



OFFICE OF THE NATIONAL COMMANDER
CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
MAXWELL AIR FORCE BASE, ALABAMA 36112-5937

17 November 2015

MEMORANDUM FOR ALL CAP UNIT COMMANDERS

FROM: CAP/CC

SUBJECT: Interim Change Letter – CAPR 20-1, *Organization of Civil Air Patrol*

1. CAPR 20-1 is currently undergoing revision as a part of the publications reengineering project. This interim change letter will remain in effect until such time as the new CAPR 20-1 is complete and published.

2. CAPR 20-1 is immediately changed as follows (change is highlighted):

Paragraph 14b, Wing commanders are appointed by the region commanders and have command authority over all CAP units, and members within their respective wings. Wing commanders shall **serve a four-year term of office**. The region commander may grant an additional one-year term with the concurrence of the National Commander. When it is necessary to appoint a new wing commander, the region commander will follow the procedures outlined in CAPR 35-9 before consulting with the National Commander and notifying National Headquarters/DP so the appointment can be announced in published personnel actions. The region commander is also responsible for notifying the wing commanders concerned (both the new commander and the commander being replaced).

3. Those Wing Commanders who are currently serving a probationary period will automatically be released from probation and serve a four-year term from the original date of appointment. If you have any comments or concerns, contact Ms Susan Parker, CAP/DP at (334) 953-7748, extension 212 or email sparker@capnhq.gov.

A handwritten signature in black ink, appearing to read "Joseph R. Vazquez".

JOSEPH R. VAZQUEZ
Major General, CAP
Commander



NATIONAL HEADQUARTERS CIVIL AIR PATROL

CAP REGULATION 20-1

2 JANUARY 2013

Organization and Mission

ORGANIZATION OF CIVIL AIR PATROL

This regulation establishes the organization structure of Civil Air Patrol (CAP) and position descriptions at all levels. It applies to all CAP units.

SUMMARY OF CHANGES: This revision is a general update to include the new governance changes. All references to the National Board, National Executive Committee and Executive Director have been removed. Terms limits for Region, Wing and Unit Commanders have been included as well as the National Inspector General. The job descriptions have also been updated. **Note: Shaded areas identify new or revised material.**

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http://www.capmembers.com/forms_publications_regulations/

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Pages: 50

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PART I—ORGANIZATION OF CIVIL AIR PATROL

Section A—General

1. Civil Air Patrol, A Corporation. Civil Air Patrol (CAP) was established 1 December 1941 and is a private, nonprofit organization of a benevolent character, and incorporated by the United States Congress on 1 July 1946 (36 USC 40301-40307) and its status and governing body are defined by 10 USC Chapter 909. Civil Air Patrol functions in accordance with its Constitution and Bylaws, regulations, and other directives approved by the Board of Governors, and issued by the Chief Operating Officer.

2. Objects and Purposes. The objects and purposes of CAP, as contained in 36 U.S.C. 40302, are to:

- Provide an organization to encourage and aid citizens of the United States in contributing their efforts, services, and resources in developing aviation and in maintaining air supremacy.
- Encourage and develop by example the voluntary contribution of private citizens to the public welfare.
- Provide aviation and aerospace education and training especially to its senior and cadet members.
- Encourage and foster civil aviation in local communities.
- Provide an organization of private citizens with adequate facilities to assist in meeting local and national emergencies.
- Assist the Department of the Air Force in fulfilling its noncombat programs and missions.

3. Organizational Structure. Civil Air Patrol's organizational structure at all levels follows the basic organizational concepts in this regulation. However, there may be situations where wings/units need to realign organizational elements to fit unique mission requirements. In these cases region commanders may approve deviations to improve efficiency.

a. Position descriptions at all echelons (national, region, wing, group, and squadron) are so similar that the same position description applies to all levels, unless otherwise indicated. Short, brief sentences in the position descriptions give a broad picture of the duties of each position. The tasks listed are described in detail in other CAP directives. All phases of each functional area have been covered in each position description even though some units may not have a need for every task. Local units are authorized and encouraged to develop more detailed position descriptions to fit individual unit situations.

b. Each unit commander should develop and post an organizational chart at headquarters, depicting the name and grade of the incumbent of each position and the specific duties of each so unit personnel know their responsibilities and their chain of command. In smaller units, it may be necessary that more than one position be filled by the same member; however, someone should be responsible for each task outlined in the position description so the entire unit is aware of who is responsible for which duties.

4. CAP, as an Auxiliary of the U.S. Air Force. In 1943 CAP began as an auxiliary of the Army Air Corps and later continued with the Army Air Force. The Congress codified that status declaring CAP as the official Auxiliary of the newly created United States Air Force on 26 May 1948 by a law frequently referred to as the CAP Supply Bill (10 USC 9441). In 2000, Congress codified CAP's status as an auxiliary of the Air Force when it is performing a mission for a "department or agency in any branch of the Federal government". The CAP and its members are deemed to be instrumentalities of the United States with respect to any act or mission of the CAP in carrying out a mission assigned by the Air Force (see 10 U.S.C. 9442).

Section B—Corporate Organization at National Level

5. National Organization. This section describes the corporate organization of CAP at the National level. The overall organization of CAP, the CAP National Headquarters as well as the Civil Air Patrol-United States Air Force (CAP-USAF) structure is depicted in figure 1.

6. The Board of Governors. The Board of Governors is the governing body of CAP and as such shall govern, direct and manage the affairs of the Corporation. It is comprised of 11 members: four members appointed by the Secretary of the Air Force, who may be active or retired employees of the United States, or private citizens; four members of Civil Air Patrol; and three members appointed jointly by the Secretary of the Air Force and the National Commander of Civil Air Patrol, from personnel of any Federal Government agencies, public corporations, nonprofit associations, or other organizations that have an interest and expertise in civil aviation and the Civil Air Patrol mission.

7. The CAP Senior Advisory Group. The CAP Senior Advisory Group (CSAG) is an advisory group to the National Commander and shall conduct such business as determined by the Board of Governors, National Commander, or delineated by CAP regulations. The CSAG consists of the:

- National Commander
- National Vice Commander
- National Chief of Staff
- Region Commanders
- Chief Operating Officer*
- Commander, CAP-USAF*

*Ex-officio, nonvoting members

8. The CAP Command Council. The CAP Command Council is the advisory body to the National Commander on operational issues. The Command Council consists of:

- a. National Commander
- b. National Vice Commander
- c. National Chief of Staff
- d. Region Commanders
- e. Wing Commanders
- f. Chief Operating Officer*
- g. Commander, CAP-USAF*

*Ex-officio, nonvoting advisors

9. The National Headquarters.

a. The National Headquarters consists of the National Commander who also serves as the Chief Executive Officer (CEO), the Chief Operating Officer (CO) the National Staff, and NHQ-chartered units activated as directed by the National Commander.

b. The National Commander is the Chief Executive Officer of the Corporation and is primarily responsible for the operational missions of the Corporation. The National Commander serves as a permanent advisor to the Board of Governors,

c. The Chief Operating Officer is contracted by the Board of Governors to administer the day-to-day activities of Civil Air Patrol and to issue rules, regulations, and other directives in accordance with the resolutions of the Board of Governors. He/she is also responsible for all employment and management decisions associated with the paid staff employed to assist him/her in executing the purposes of the Corporation. The CO administratively reports to the Board of Governors but shall be under the operational direction of the CEO (National Commander). In the absence of the National Commander, the CO will assume the CEO responsibilities regarding the operation and daily administration of the Corporation.

10. National Committees and National Staff. National committees and National staff may be appointed by the National Commander and function under the direction of the Chief of Staff. These positions are advisory in nature and have no command or directive authority. The National Chief of Staff exercises command authority over NHQ-chartered units as delegated by the National Commander.

Section C—Relationship with the Air Force.

11. Authority. 10 U.S.C. 9442 – 9448 establishes the relationship between the Air Force and CAP. The Air Force may furnish to the CAP any equipment, supplies and other resources the Air Force determines necessary to enable the CAP to fulfill the missions assigned by the Air Force as an auxiliary of the Air Force. The legal instrument used to transfer resources to the CAP is a Cooperative Agreement (CA) which the Air Force and CAP entered into effective 1 October 2000. The CA, along with the attached Statement of Work (SOW), establish what support the Air Force may provide to CAP.

12. Civil Air Patrol – United States Air Force (CAP-USAF):

a. CAP-USAF is an Air Force organization responsible for ensuring that CAP is organized, trained, and equipped to fulfill the Air Force-assigned missions. CAP-USAF provides day-to-day support, advice and liaison to CAP, and provides oversight for CAP programs, with particular emphasis on safety and programmatic requirements. CAP-USAF personnel are the primary functional interface between other Federal agencies and the CAP. CAP-USAF is responsible for reviewing CAP's annual budget and program submission and making recommendations through HC/FM, HC/XP, AU/FM or AU/XP to AETC. CAP-USAF is the Air Force program office for the CA and SOW.

b. Headquarters CAP-USAF (HQ CAP-USAF). At the National level, CAP-USAF maintains its headquarters at Maxwell AFB. The CAP NHQ is collocated with HQ CAP-USAF. The Commander, CAP-USAF, commands all civil service and active duty members of the U.S. Air Force who are assigned to CAP-USAF (including USAF personnel at the region liaison offices) to provide advice, liaison and oversight to Civil Air Patrol. The CAP-USAF Commander reports to the Commander, Jeanne M. Holm Center for Officer Accessions and Citizen Development; who is responsible to Headquarters, Air University.

c. CAP-USAF Liaison Regions. CAP-USAF operates eight regional offices to support and oversee CAP's eight regions and 52 wings. The CAP-USAF Liaison Region (CAP-USAF LR) consists of a Commander, a Director of Operations and a Chief of Logistics, as well as other support staff and Air Force Reserve personnel. This office provides advice, assistance, and oversight of the CAP region commander as well as advice and assistance to the CAP wing commanders in the region.

Section D–Command Responsibilities

13. Chain of Command. CAP commanders operate through the following chain of command in the order shown below and illustrated in figure 3.

- a. National Commander
- b. Region Commander
- c. Wing Commander
- d. Group Commander
- e. Squadron Commander
- f. Flight Commander

14. Commander Appointments and Command Authority. The Board of Governors selects the National Commander who serves as the Chief Executive Officer (CEO) of Civil Air Patrol. The National Vice Commander is selected by the National Commander and confirmed by the Board of Governors. Remaining commanders (who may have delegated authority from a Corporate Officer) are appointed as outlined below.

a. Region commanders are appointed by the National Commander and have command authority over all CAP units and members within their respective regions. As members of the CSAG, they are the senior officers for their regions and exercise authority as such. Region commanders serve a four-year term and are not eligible to succeed themselves. Region commander terms may be extended by the National Commander for up to 90-days as necessary.

b. Wing commanders are appointed by the region commanders and have command authority over all CAP units, and members within their respective wings. Wing commanders shall serve a probationary period of one year followed by a three-year term of office. The region commander may grant an additional one-year term with the concurrence of the National Commander. Any time during the probationary period, the region commander may remove the wing commander with or without cause and without a right of appeal except as provided in Article XVI of the CAP Constitution. When it is necessary to appoint a new wing commander, the region commander will follow the procedures outlined in CAPR 35-9 before consulting with the National Commander and notifying National Headquarters/DP so the appointment can be announced in published personnel actions. The region commander is also responsible for notifying the wing commanders concerned (both the new commander and the commander being replaced).

c. The wing commander appoints group, squadron, and flight commanders. These commanders serve a four-year term of office. Upon completion of the initial term, the Commander may be appointed to subsequent four-year terms with the approval of the Wing and Region commander.

d. Chaplains are not eligible for appointment as commanders.

