checklists as well as discussion of trainee progression during the commander's evaluation on the CAPF 40.

CAPP 50-7, *Mentoring*, provides excellent insight into how to be an effective mentor.

Documentation and Reporting

Recording Ratings

Documentation for command track ratings is initiated by the candidate's immediate commander. Approval authority is vested **through the chain of command** to the wing commander (see below).

Approval Authority for Command Specialty Track Ratings				
Rating	***Squadron/CC Approval***	***Group/CC Approval***	***Wing/CC Approval***	***Region/CC Approval***
Technician Rating	Yes	Yes	Yes	No
Senior Rating	Yes	Yes	Yes	No
Master Rating	Yes (if candidate is assigned to a squadron)	Yes	Yes	No

Specialty track ratings are recorded locally and in eServices. Locally, the CAPF 45, *Senior Member Master Record*, documents progression through specialty tracks. At the national level, a member's progress is recorded. After a trainee satisfies all requirements for a Command Track Technician level, the unit commander updates the trainee's record in eServices. After a trainee satisfies all requirements for a Command Track Senior level, the group commander (or wing commander if the wing does not use groups) updates the trainee's record in eServices. After a trainee satisfies all requirements for a Command Track Master level, the wing commander updates the trainee's record in eServices.

Forms

Checklists attached to the end of this pamphlet are included for candidates and commanders to use when documenting completion of educational and experiential requirements for the rating desired. These checklists are completed and signed by the trainee, the mentor, and the approving commander(s) involved and retained in the candidate's personnel file. Supporting documents must be submitted (transcripts, graduation certificates, proof of organization membership, etc.) for those requirements not reflected in eServices. The Form 40, mentioned previously, is found in Attachment 2.

Award of Ratings to Jump-Start the Command Track

Current and previous commanders have a **single opportunity** to "jump-start" their progression through the Command Track based on the qualifications listed below:

- If the member has successfully served at least 1 year as a squadron commander or squadron deputy commander prior to 30 April 2013, he or she may be awarded the Technician rating.
- If the member has successfully served at least 1 year as a squadron commander or squadron deputy commander AND at

least 1 year as a unit commander or vice commander above the squadron level, prior to 30 April 2013 he or she may be awarded the Senior rating.

- If the member has successfully served at least 5 years as a commander or vice commander (with a minimum of 3 years as commander) at any echelon above squadron level (service may be combined between echelons), prior to 30 April 2013 he or she may be awarded the Master rating.

Past and present commanders may only use this "jump-start" provision one time for award of a single command track rating. Once used, they must revert to the regular program.

Members desiring to use this "jump-start" provision must still have their request approved by their wing commander. They must provide documentation requesting the rating under "jump-start", as well as documentation of the command service. The form to request a rating under the Jump-Start provision is found in Attachment 5. **NOTE: Members desiring to use this provision will have until 31 March 2014 to apply for a rating through this provision.**

Prerequisites for Enrolling in the Command Track

Before entering into the Command Track several prerequisites must be accomplished:

- Must have been a senior member for at least 1 year AND be a CAP officer.
- Complete Level II of the CAP Professional Development program (See CAPR 50-17).
- Be recommended by the unit commander and accepted by the wing commander.
- Be assigned a mentor by the wing commander. It's important that the commander and the trainee agree on the mentor assigned. The mentor must have a record of successful command experience in accordance with the overview above.

Achieving the Technician Rating

Knowledge, Training and Performance Requirements

- Demonstrate knowledge of CAP customs, courtesies, and proper wear of CAP uniform.
- Complete CAP's Basic Risk Management Course (available on-line in the Safety Management System (SMS)).
- Demonstrate knowledge of unit procedures and financial accountability.
- Complete the Unit Commander's Course.
- Complete the Training Leaders of Cadets Course (TLC).
- Demonstrate the ability to write a USAF-style letter (either a memorandum or business-style) (see CAPR 5-4).
- Maintain successful performance as shown on CAPFs 40.

Reading Lists

Trainees in the Technician level of the Command Track must become knowledgeable of the publications outlined in the *Required Program Readings* listed below.

Additional Program Readings will be assigned by the mentor, with concurrence of the trainee, to familiarize the trainee with areas outside his or her expertise. These readings will be assigned from CAP's Professional Development website.

Professional Development Program Readings are assigned by the trainee's mentor to broaden the trainee's approach to leadership and management issues. Sample sources include, but are not limited to, Air Force Chief of Staff Reading List, CAP's Read to Lead program and Air University publication AU-24, *Concepts for Air Force Leadership*.

Required Program Readings:

- 5-, 10-, 20-, 35-, 36-, 39-series CAP regulations and 50-series CAP pamphlets.
- AFH 33-337, *Air Force Tongue and Quill*

Additional Program Readings: Assigned from CAP's Professional Development website.

Professional Development Program Readings: As assigned.

Service Requirements

- 2 years total active service as a senior member CAP officer.
- Achieve promotion to the grade of Captain or higher.
- Train for at least 12 months for the Technician rating in this track.
- 1 year staff experience at the squadron, group, wing, or region level (service as a deputy commander for seniors or deputy commander for cadets preferred).
- Participation at group and wing level activities including attendance at commander's calls in the wing.
- Attend at least one annual wing, region, or national conference.

Technician Level Training Checklist

To be eligible to apply for the Technician Rating, the candidate must complete the requirements below. Ratings are awarded by the trainee's wing commander (or higher if not assigned within a wing) in accordance with the Command Specialty Track:

Printed Name and Grade:_____ CAPID:_____ Charter:_____

Knowledge, Training and Performance Requirements:	Mentor's Initials and Date
Demonstrate knowledge of CAP customs, courtesies, and proper wear of CAP uniform.	
Complete CAP's Basic Risk Management Course.	
Demonstrate knowledge of financial accountability.	
Complete Unit Commander's Course.	
Complete Training Leaders of Cadets Course.	
Demonstrate the ability to write a USAF-style (memorandum or business – style).	
Maintain successful performance as shown on CAPFs 40.	
Reading Lists:	
Complete required and additional assigned program readings as listed on page 13.	
Service Requirements:	
2 years total active service as a senior member CAP officer.	
Achieve promotion to the grade of Captain or higher.	
Train for at least 12 months for the Technician Rating in this track.	
1 year staff experience at squadron, group, wing or region level (service as deputy for seniors or deputy for cadets preferred).	
Participation at group and wing level activities including attendance at commander's call's in the wing.	
Attend at least one wing, region or national conference.	

Once the trainee and mentor complete the requirements on this checklist and agree it's time to apply for the Technician Rating, they will sign off the checklist, obtain the approval of the squadron commander and wing commander, and the wing commander will log the rating into eServices.

_____ _____
Trainee Date

_____ _____
Mentor Date

_____ _____
Squadron Commander Date

_____ _____
Wing Commander Date

Achieving the Senior Rating

Knowledge, Training, and Performance Requirements

- Demonstrate comprehension of the three primary mission areas, Aerospace Education, Cadet Programs and Emergency Services.
- Complete Level III or the CAP Professional Development Program.
- Complete the Intermediate Risk Management Training Course, How to File a Mishap (courses 1 and 2) and the Technician Level Safety Exam (available on-line in the Safety Management System (SMS)).
- Demonstrate a thorough understanding of CAP's Ethics Regulation (CAPR 1-1).
- Demonstrate an understanding of financial audits, fundraising, and prevention of fraud in financial management.
- Demonstrate an understanding of CAP asset/property management to include prevention of abuse/loss and the operation of Organizational Resource Management System (ORMS).
- Maintain successful performance as shown on CAPFs 40.

Reading Lists

Trainees in the Senior level of the Command Track need to become knowledgeable of the publications outlined in the *Required Program Readings* listed below.

Additional Program Readings will be assigned by the mentor, with concurrence of the trainee, to familiarize the trainee with areas outside his or her expertise. These readings will be assigned from CAP's Professional Development website.

Professional Development Program Readings are assigned by the trainee's mentor to broaden the trainee's approach to leadership and management issues. Sample sources include, but are not limited to, Air Force Chief of Staff Reading List, CAP's Read to Lead program and Air University publication AU-24, *Concepts for Air Force Leadership*.

Required Program Readings

- CAP Pamphlet 110-1, *Federal Statutes Affecting Civil Air Patrol*.
- CAPR 173-4, *Fundraising/Donations*

- AFI 10-2702, *Board of Governors of the Civil Air Patrol.*
- CAP *Constitution and By-Laws*.
- CAP *Cooperative Agreement and Statement of Work*.
- CAPP 3, *Guide to CAP Protocol*.
- Regulations; 1-series. 36-1&2, 50-17, 52-10, 52-16, 60-series, 66- series, 62-2, 66-1, 67-1, 77-1, 87-1, 100-series, 123-series, and 173-series.

Additional Program Readings: Assigned from CAP's Professional Development website.