15. Discharge of Responsibilities:

a. Unit commanders are responsible for compliance with all directives from higher headquarters. They are authorized a staff to assist in the accomplishment of the various assigned tasks and should delegate appropriate authority to staff members in discharging the unit's mission. Commanders retain full responsibility for the actions of their staff.

b. Commanders must ensure that all members of their staff understand the chain of command, that is, who they report to and who reports to them. Individuals should have only one supervisor.

c. A commander who is an attorney will not appoint himself as a legal officer in his command.

16. Command Authority during Temporary Absence of Commanders. During the temporary absence of a commander at the region, wing or unit level, the vice/deputy commander or the chief of staff, in that order, will act as temporary commander.

17. Other National level appointments.

a. The National Chief of Staff, Chief of the Chaplain Corps, Chief of the Legal Officer Corps and National Controller serve at the pleasure of the National Commander.

b. The National Inspector General (IG) is appointed by the National Commander and confirmed by the Board of Governors. Once appointed and confirmed, the IG, remains in this position until a new National Commander is selected. The National IG may serve sequential National Commanders, if appointed by the National Commander. The National Inspector General may only be removed from office by a majority vote of the Board of Governors. In the event of a vacancy the National Commander shall immediately appoint a replacement who will serve with full authority of the office until confirmed by the Board of Governors. Disapproval by the Board of Governors creates a vacancy and disqualifies the individual from service in this position.

Section E– Field Organization

18. Regions. CAP is divided into eight separate regions, divided geographically within the United States. Their collective boundaries include all the CAP wings. These regions are not constituted as separate legal entities. Each region is known by the geographical locale of the United States it encompasses. The CAP regions and the wings that comprise them are depicted in 4.

19. Wings. There are 52 wings in CAP, one for each state, the District of Columbia (which encompasses the Washington, D.C. area), and Puerto Rico. A wing is comprised of the wing headquarters and all units within its geographical boundary unless otherwise prescribed.

20. Groups. Wing commanders may form groups when the wing geographical area or the number of units in the wing is too large to permit the wing commander to exercise effective supervision directly over squadrons and flights. A group will not be formed unless a minimum of five squadrons is placed under its control or unless extenuating circumstances, such as long distances, prevail. The need for groups will be at the discretion of the wing commander. Wing commanders will deactivate or redesignate existing groups that do not meet the above criteria. Both National and region headquarters will be notified of any change in group structures.

21. Squadrons. The squadron is the community-level organization of CAP. Wing commanders may activate squadrons in accordance with CAPR 20-3. Whenever the membership drops below the minimums outlined in CAPR 20-3, the wing commander may deactivate the squadron or redesignate it as a flight. The designation of each squadron will indicate whether it is a:

- a. **Senior Squadron.** Comprised entirely of senior members.
- b. **Cadet Squadron.** Comprised primarily of cadets with a minimum of three senior members to meet supervisory, administrative, and training requirements in the conduct of cadet programs.
- c. **Composite Squadron.** Comprised of both senior and cadet members, conducting both senior and cadet programs.

22. Flights. The flight is the smallest CAP membership unit authorized and must conform to minimum membership requirements set forth in CAPR 20-3. Flights should be organized only in sparsely populated areas where there are an insufficient number of individuals to constitute a squadron.

- a. A flight may be assigned either to a squadron, group, or wing at the discretion of the wing commander concerned.
- b. If the membership drops below the minimum membership required, the flight may be deactivated. If the membership increases to the minimum required for a squadron, the wing commander will redesignate the flight as a squadron.
- c. Flights will use organizational charts established for a squadron of less than 50 senior members as a guide in establishing the unit.

Section F—Organization and Manning of CAP Units

CAPR 20-3 sets forth the procedures for activating, deactivating, and redesignating CAP units.

23. Field Organization:

- a. Headquarters organizational structures for each level of command throughout CAP are depicted in part II. This basic organizational structure has been determined to be the most workable structure for all CAP units, and deviations are not authorized, except to expand particular staff elements as required to accomplish the unit's mission.
- b. Each unit commander should develop and post a unit organizational chart indicating the name and grade of the member filling each position. In smaller units, one person may fill more than one position; however, someone should be responsible for each task outlined in each position description so the entire unit is aware of who is responsible for which duties.

24. Commander Grade Allocations:

| <u>Position</u> | <u>Grade—Not to Exceed*</u> |
|-----------------------|-----------------------------|
| Region Commander | Colonel |
| Region Vice Commander | Colonel |
| Wing Commander | Colonel |
| Group Commander | Lt Col |
| Squadron Commander | Lt Col |

*Unless higher grade earned when holding previous position.