Professional Development Program Readings: As assigned.

Service Requirements

- 3 years total active service as a senior member CAP officer.
- Previous designation in the Command Track at the Technician level AND 1 year of command at the squadron level (or higher).
- 3 years command and staff experience at any level within a wing or region.
- 3 years supervisory experience gained within or outside CAP.
- Present a CAP public relations briefing to a non-CAP organization or public entity.
- Serve as an instructor, staff member, or director in one course/activity listed in Attachment 3 to this pamphlet (see Attachment 3 "Instructor, Staff, Director Course/Activity Opportunities").
- Train for at least 12 months for the Senior rating in this track.
- Mentor a new CAP member to at least the Technician level in one of CAP's specialty tracks.

Senior Level Training Checklist

To be eligible to apply for the Senior Rating, the trainee must complete the requirements below. Designations are awarded by the trainee's wing commander in accordance with the Command Specialty Track:

Printed Name and Grade:_____ CAPID:_____ Charter:_____

Knowledge, Training and Performance Requirements:	**Mentor's Initials and Date**
Demonstrate comprehension of the three primary mission areas, Aerospace Education, Cadet Programs and Emergency Services	
Complete Level III of the CAP Professional Development Program.	
Complete the Intermediate Risk Management Training Course, How to File a Mishap (courses 1 and 2) and the Technician level Safety Exam.	
Demonstrate a thorough understanding of the CAP Ethics Regulation.	
Demonstrate an understanding of financial audits, fundraising and prevention of fraud in financial management.	
Demonstrate an understanding of CAP asset/property management to include prevention of abuse/loss and the operation of ORMS.	
Maintain successful performance as shown on CAPFs 40.	
Reading Lists:	
Complete required and additional assigned program readings listed on page 16 and 17.	
Service Requirements:	
3 years total active service as a senior member CAP officer.	
Previous designation in the Command Track at the Tech level AND 1 year of command at the squadron level.	
3 years command and staff experience at any level within wing or region	
3 years supervisory experience gained within or outside CAP	
Present a public relations briefing to a non-CAP organization or public entity.	
Serve as an instructor, staff member or director in one course/activity listed in Attachment 3 to this pamphlet.	
Train for at least 12 months for the Senior rating of this track.	
Mentor a new member to at least the Technician level in one of CAP's specialty tracks.	

See Reverse to Continue

Once the trainee and mentor complete the requirements on this checklist and agree it's time to apply for the Senior Rating, the mentor will initial the checklist items above and sign below, the trainee's immediate commander will sign off, and send the completed form to their group commander and on to their wing commander for final approval and logging into eServices.

Trainee	Date
Mentor	Date
Squadron Commander	Date
Group Commander (if wing has groups)	Date
Wing Commander	Date

Achieving the Master Rating

Knowledge, Training, and Performance Requirements

- Document your participation in all three of CAP's primary mission areas to your wing commander.
- Demonstrate that you know and thoroughly understand the "Mission, Vision and strategic goals" of CAP to include your role in meeting those objectives as found in CAP's Strategic Plan.
- In agreement with your mentor, submit a comprehensive summary of two leadership/management books from "CAP's Read to Lead program."
- Attend one additional wing, region or national conference.
- Demonstrate the ability to provide a 10-minute extemporaneous briefing on CAP and the wing's operations, as one would do when briefing a potential customer or new legislator. This briefing may be sourced from CAP or may be constructed by the trainee.
- Complete Level IV of the CAP Professional Development Program.
- Successfully mentor a junior officer through the Technician level of this track.
- Maintain successful performance as shown on CAPFs 40.

Reading Lists

Trainees in the Master level of the Command Track need to become knowledgeable of the publications outlined in the *Required Program Readings* listed below.

Additional Program Readings will be assigned by the mentor, with concurrence of the trainee, to familiarize the trainee with areas outside his or her expertise. These readings will be assigned from CAP's Professional Development website.

Professional Development Program Readings are assigned by the trainee's mentor to broaden the trainee's approach to leadership and management issues. Sample sources include, but are not limited to, Air Force Chief of Staff Reading List, CAP's Read to Lead program and Air University publication AU-24, *Concepts for Air Force Leadership.*

Required Program Readings

- AFPD 10-13, *Air Force Doctrine*.
- AFPD 10-27 *Civil Air Patrol*.
- AFI 10-2701 Organiza*tion and Function of the Civil Air Patrol*.
- Civil Air Patrol's Strategic Plan.
- All regulations, manuals, and pamphlets that pertain to asset management to include insurance, funds, equipment, communications, aircraft, vehicles, and facilities (including the *Wing Commander Financial Guide* issued by NHQ CAP/FM).
- "*Robert's Rules for Parliamentary Procedure*" (Internet search).

Additional Program Readings: Assigned from CAP's Professional Development website.

Professional Development Program Readings: As assigned.

Service Requirements

- 4 years total active service as a senior member CAP officer.
- Previous designation in the Command Track at the Senior level AND 3 years documented experience as a successful commander (can be 2 years in command and 1 year as vice-commander) at any echelon (service may be combined between echelons).
- Write and submit an article on any safety topic to their immediate commander for distribution to the unit.
- Train for at least 12 months for the Master rating in this track.

Master Level Training Checklist

To be eligible to apply for the Master Rating, the trainee must complete the requirements below. Designations are awarded by the trainee's wing commander in accordance with the Command Specialty Track:

Printed Name and Grade:_____ CAPID:_____ Charter:_____

Knowledge, Training and Performance Requirements:	Mentor's Initials and Date
Document participation in all three of CAP's primary mission areas to your commander.	
Demonstrate a thorough understanding of the "Mission, Vision and Long-Term Objectives" of CAP to include your role in meeting those objectives.	
Submit a comprehensive summary or two leadership/management books as outlined on page 20 of this guide.	
Attend one additional wing, region or national conference.	
Demonstrate the ability to provide a 10-minute extemporaneous briefing as outlined on page 20 of this guide.	
Complete Level IV of the CAP Professional Development Program.	
Successfully mentor a junior officer through the Technician level of this track.	
Maintain successful performance as shown on CAPFs 40.	
Reading List:	
Complete required and additional assigned program readings listed on page 21.	
Service Requirements:	
4 years total active service as a senior member CAP officer.	
Previous designation in the Command Track at the Senior level AND 3 years documented experience as a successful commander as shown on page 21 of this guide.	
Write and submit an article on any safety topic to their immediate commander for distribution to the unit.	
Train for at least 12 months for the Master Rating in this track.	

See Reverse to Continue

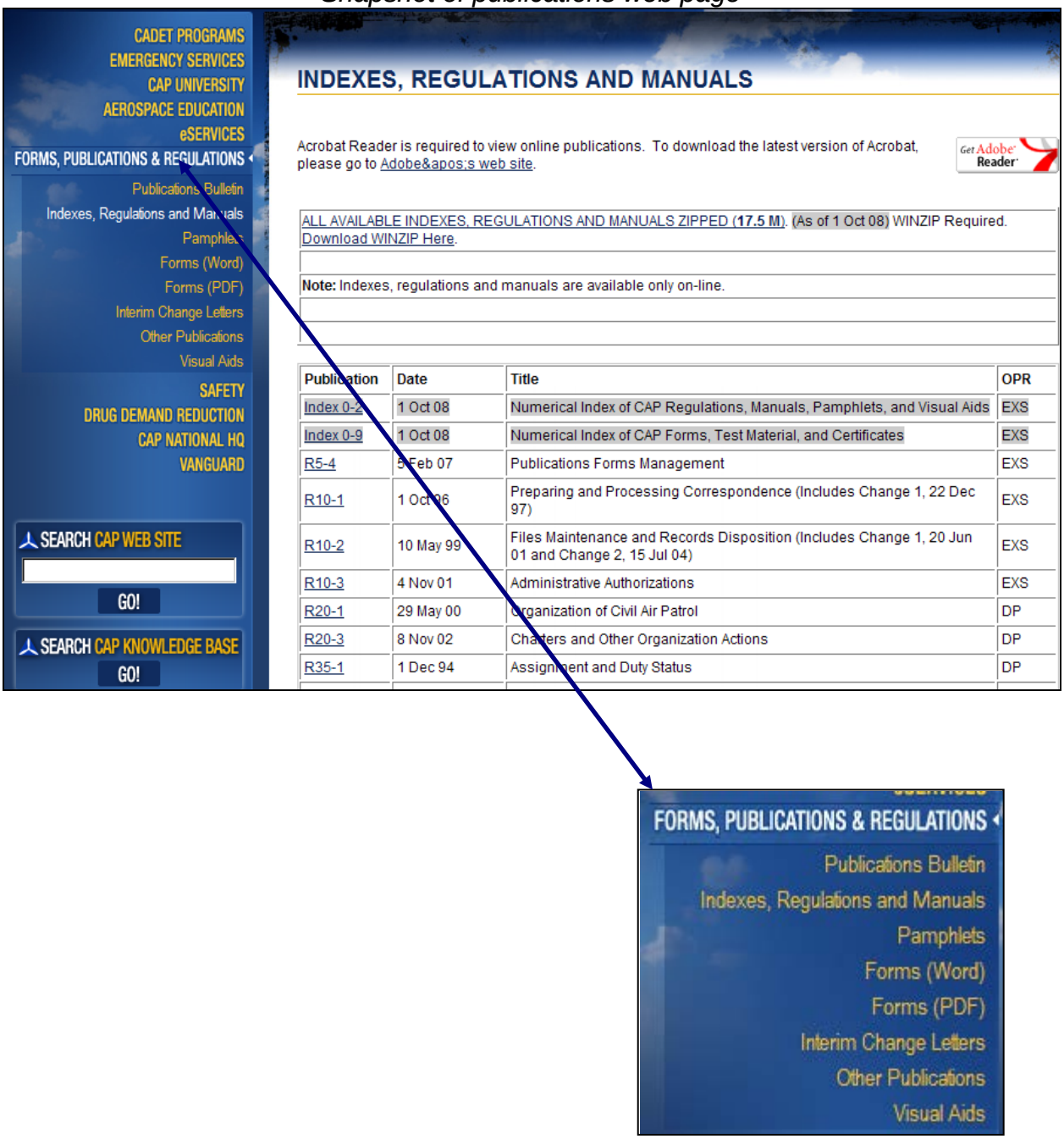
Once the trainee and mentor complete the requirements on this checklist and agree it's time to apply for the Master Rating, the mentor will initial the checklist items above and sign below, the trainee's immediate commander will sign off, and send the completed form to their group commander and on to their wing commander for final approval and logging into eServices.