Figure 1–Civil Air Patrol Organizational Chart

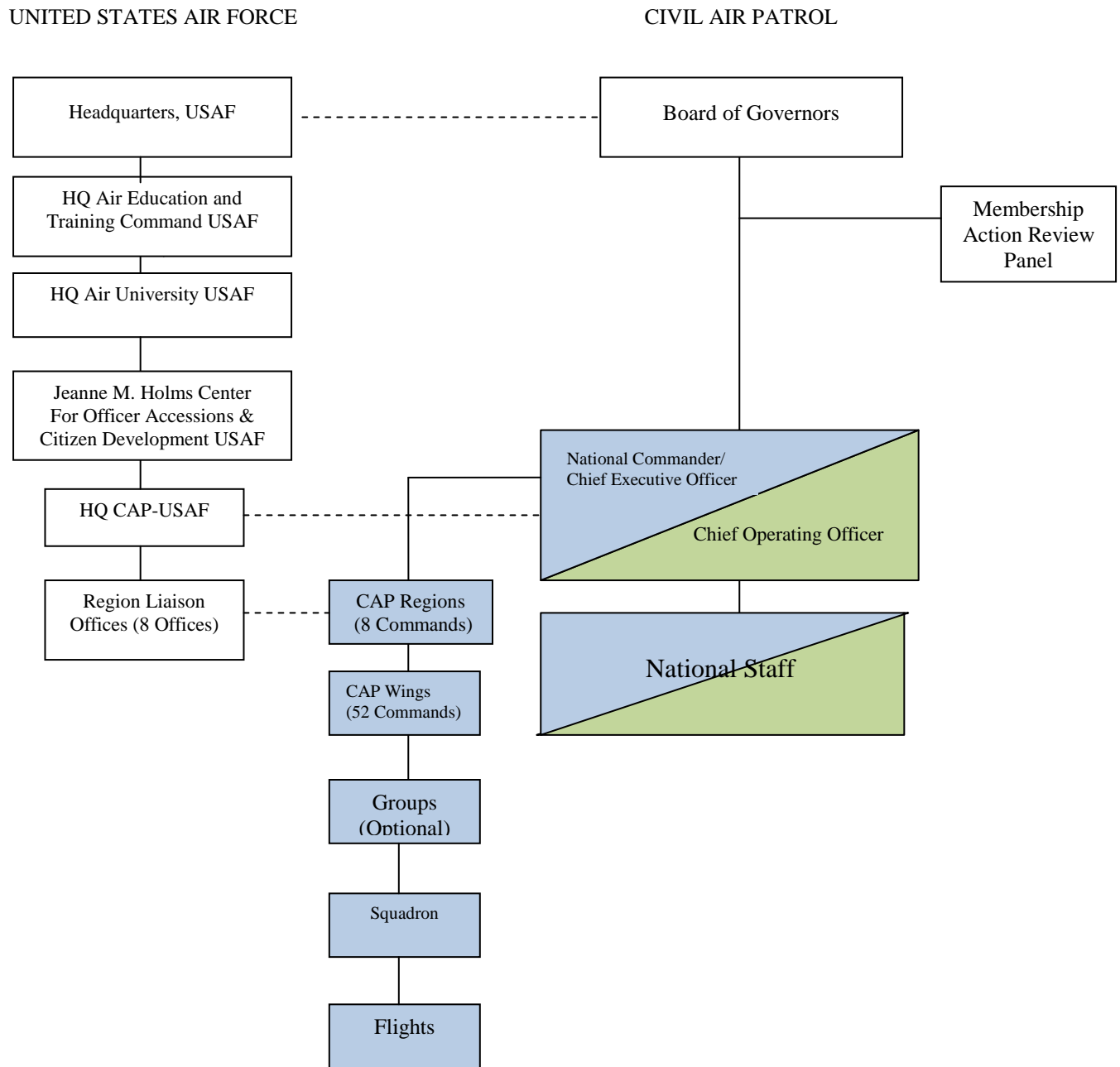


Figure 2–Headquarters CAP-USAF Organizational Chart

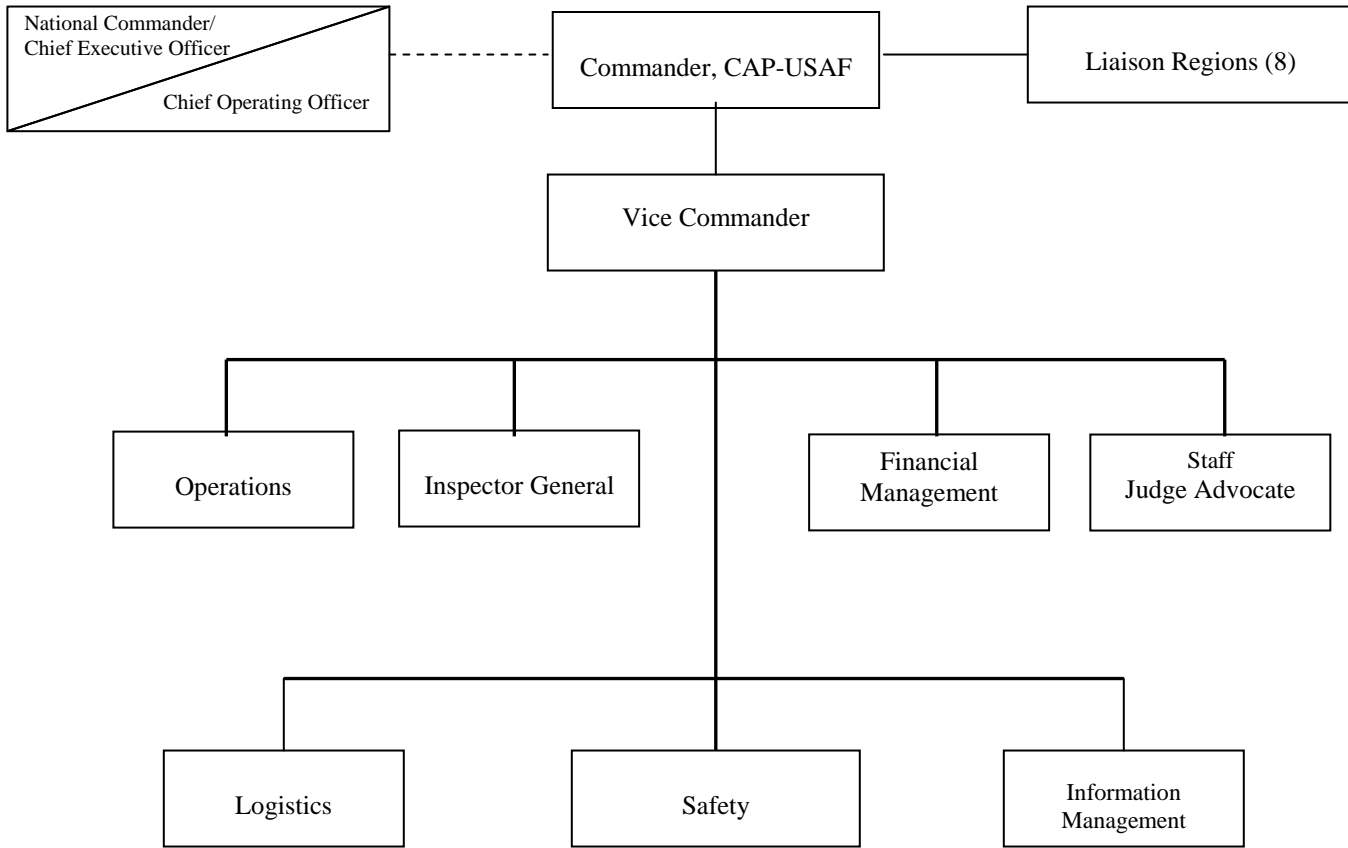
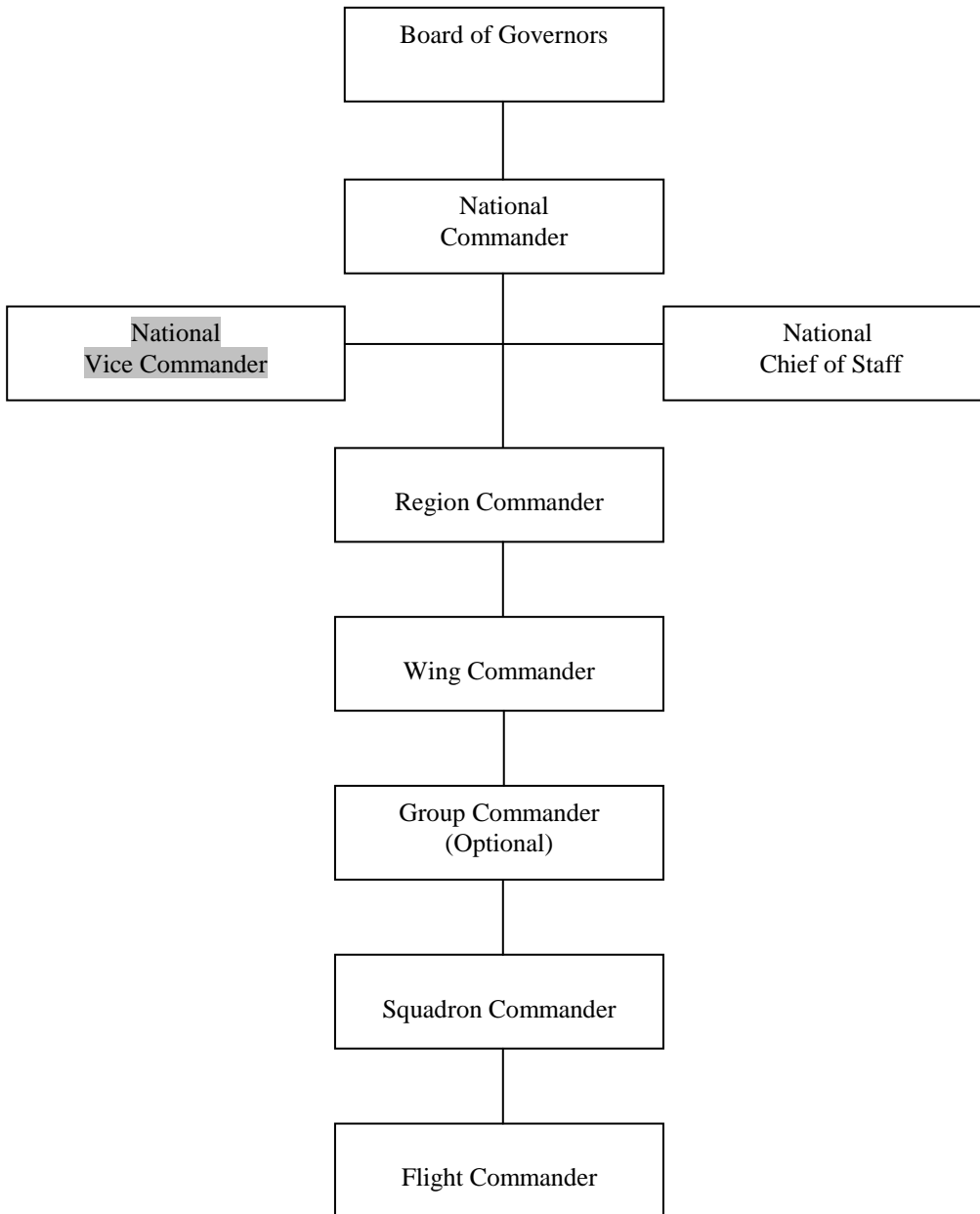


Figure 3–CAP Chain of Command





- 1. NORTHEAST REGION
- 2. MIDDLE EAST REGION
- 3. GREAT LAKES REGION
- 4. SOUTHEAST REGION
- 5. NORTH CENTRAL REGION
- 6. SOUTHWEST REGION
- 7. ROCKY MOUNTAIN REGION
- 8. PACIFIC REGION

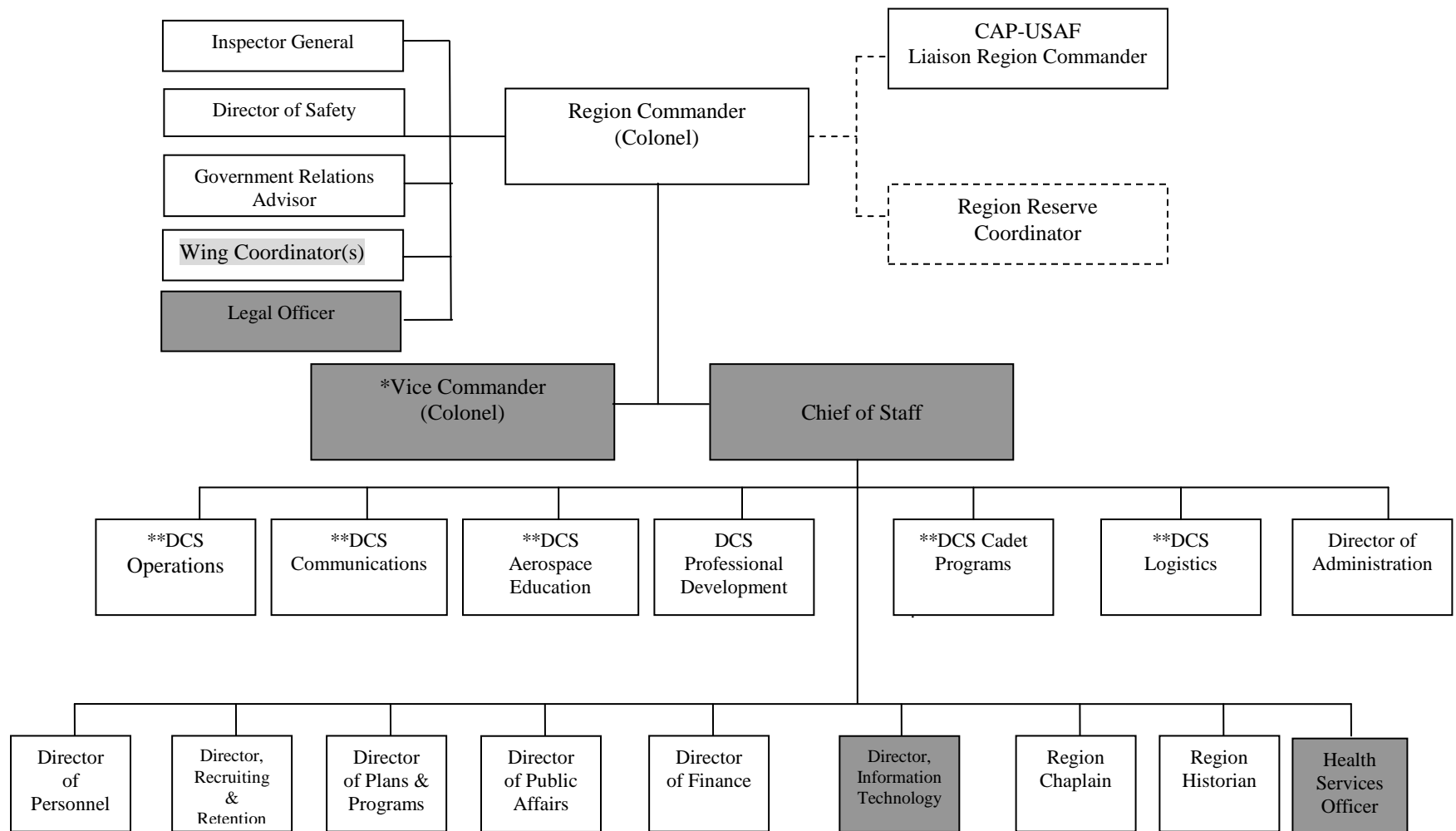
★ EACH STATE WITHIN A REGION REPRESENTS 1 WING.
 ★ NATIONAL CIVIL AIR PATROL HEADQUARTERS.



Figure 4-CAP Regions and Wings

PART II—ORGANIZATIONAL CHARTS FOR ALL LEVELS OF CAP HEADQUARTERS

Figure 5—Region Headquarters Organizational Chart

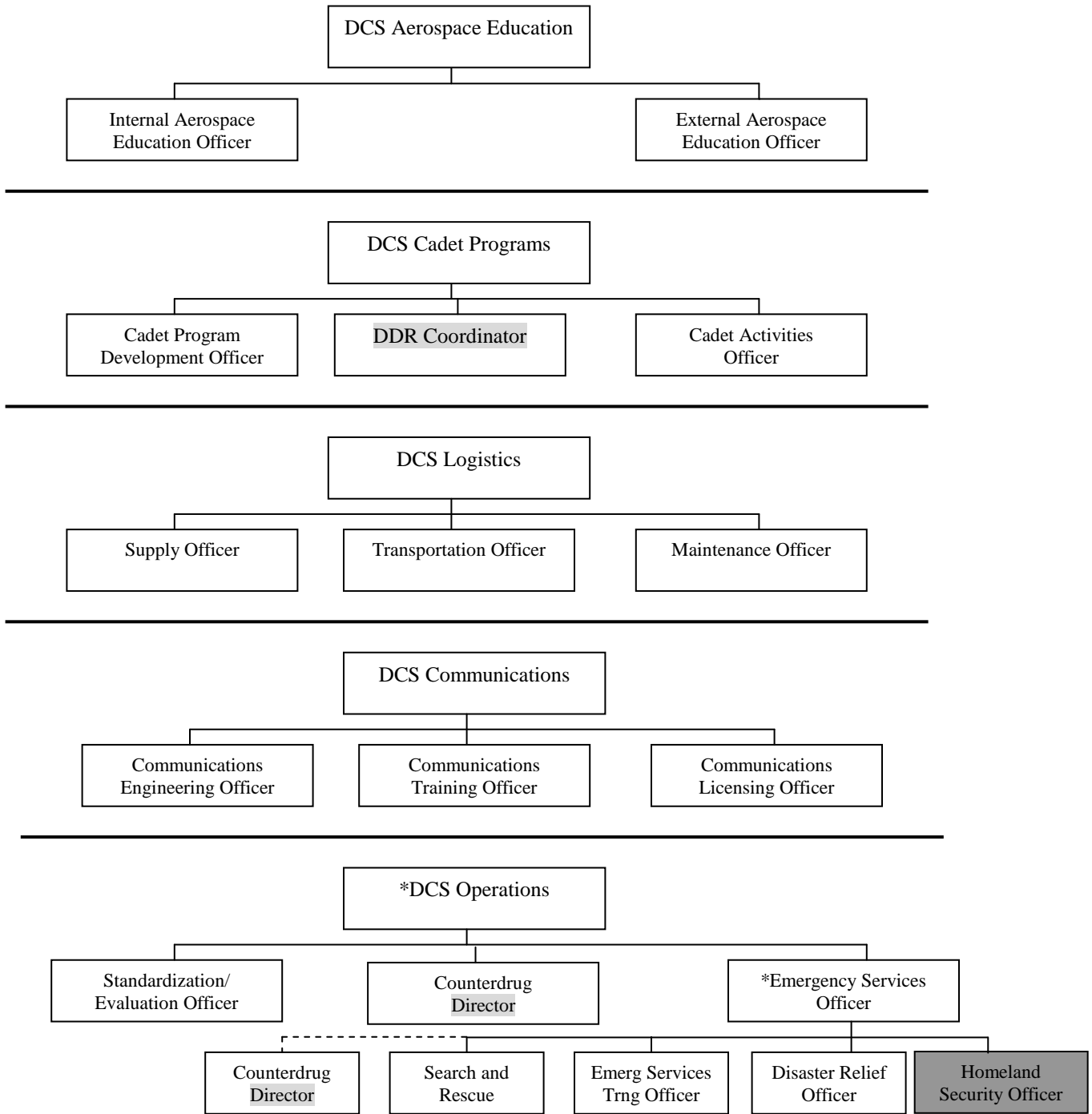


*Two region Vice Commanders are authorized.

**The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on the following pages are recommended.

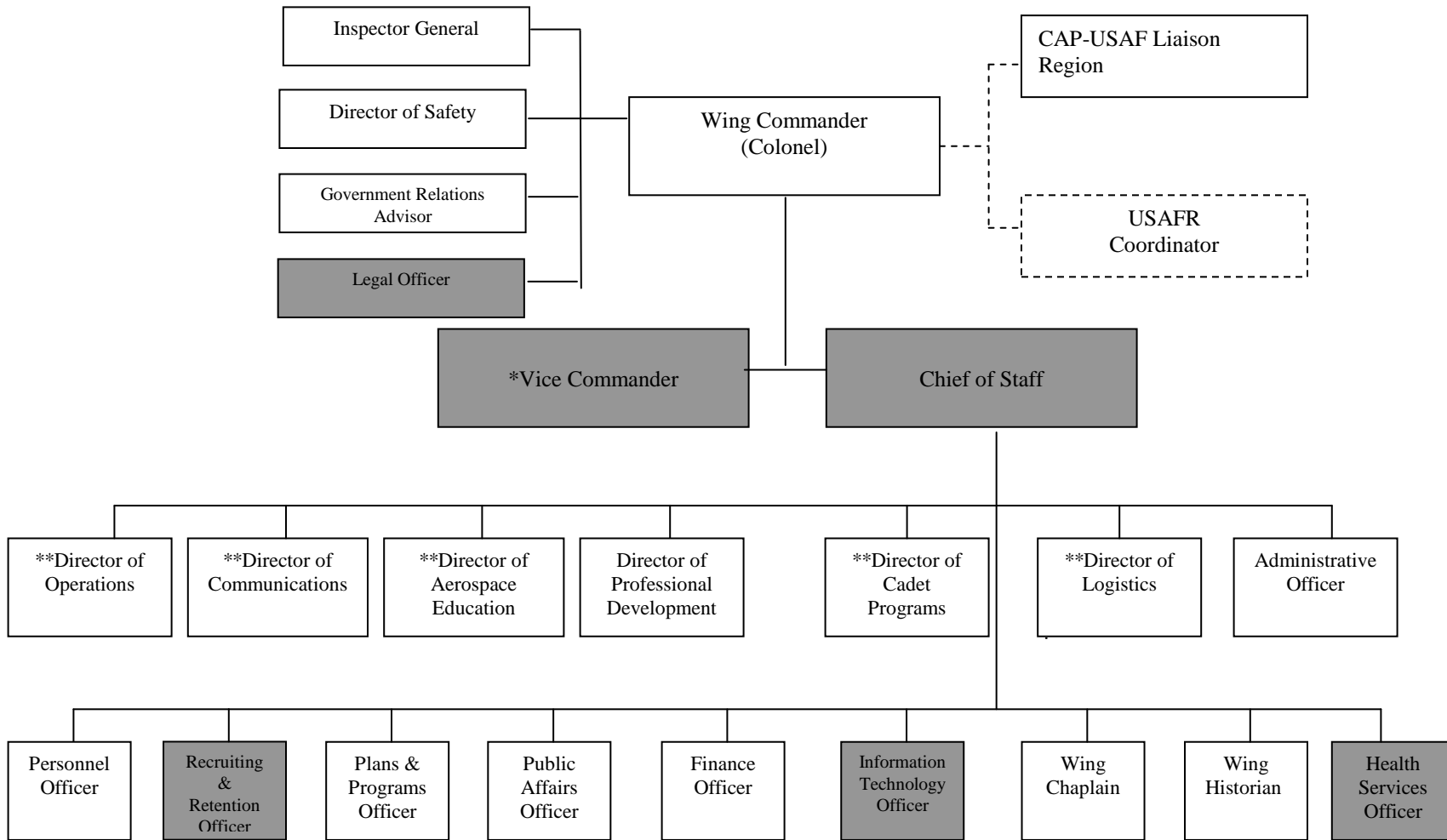
NOTE: The Operations and the Emergency Services functions may be separated at the option of the region commander.

Figure 6–Region Level



*Operations and Emergency Services may be organized as separate functions at the option of the region commander.
 NOTE: Counterdrug may be organized under either Operations or Emergency Services.

Figure 7–Wing Headquarters Organizational Chart

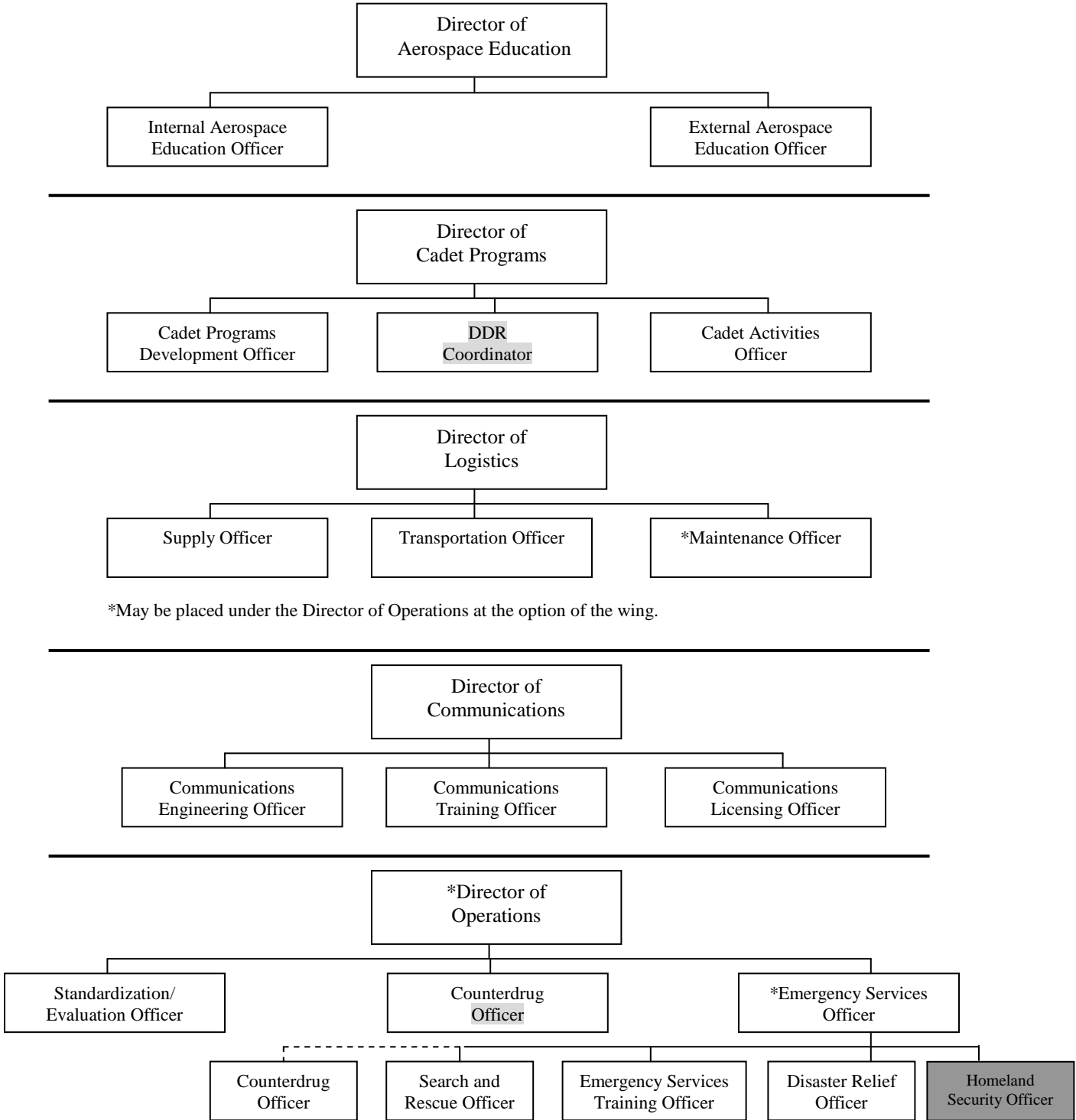


*Two vice commanders are authorized with the approval of the Region Commander.

**The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded the organizational charts on the following pages are recommended.

NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the wing commander.