Trainee	Date
Mentor	Date
Squadron Commander	Date
Wing Commander	Date

Attachment 1 – CAP Regulations, Manuals, Pamphlets and Forms

For the most up-to-date publications and forms, refer to the CAP website.

Snapshot of publications web page



Attachment 2 – CAP Form 40: Performance Feedback Form

CONFIDENTIAL - FOR OFFICIAL CIVIL AIR PATROL USE ONLY. UNAUTHORIZED DISCLOSURE IS PROHIBITED

CAP PERFORMANCE FEEDBACK FORM

I. PERSONAL INFORMATION

NAME	CAPID	GRADE	UNIT

II. TYPE. (A) ☐ INITIAL ☐ ANNUAL ☐ SPECIAL **(B)** ☐ SELF REVIEW ☐ SUPERVISOR FEEDBACK

III. DUTY TITLE

IV. PERFORMANCE FEEDBACK (Note: blocks checked below indicate how well the officer receiving feedback meets officer giving feedback's performance expectations. Raters **MUST** provide qualitative comments for each rating.)
DOES NOT MEET = Significantly failed to meet expectations; requires immediate corrective action.
NEEDS IMPROVEMENT = Performance does not meet some expectations; deficiencies exist that need improvement.
MEETS = Meets expectations, satisfactory performance relatively free of deficiencies.
EXCEEDS = Exceeds expectations; performance carried out in a superior manner.
FAR EXCEEDS = Performance is carried out in a far superior manner and is consistently of exceptional merit.

1. Job Knowledge. Has knowledge required to perform duties effectively. Strives to improve knowledge. Applies knowledge to handle non-routine situations.

Comments: ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

2. Leadership Skills. Sets and enforces standards. Works well with others. Fosters teamwork. Displays initiative. Self-confident. Motivates subordinates. Has respect and confidence of subordinates and superiors. Fair and consistent in evaluation of subordinates. Complies with safety directives and fosters environment of safety.

Comments: ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

3. Professional Qualities. Exhibits loyalty, discipline, dedication, integrity, honesty, and officership. Adheres to CAP standards. Accepts personal responsibility. Is fair and objective.

Comments: ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

4. Organizational Skills. Plans, coordinates, schedules and uses resources effectively. Meets suspense dates. Schedules work for self and others equitably and effectively. Anticipates and solves problems. Delegates effectively.

Comments: ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

5. Judgment and Decisions. Makes timely and accurate decisions. Emphasizes logic and information input in decision-making. Retains composure in stressful situations. Recognizes opportunities. Adheres to safety requirements. Acts to take advantage of opportunities.

Comments ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

6. Communications Skills. Listens, speaks, and writes effectively.

Comments: ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

7. Equipment and Resource Management. Ensures accountability for all aircraft, vehicles, communications and computer equipment.

Comments: ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

8. Financial Management. Has solid understanding of financial management. Ensures fiscal accountability over corporate funds and solvency. Maintains strong financial internal controls and compliance with regulations.

Comments: ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

V. OTHER FEEDBACK (To be completed ONLY by officer receiving feedback)

Communication, Mentoring, and Guidance. The officer giving feedback provides necessary support, information, resources and guidance so duties can be performed effectively. Raters **MUST** provide qualitative comments for each rating.

Comments: ☐ Does Not Meet ☐ Needs Improvement ☐ Meets ☐ Exceeds ☐ Far Exceeds

VI. NARRATIVE (since last review)

1. CIVIL AIR PATROL PROFESSIONAL DEVELOPMENT

Comments:

2. ACCOMPLISHMENTS AND SUCCESSES

Comments:

3. STRENGTHS

Comments:

4. SUGGESTED GOALS OR AREAS FOR CONCENTRATION/IMPROVEMENT

Comments:

VII. ADDITIONAL COMMENTS

Comments:

(OFFICER RECEIVING FEEDBACK) SIGNATURE	(OFFICER GIVING FEEDBACK) GRADE/NAME *(PRINT)*
DATE OF IN-PERSON DISCUSSION	(OFFICER GIVING FEEDBACK) SIGNATURE

HIGHER ECHELON REVIEW (POSITION/INITIALS): 1. _____ 2. _____ 3. _____

PERFORMANCE FEEDBACK PROCESS INSTRUCTIONS

Purpose.
Performance feedback is a private, formal communication one officer uses to tell another officer what is expected regarding duty performance and how well the officer is meeting those expectations. The officer giving feedback documents this feedback on the CAP Performance Feedback Form 40 and uses it as a guide to discuss performance, objectives, standards and behavior. Providing this information contributes to positive communication, improved performance and professional growth.

Responsibilities.

1. The officer receiving feedback will:
   a. Know when feedback sessions are due.
   b. Request a feedback session, if needed.
   c. Notify the officer giving feedback when required or requested feedback did not take place.
   d. Conduct a self review before meeting with the officer giving feedback. Complete and sign the form documenting this.
   e. Sign the officer giving feedback's CAP Performance Feedback Form indicating the date the feedback session occurred.
2. The officer giving feedback will:
   a. Prepare for, schedule, and conduct feedback sessions.
   b. Be aware of standards and expectations and consider them when providing feedback.
   c. Review the officer receiving feedback's self assessment and comment on those areas that are the same and different. Provide realistic feedback to help improve performance. Realistic feedback includes discussion and detailed written comments on the CAP Performance Feedback Form, not just check marks on the form.
   d. Provide the original completed and signed feedback form to the officer receiving feedback and sign the officer's self assessment form.
   e. Document behavior that may result in further administrative follow-up action on other than a CAP Performance Feedback Form.

Guidance for Conducting Feedback Sessions. Feedback sessions should be conducted face-to-face. ***EXCEPTION:*** The officer giving feedback may conduct sessions by telephone only in unusual circumstances where face-to-face sessions are impractical, such as when the officer giving feedback and officer receiving feedback are geographically separated or both officers are unavailable for an in-person meeting. When a telephonic session is conducted, both individuals forward their signed/completed copies of the original CAP Performance Feedback Form to the other officer within 10 calendar days of the feedback session.

Preparing the CAP Performance Feedback Form. The CAP Performance Feedback Form should, as thoroughly as possible, outline the issues discussed during the feedback session; however, it is primarily a guide for conducting the feedback session, not a transcript. Therefore, omission of an issue from the form does not, by itself, constitute proof that the issue was not discussed.

a. The CAP Performance Feedback Form may be handwritten or typed.
b. Section I, Personal Information, is self-explanatory. Fill in all required data.
c. Section II, Type. In the appropriate box, indicate whether the feedback is initial, annual, special; and indicate whether the feedback is a self-assessment or supervisor feedback.
d. Section III, Duty Title, is self-explanatory.
e. Section IV, Performance Feedback, covers those qualities and skills required of all personnel. This form has a behavior scale within each. The officer giving feedback places a mark on the continuous scale, from "Does Not Meet" to "Far Exceeds," for each behavior that applies (see note). Raters **MUST** provide qualitative comments for each rating.