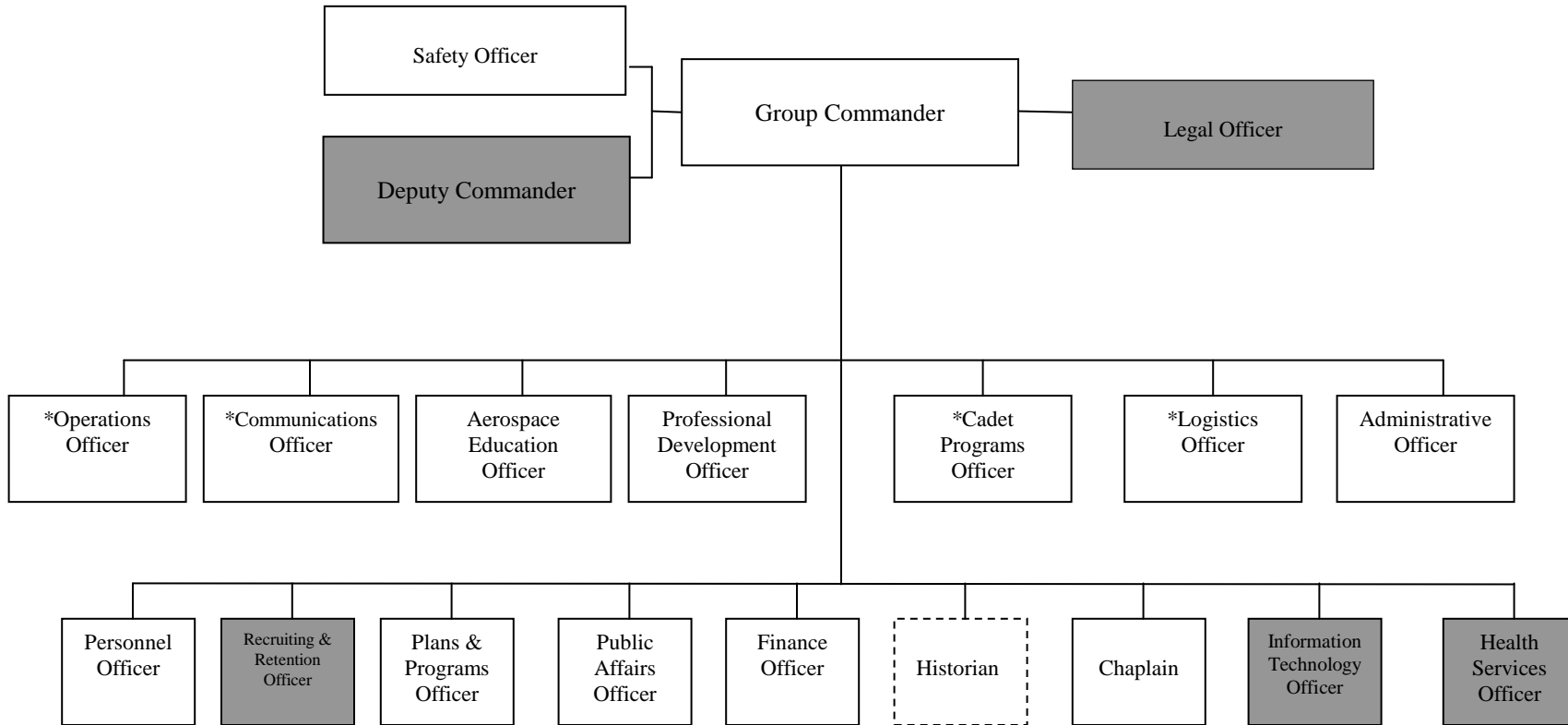
Figure 8–Wing Level



*May be placed under the Director of Operations at the option of the wing.

*Operations and Emergency Services may be organized as separate functions at the option of the wing commander.
 NOTE: Counterdrug may be organized under either Operations or Emergency Services.

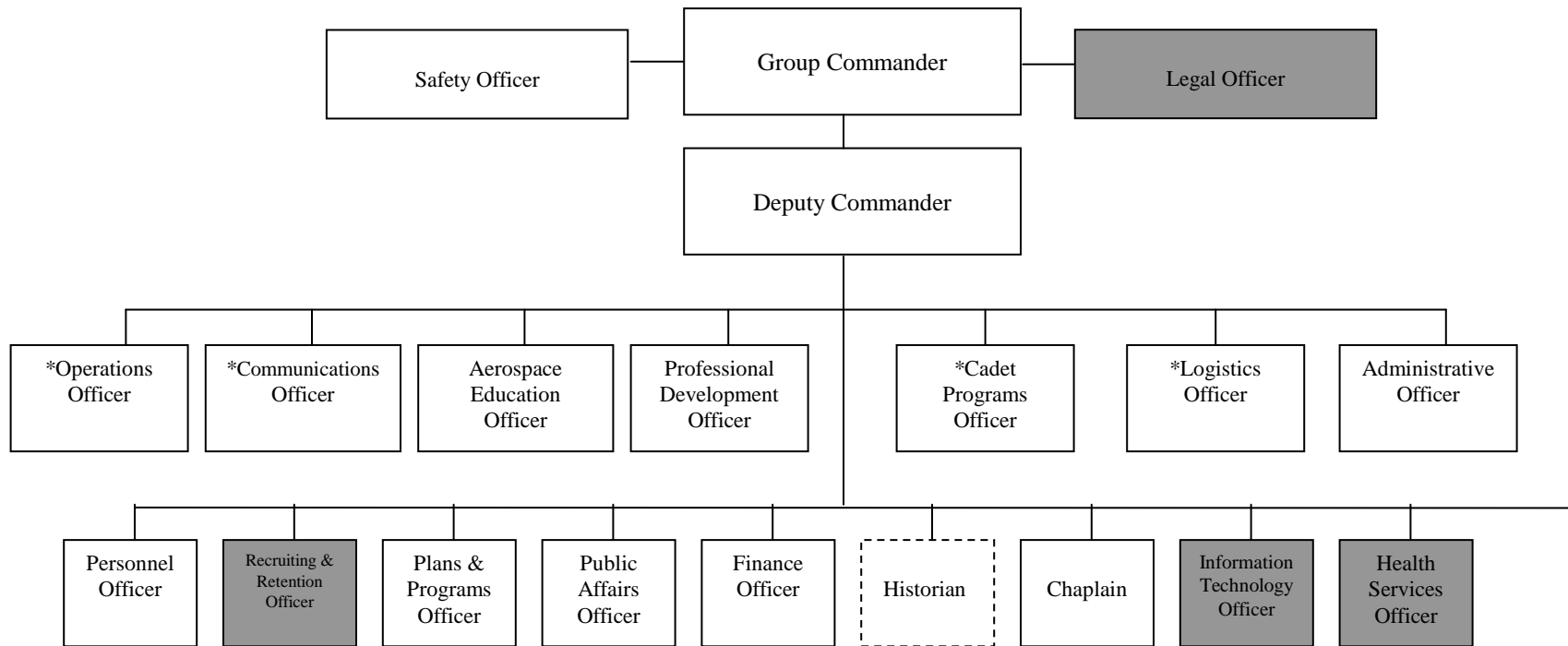
Figure 9–Group Headquarters Organizational Chart



*The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on the following pages are recommended.

NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the group commander.

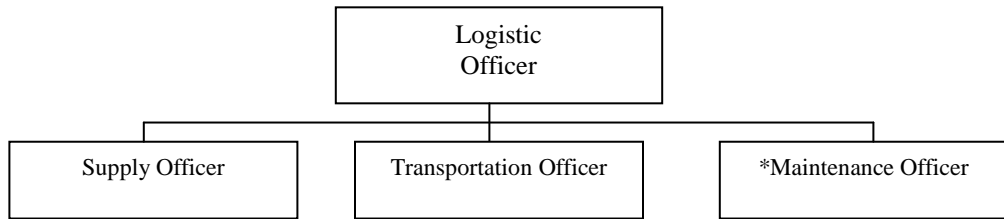
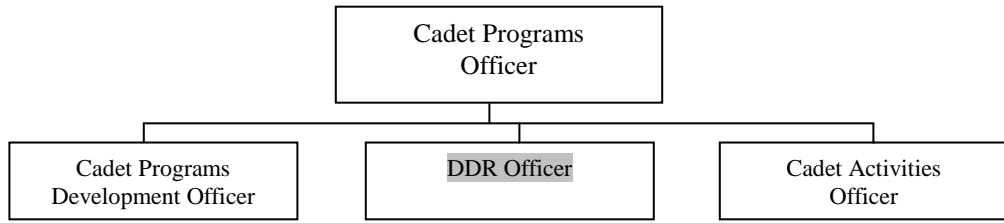
Figure 10–Group Headquarters Organizational Chart



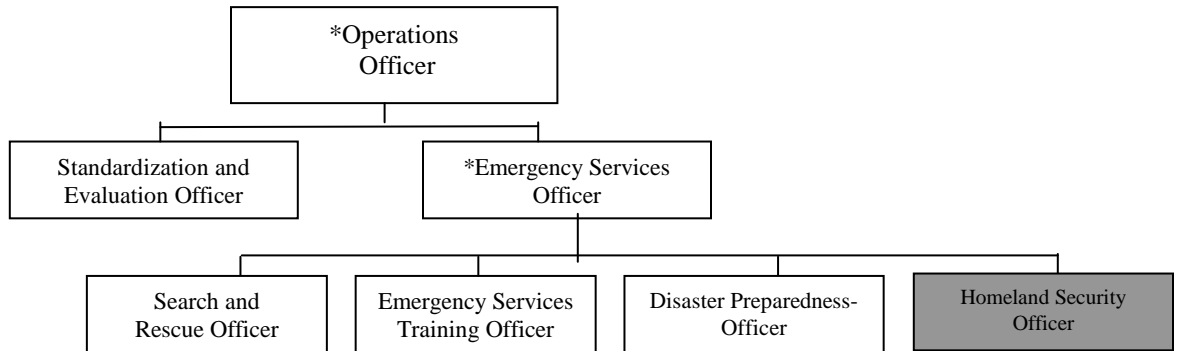
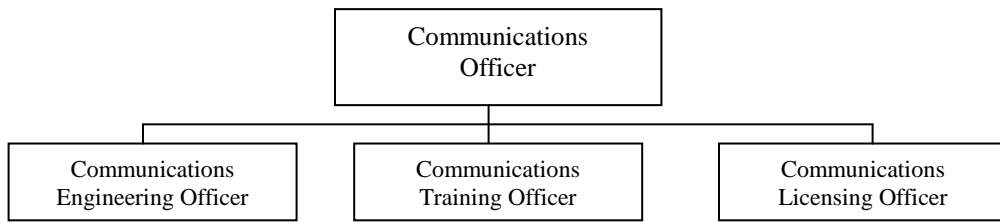
*The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on the following pages are recommended.

NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the group commander.