NOTE: Since the primary purpose of the initial feedback session is to establish expectations for the upcoming feedback period, the officer giving feedback is not expected to have already developed a clear-cut opinion of an individual's performance by the time the session is conducted. Therefore, the officer giving feedback is not required to place any check marks on the scale in Section IV of the CAP Performance Feedback Form for the initial session.

f. Section V, Other Feedback, provides space for the officer receiving feedback to provide feedback to the other officer on his/her support.
g. Section VI, Narrative, provides space for the officer giving feedback to make specific comments regarding professional development, accomplishments, successes and strengths. Additionally, suggested goals and areas for concentration/improvement can be added.

Attachment 3 – Instructor, Staff, Director/Course Activity Opportunities

MUST HAVE 12 HOURS OF CONTACT TIME*

- Squadron Leadership School
- Corporate Learning Course
- Unit Commanders Course
- Region Staff College
- National Staff College
- Wing, Region and National Cadet Courses and Education/Training Activities (includes encampments)
- Wing, Region and National Aerospace Education Courses and Education/Training Activities
- National Emergency Services Academy (NESA) including its subordinate schools (National Ground Search and Rescue School (NGSAR), Incident Command System School (ICSS) formerly Mission Base Staff School (MBSS), and Mission Aircrew School (MAS)
- Airborne Real-time Cueing Hyperspectral Enhanced Recon (ARCHER) Operator Training
- Aerial Digital Imaging System (ADIS) Operator Training
- Intermediate Incident Command System Training: ICS-300
- Advanced Incident Command System Training: ICS-400
- National Check Pilot Standardization Courses
- Mountain Flying Clinics/Mountain Fury Course
- Pilot Continuation Training
- Critical Incident Stress Management Training
- Individual Crisis Intervention & Peer Support
- Group Crisis Intervention
- Pastoral Crisis Intervention I & II
- Advanced Crisis Intervention
- Community Emergency Response Team (CERT) Training
- Advanced First Aid / First Responder Training
- National Operations Center Augmentee Training
- Chaplain Corps Region Staff College
- Training Leaders of Cadets
- National Legal Officer College
- CAP Inspector General College
- CAP Safety Officer College

***Note**: Contact CAP NHQ Professional Development (prodev@capnhq.gov) for other CAP courses and activities that might qualify for instructor/staff/director credit.

Attachment 4 – Listing of CAP Specialty Training Tracks

P 200	Personnel	DP
P 201	Public Affairs Officer	PA
P 202	Finance Officer	FM
P 203	Inspector General	COX
P 204	Professional Development Officer	PD
P 205	Administration	COX
P 206	Logistics Officer	LG
P 211	Operations Officer	DO
P 212	Standardization/Evaluation Officer	DO
P 213	Emergency Services Officer	DO
P 214	Communications Officer	NTC
P 215	Aerospace Education Officer	AE
P 216	Cadet Programs Officer	CP
P 217	Safety Officer	SE
P 221	CAP Chaplain	HCA
P 222	Command	PD
P 223	Historian	HO
P 225	Moral Leadership	HCA
P 226	Recruiting and Retention Officer	DP
P 227	Information Technology Officer	IT

Attachment 5 – Award of Rating Through the "Jump-Start" Provision

To be eligible to apply for a Command Specialty Track rating through the "jump-start" provision, the trainee must complete the requirements below. Designations are approved by the trainee's wing commander in accordance with the Command Specialty Track and validated by NHQ/DPR prior to award in eServices. **NOTE: Members desiring to use this provision will have until *31 March 2014* to apply for a rating through this provision.**

Printed Name and Grade:_____ CAPID:_____ Charter:_____

Rating Eligible through "Jump-Start": Technician:_____ Senior:_____ Master:_____

Dates of Service as a commander: _____ Echelon:_____

_____ Echelon:_____

_____ Echelon:_____

_____ Echelon:_____

Wing Commander approval (region commander approval if candidate is assigned to region or if trainee presently serves as wing commander) (national commander approval if candidate is assigned to a national squadron):

Approve:_____ Disapprove:_____ Approve at lower rating (specify): _____

The candidate must attach documentation that the appropriate command service has been awarded by relevant authority. The trainee will forward this application and documentation to their wing commander who may approve/disapprove. If approved, the commander will forward the completed documentation and this form to NHQ/DPR at LMMEFORMS@capnhq.gov.