Figure 11–Group Level

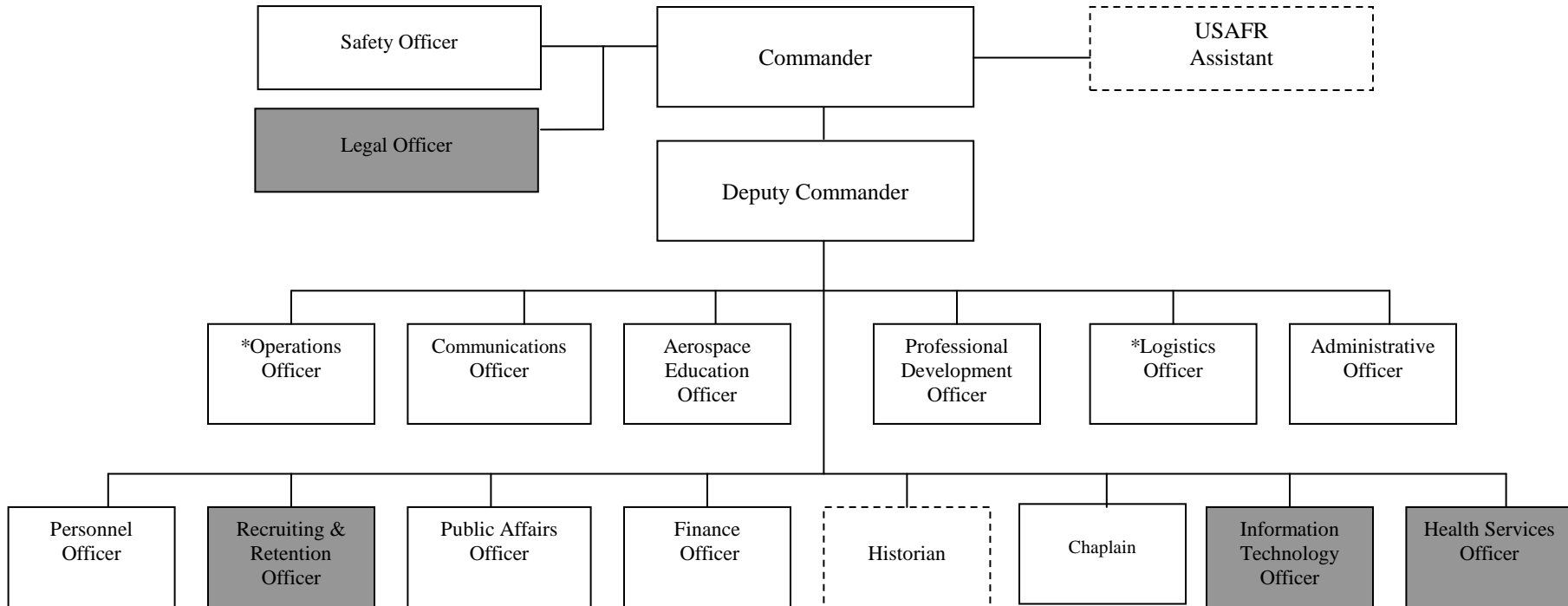


*May be placed under the Director of Operations at the option of the group commander.



*These functions may be separated at the option of the group commander.

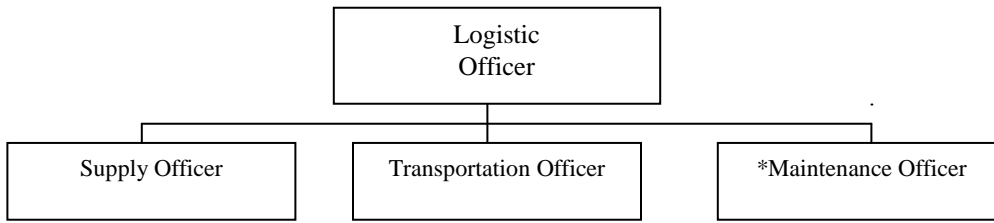
Figure 12–Senior Squadron Organizational Chart (Strength Over 50 Senior Members)



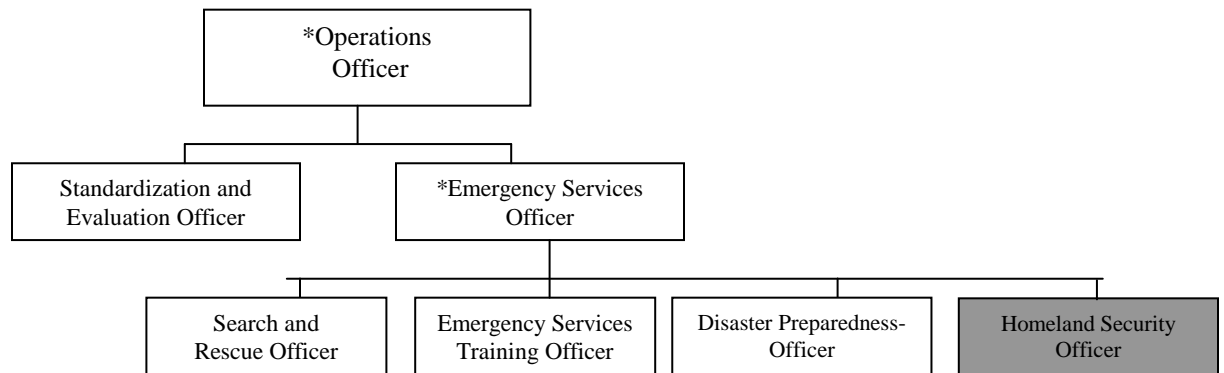
*The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on the following pages are recommended.

NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the group commander.

Figure 13–Squadron Level (Strength Over 50 Senior Members)

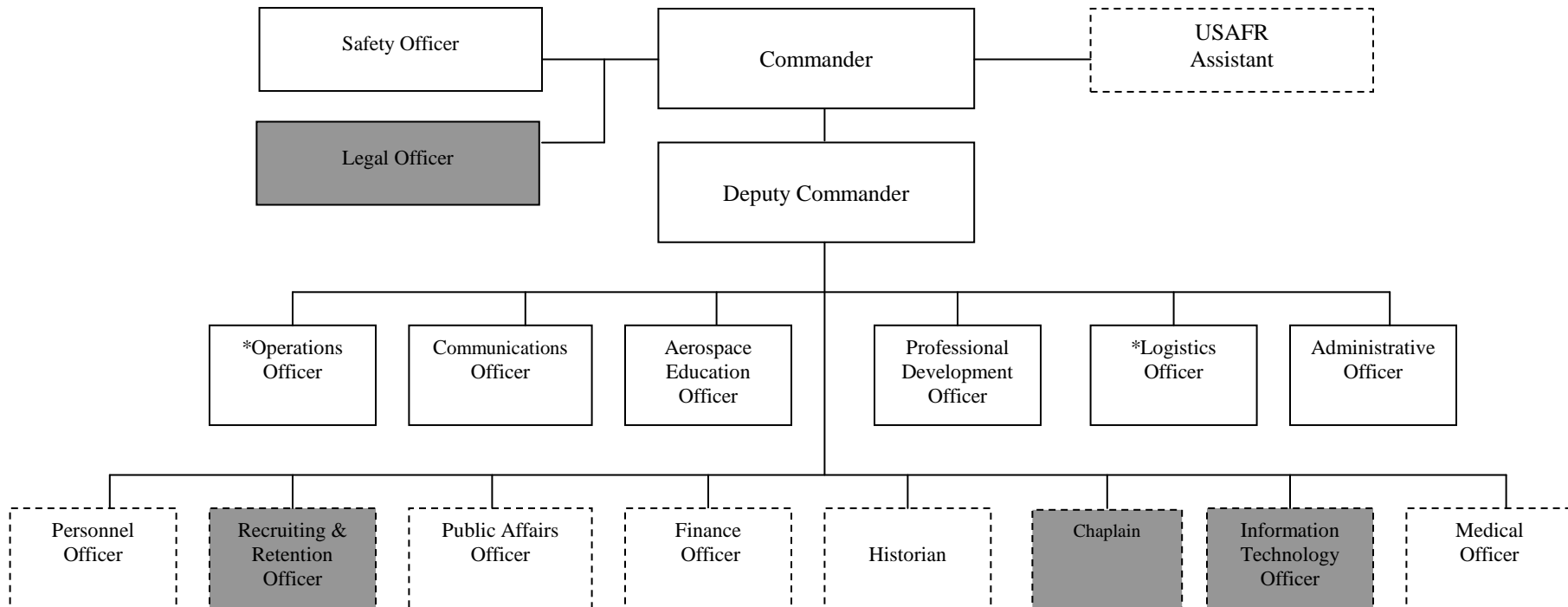


*May be placed under the Operations Officer at the option of the squadron commander.



*These functions may be separated at the option of the squadron commander.

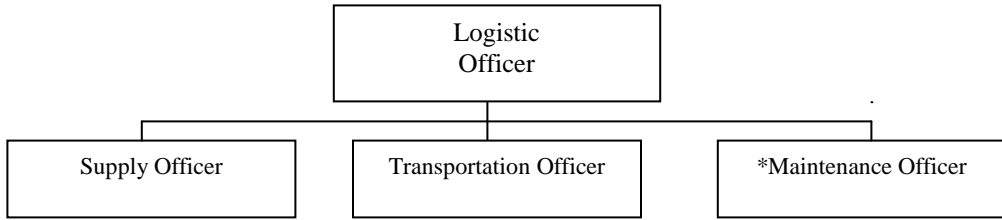
Figure 14—Senior Squadron Organizational Chart (Strength Less Than 50 Senior Members)



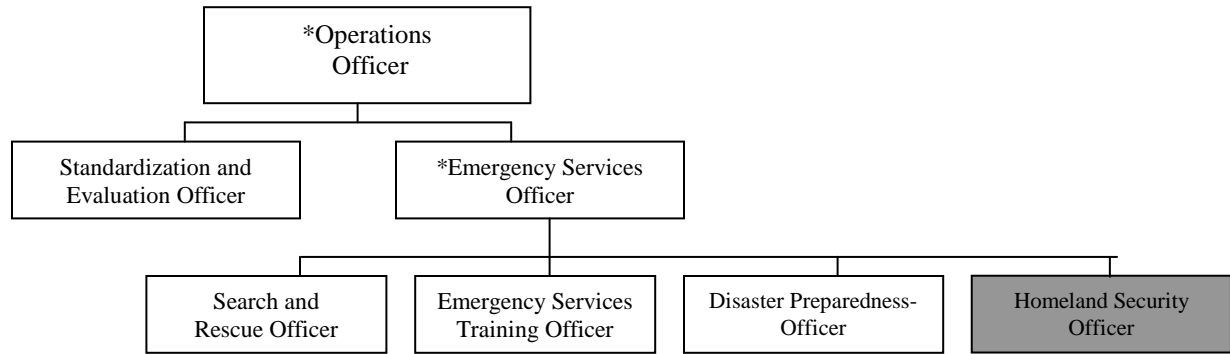
*The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on the following pages are recommended.

NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the squadron commander.

Figure 15–Squadron Level (Composite Squadron w/less than 50 Senior Members)

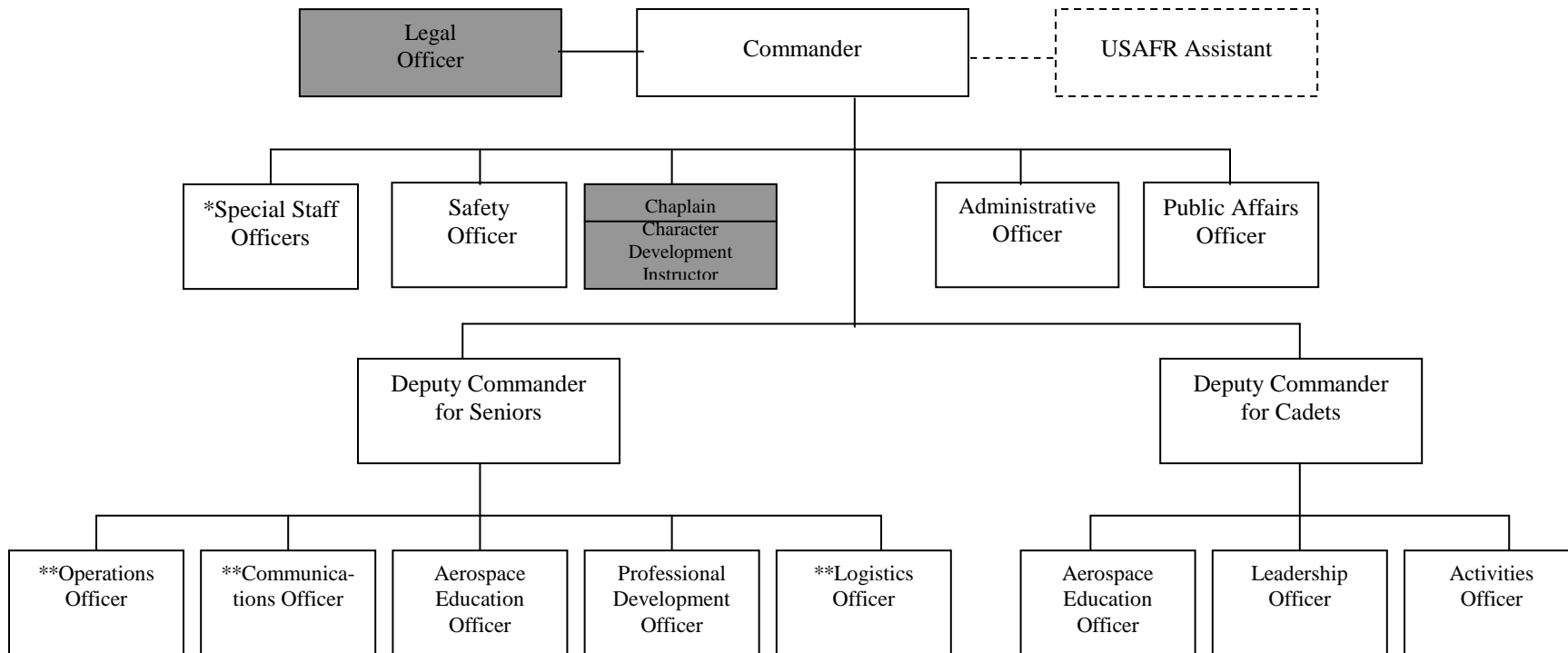


*May be placed under the Operations Officer at the option of the squadron commander.



*These functions may be separated at the option of the squadron commander.

Figure 16—Composite Squadron Organizational Chart (Senior Member Positions)



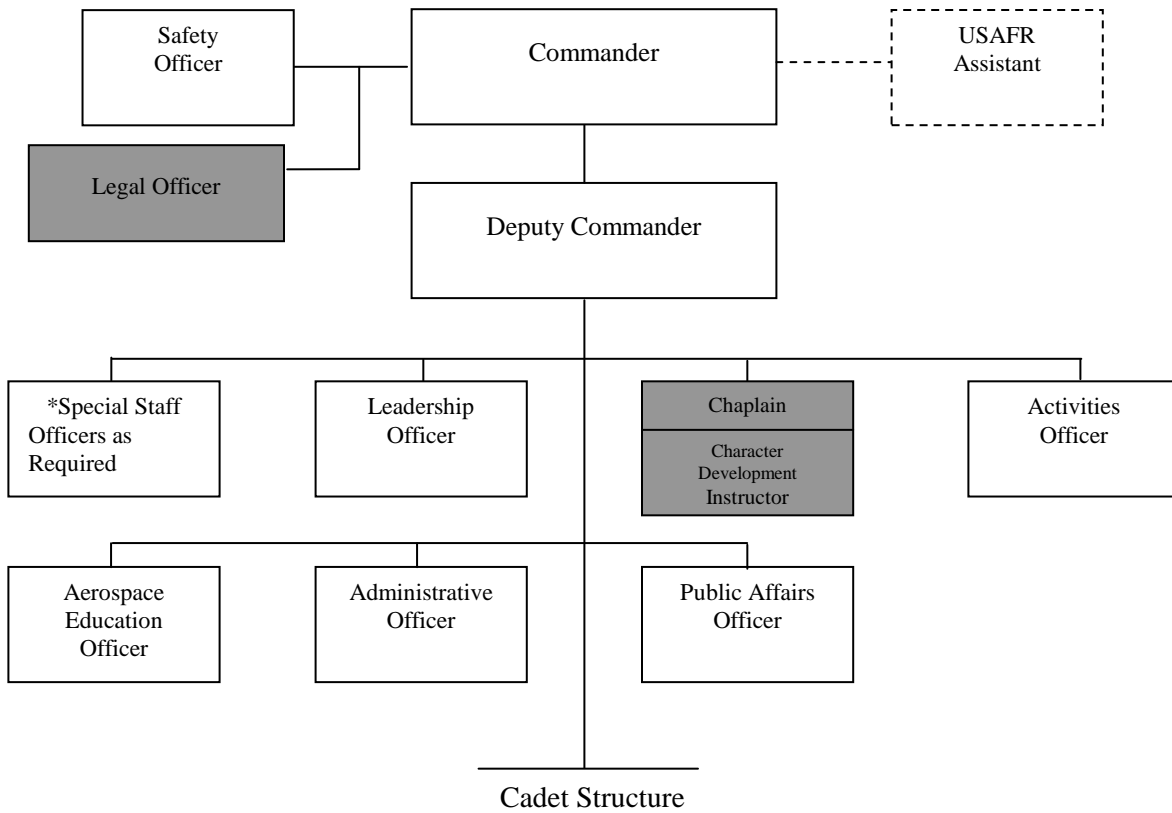
***Special Staff Officers**

1. Personnel
2. Recruiting & Retention
3. Information Technology
4. Finance
5. Medical
6. Testing
7. Historian
8. Homeland Security
9. Drug Demand Reduction Officer

**The above staff officers may find it desirable to delegate certain responsibilities to subordinate personnel. If any of these functions are expanded, the organizational charts on page 20 are recommended.

NOTE 1: The Operations and the Emergency Services functions may be separated at the option of the squadron commander.

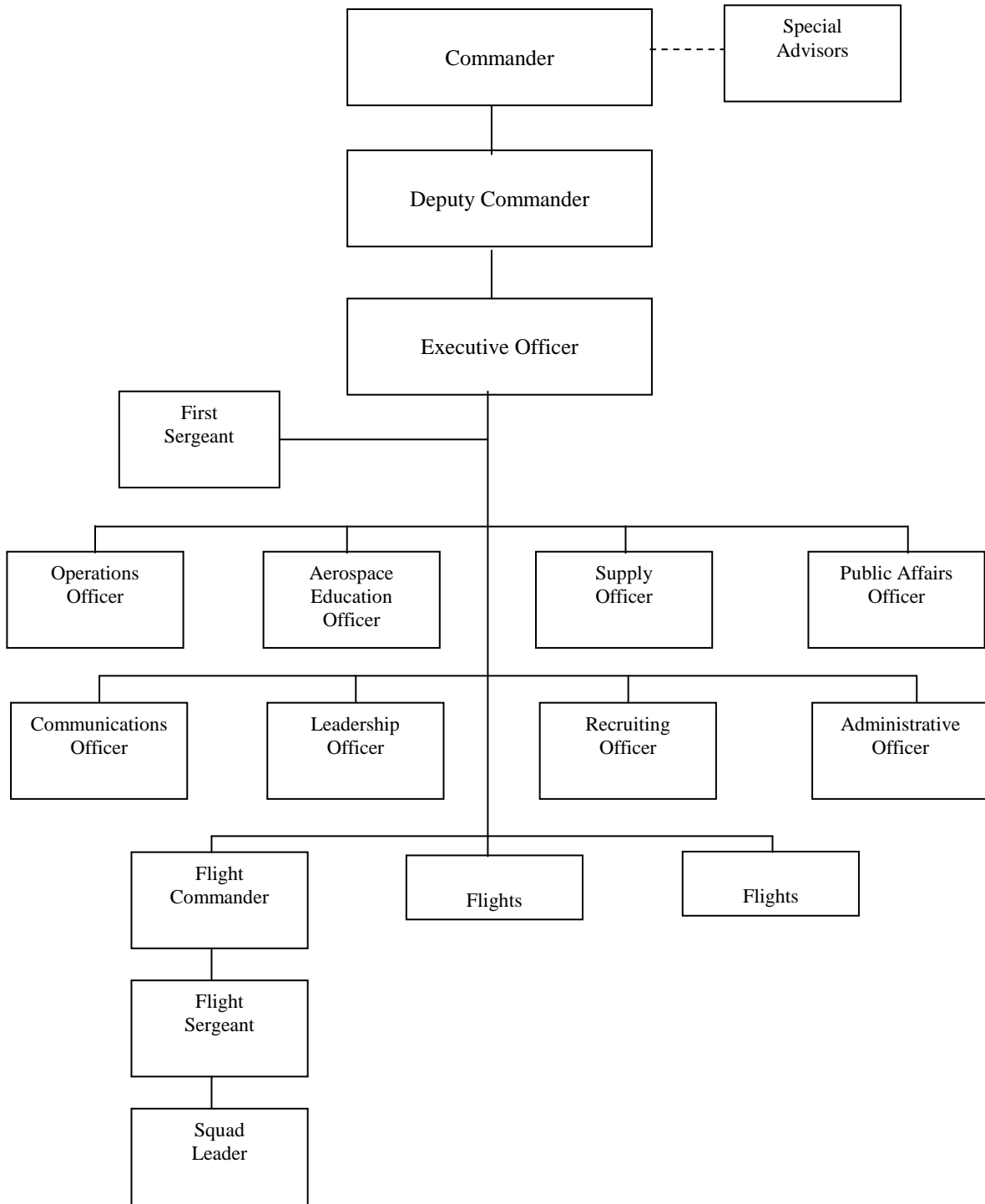
Figure 17–Cadet Squadron Organizational Chart (Senior Member Positions)



***Special Staff Officers**

1. Personnel
2. Communications
3. Logistics
4. Professional Development
5. Recruiting & Retention
6. Finance
7. Health Services
8. Testing
9. Historian
10. Operations
11. Information Technology
12. Homeland Security
13. Drug Demand Reduction

Figure 18–Cadet/Composite Squadron Organizational Chart (Cadet Positions)



PART III—SENIOR MEMBER POSITION DESCRIPTIONS

Position descriptions at all echelons (region, wing, group, and squadron) are so similar that one broad position description applies to all levels, unless otherwise indicated. Since CAP directives describe in detail the tasks to be performed in each position, each staff officer should become completely familiar with the CAP directives listed in his/her position description. Also, it should be noted that all phases of each position are covered even though some units do not have a particular need for every task. Local unit commanders are authorized and encouraged to develop more detailed position descriptions for their staff officers to fit the individual unit situation and talents of unit personnel.

Region Commander

Region commanders are the senior officers within their region and are responsible to the National Commander for ensuring that corporation objectives, policies, and operational directives are effectively executed within their region. They shall:

Represent the National Commander within their region and as such shall have full authority to command all CAP units and personnel in their region.

Promote objectives and purposes of CAP by encouraging the achievement of established goals and programs by all units and by establishing new goals and programs within their region in support of the national organization's objectives.