_____ _____
Trainee Date

_____ _____
Wing/Region/National Commander (as appropriate) Date

Current and previous commanders have a **single opportunity** to "jump-start" their progression through the Command specialty track based on the qualifications listed below:

- ***Technician Rating***: Member has successfully served at least 1 year as a squadron commander or squadron deputy commander prior to ***30 April 2013***.
- ***Senior Rating***: If the member has successfully served at least 1 year as a squadron commander or squadron deputy commander AND at least 1 year as a unit commander or vice commander above the squadron level, prior to ***30 April 2013***.
- ***Master Rating***: If the member have successfully served at least 5 years as a commander or vice commander (with a minimum of 3 years as commander) at any echelon above squadron level (service may be combined between echelons), prior to ***30 April 2013***.

Attachment 6 – Professional Development Program Progression and Awards Chart

CIVIL AIR PATROL SENIOR MEMBER PROFESSIONAL DEVELOPMENT PROGRAM
PROGRESSION & AWARDS (See CAPR 50-17 for Details)

ACHIEVEMENT	LEVEL	PREREQUISITES	COMMAND OR STAFF ASSIGNMENT	PROFESSIONAL COURSES	SPECIALTY TRACK	LEADERSHIP	ACTIVITIES	AWARDS
FOUNDATIONS	I			FOUNDATIONS COURSE, OPSEC, SAFETY, EO & CPPT	SELECT A SPECIALTY TRACK (See CAPR 50-17 Para 4-2b)		STUDY SENIOR MEMBER BINDER MATERIALS	MEMBERSHIP RIBBON
TECHNICAL TRAINING	II	COMPLETE LEVEL I		SLS (SQUADRON LEADERSHIP SCHOOL)	TECHNICIAN RATING (LEADERSHIP RIBBON) (See Specialty Track Pamphlets on website)		COMPLETE CAP OFFICER BASIC COURSE	BENJAMIN O. DAVIS AWARD
MANAGEMENT	III	COMPLETE LEVEL II	TOTAL OF 1 YEAR	CLC (CORPORATE LEARNING COURSE)	SENIOR RATING (BRONZE STAR ON LEADERSHIP RIBBON) (See Specialty Track Pamphlets on website)	ATTEND 2 NATIONAL, REGION, OR WING CONFERENCES, (1 OF WHICH MAY BE A WING/REGION AE CONFERENCE)	EARN YEAGER AWARD	GROVER LOENING AEROSPACE AWARD
COMMAND & STAFF	IV	COMPLETE LEVEL III	TOTAL OF 2 YEARS	RSC (REGION STAFF COLLEGE) OR EQUIVALENT PROFESSIONAL MILITARY EDUCATION (See CAPR 50-17 Atch 2)	MASTER RATING (SILVER STAR ON LEADERSHIP RIBBON) (See Specialty Track Pamphlets on website)	SERVE AS A DIRECTOR OR STAFF MEMBER OF A CAP COURSE OR EDUCATIONAL ACTIVITY OR NATIONAL, REGION, OR WING CONFERENCE (See CAPR 50-17 para 6-1)	PUBLIC PRESENTATION TO A NON-CAP GROUP OR AN INTERNAL OR EXTERNAL AE PRESENTATION	PAUL E. GARBER AWARD
EXECUTIVE	V	COMPLETE LEVEL IV	TOTAL OF 3 YEARS	NSC (NATIONAL STAFF COLLEGE) OR EQUIVALENT PROFESSIONAL MILITARY EDUCATION (See CAPR 50-17 Atch 2)		SERVE AS A DIRECTOR OR STAFF MEMBER OF A CAP COURSE OR EDUCATIONAL ACTIVITY. (See CAPR 50-17 para 7-1)	MENTOR JUNIOR OFFICER OR NCO THROUGH TECHNICIAN RATING IN SPECIALTY TRACK	GILL ROBBWILSON AWARD

DUTY PERFORMANCE PROMOTION REQUIREMENTS
(See CAPR 35-5 for Other Criteria and Promotion Categories)

TO BE ELIGIBLE FOR PROMOTION TO:	MINIMUM SKILL LEVEL	PLUS TIME-IN-GRADE OF:
SECOND LIEUTENANT	LEVEL I	6 MONTHS AS A SENIOR MEMBER
FIRST LIEUTENANT	TECHNICIAN RATING IN A SPECIALTY TRACK	12 MONTHS AS 2d LT OR TFO (Or Combination Thereof)
CAPTAIN	LEVEL II	18 MONTHS AS 1st LT OR SFO (Or Combination Thereof)
MAJOR	LEVEL III	3 YEARS AS CAPTAIN
LIEUTENANT COLONEL	LEVEL IV	4 YEARS AS MAJOR

December 2012