Ensure that all wings within their region accomplish the goals established.

Establish plans, policies, and procedures necessary to the proper conduct of region affairs that are not in conflict with National Headquarters policies and directives.

Inform the National Commander of progress toward achievement of objectives, notable accomplishments, problem areas and other matters of interest.

Ensure the safety of personnel and equipment through effective policy guidance regarding safety procedures on equipment utilization.

Conduct a continuous search for talent to fill wing commander positions within their region and appoint new wing commanders as vacancies occur.

Remove from wing commander positions those members deemed unqualified or otherwise unsuitable to continue in their positions.

Appoint a competent region staff to assist them in fulfillment of their responsibilities.

Assist subordinate units by furnishing guidance and resolving problems.

Region commanders should be familiar with the Civil Air Patrol Constitution and Bylaws, all CAP governing directives and policy matters affecting their command.

NOTE: Region commanders should develop detailed position descriptions for their vice commanders and chiefs of staff outlining the specific duties and responsibilities of each in support of the overall region mission.

Wing Commander

Wing commanders are the senior officers within their wing and are responsible to the corporation and to the region commander for ensuring that Corporation objectives, policies, and operational directives are effectively executed within their wing. They shall:

Exercise command over all units and personnel in their wing.

Promote objectives and purposes of CAP by encouraging the achievement of established goals and programs by all units and by establishing new goals and programs within the wing in support of the corporation's objectives.

Establish plans, policies, and procedures necessary to the proper conduct of wing affairs that are not in conflict with National Headquarters and region policies and directives.

Ensure the safety of personnel and equipment through an active and aggressive safety education and inspection program.

Be aware of the accomplishments, problems and degree of compliance by subordinate units with policies and directives through a system of inspections, reports, and staff visits.

Inform the region commander of progress toward achievement of objectives, notable accomplishments, problem areas, and other matters of interest.

Refer problems that cannot be resolved at wing level to the region commander.

Select and appoint high caliber wing staff members and remove from wing staff positions those members deemed unqualified or otherwise unsuitable to continue in their positions.

Appoint high caliber commanders of subordinate units when replacements are needed and remove unit commanders from positions whenever they are considered unqualified or otherwise unsuitable.

Visit subordinate units on a periodic basis and apprise them on matters affecting them and assist by furnishing guidance and resolving problems.

Approve all organizational actions for subordinate units (charters, redesignations, activations, deactivations, etc.).

Approve promotions for members within the wing.

Approve recommendations for awards and decorations for members of the wing.

Visit subordinate units on a periodic basis and apprise units on matters affecting them and assist them by furnishing guidance and resolving problems.

Maintain close liaison with the governor and staff and serve as advisor on CAP affairs.

Wing commanders should be familiar with the Civil Air Patrol Constitution and Bylaws, all CAP governing directives and all policy matters affecting their command.

NOTE: The duties above also apply to the wing vice commander and chief of staff. Wing commanders should develop detailed position descriptions for their vice commanders and chief of staff outlining the specific duties and responsibilities of each in support of the overall wing mission.

Group Commander

Group commanders represent the wing commander in their group. They are responsible to the Corporation and the wing commander for ensuring that corporation objectives, policies, and operational directives are effectively executed within their group. They shall:

Exercise command over all units in their group.

Promote objectives and purposes of CAP by encouraging the achievement of established goals and programs by all units and by establishing new goals and programs within the group in support of the Corporation's objectives.

Establish plans, policies, and procedures necessary to the proper conduct of group affairs that are not in conflict with national, region, and wing policies and directives.

Be aware of accomplishments, problems, and degree of compliance by subordinate units with policies and directives through a system of inspections, reports, and staff visits. Inform the wing commander of progress toward achievement of objectives, notable accomplishments, problem areas, and other matters of interest.

Ensure safety of personnel and equipment through effective policy guidance regarding safety procedures and equipment.

Select and appoint high caliber group staff members and remove from group staff positions those members deemed unqualified or otherwise unsuitable to continue in their positions.

Coordinate with the Wing Commander on the appointment of high caliber commanders of subordinate units when replacements are needed or removal of unit commanders whenever they are considered unqualified or otherwise unsuitable.

Refer problems that cannot be resolved at group level to the wing commander.

Group commanders should be familiar with the Civil Air Patrol Constitution and Bylaws, all CAP governing directives and all policy matters affecting their command.

NOTE: The duties above also apply to the deputy group commander. Group commanders should develop a detailed position description for their deputy, outlining his/her specific duties and responsibilities in support of the overall group mission.

Squadron Commander

Squadron commanders are responsible to the corporation and to the wing commander (or group commander if applicable) for ensuring that the corporation objectives, policies, and operational directives are effectively executed within their squadron. They shall:

Establish plans, policies, and procedures necessary to the fulfillment of the CAP mission, which are not in conflict with the directives of higher headquarters.

Keep informed of the accomplishments, problems, and degree of compliance with regulations and other directives through personal observations, inspections, reports, and staff meetings.

Comply with all policies, regulations, and directives of higher headquarters and require the same compliance by all members of the squadron.

Ensure safety of personnel and equipment through compliance with directives and policy guidance; ensure an effective safety awareness, education, and inspection program within the unit.

Select personnel to fill authorized staff positions and remove from staff position those members deemed unqualified or otherwise unsuitable to continue in their positions.

Establish policies and procedures to ensure an effective squadron recruiting and retention program.

Coordinate the activities of staff officers to prevent overlapping of functions and to resolve conflicts.

Eliminate members whose continued membership is determined undesirable in accordance with the provisions of CAPR 35-3.

Identify members for nonrenewal where continued membership is adverse to the best interests of CAP in accordance with provisions of CAPM 39-2.

Determine meeting dates and attendance requirements for squadron meetings in accordance with policies established by higher headquarters.

Ensure that new personnel are properly introduced to CAP and make frequent checks on their progress.

Ensure that squadron property and funds are properly safeguarded and accounted for.

Initiate requests for promotion of squadron members.

Ensure proper wear of the uniform and that violations are promptly corrected.

Ensure that complaints and grievances are resolved fairly, impartially, and promptly.

Initiate recommendations for awards and decorations for squadron members.

Initiate organization actions affecting their squadron (charter redesignations, address changes, etc.).

Refer to the next higher headquarters problems that cannot be resolved at squadron level.

Promote an understanding and appreciation of CAP in the local community.

Promote aerospace education.

Squadron commanders should be familiar with the Civil Air Patrol Constitution and Bylaws, CAP governing directives, and all policy matters affecting their command.

NOTE: The duties above also apply to the deputy squadron commander. Squadron commanders should develop a detailed position description for their deputy, outlining his/her specific duties and responsibilities in support of the overall squadron mission.

Operations Officer

Manages and directs all operations activities. They shall:

Develop and implement operations plans, programs and directives.

Establish reporting procedures to determine the success of operations programs.

Coordinate operations matters with other staff agencies or interested agencies.

Develop standard operating procedures for the control and operation of CAP aircraft.

Develop necessary operations policies and procedures to ensure mission accomplishment and to provide adequate guidance to subordinate personnel and units.

Request the issuance of transportation and mission authorizations as requested.

The operations officer should be familiar with CAPP 211, CAPP 212, CAPP 213, CAPP 214; CAP directives in the 60, 62, 66, 76, 77 and 100 series; applicable Federal Emergency Management Agency (FEMA) publications; applicable federal, state and local Memorandums of Understanding (MOU), and FAA Parts 1, 43, 61, 63, and 91; and FAA Advisory Circulars in the 61, 63, 91 and 97 series.

Standardization/Evaluation Officer

Manages aircrew standardization and evaluation activities. They shall:

Develop and implement a check pilot program.

Conduct evaluation of check pilot program in subordinate units.

Evaluate aircrew techniques and ability using appropriate publications and checklists.

Evaluate aircrew techniques in mission planning, briefings, mission execution, and critiques.

Perform spot evaluation checks as appropriate.

Continually evaluate aircrew training procedures and techniques.

Administer written examinations and document flight evaluation checks.

Analyze evaluation data for trends that indicate changes in the program or additional training needs for individual pilots.

The standardization/evaluation officer should be familiar with CAPP 212; CAP directives in the 60, 62, 66, and 76 series; FAR Parts 1, 43, 61, 63, 91; and FAA Advisory Circulars in the 61, 63, 91 and 97 series.

Emergency Services (ES) Officer

Manages and directs emergency services activities. They shall:

Develop agreements with agencies responsible for search, domestic emergencies, and civil defense.

Develop and maintain an adequate emergency service force.

Develop training programs to ensure that highly qualified ES personnel are available for search and rescue, and disaster relief missions.

Develop plans and standard operating procedures to support the wing's emergency services program.

Maintain records to determine the status of resources (personnel, vehicles aircraft, radios and other emergency equipment) available for ES missions.

Develop and maintain a rapid alerting system for assembling necessary resources in a timely manner.

The emergency services officer should be familiar with CAPP 2 and CAPP 213; CAP directives in the 60, 62, 66, 77 and 100 series; applicable federal, state and local MOUs, and applicable FEMA publications.

Emergency Services Training Officer

Assists the ES Officer in managing and directing ES training activities. They shall:

- Document ES training accomplished and qualifications earned.
- Coordinate with the SAR and DR officers to ensure that training programs are adequate.
- Coordinate with external agencies for other ES training.
- Prepare and process CAPFs 101 for new or requalifying personnel.

The ES training officer should be familiar with CAPP 213, and applicable FEMA publications.

Homeland Security (HLS) Officer

Manages HLS and monitors and supports emergency services activities. This includes:

Works closely with the other operations staff officers to prevent duplication of effort and to ensure CAP presents one clear voice to potential Homeland Security customers.

Develop agreements and maintain contact with state and local emergency management officials pertaining to HLS. Ensures coordination with unit Emergency Services Officer regarding requirements.

Works closely with Emergency Services Officer to ensure unit resources are capable of responding to appropriate requests in support of homeland security.

Monitors CAP training to ensure the HLS program is adequate to include, proper equipment (cameras, computers and radios, etc.) and training to accomplish complete aerial and ground photo reconnaissance mission requests.

Monitors unit procedures for rapid alerting and assembling of unit personnel to support homeland security tasking requirements.

Monitors unit homeland security evaluations, training missions and exercises.

Know CAP's homeland security responsibilities in all operational areas.

The homeland security officer should be familiar with CAP directives in the 60, 62, 66, 77 and 100 series; and applicable federal, state and local MOUs.

Search and Rescue (SAR) Officer

Assists the ES officer in managing and directing search and rescue activities. They shall:

- Develop SAR agreements with state emergency management officials and other CAP units, if needed.
- Know CAP SAR responsibilities in areas of operation.
- Develop a unit SAR force that is capable of responding to request from the appropriate Rescue Coordination Centers or other

responsible agencies.

Ensure the SAR training program is adequate.

Develop operational procedures for rapid alerting and assembling of SAR task force personnel.

Coordinate wing SAR evaluations, training missions, and exercises.

The search and rescue officer should be familiar with CAP directives in the 60, 62, 66, 77 and 100 series; CAPP 213 and CAPP 2; applicable FEMA publications; and SAR related federal, state and local MOUs.

Disaster Relief Officer

Assists the ES Officer in managing and directing disaster preparedness activities. They shall:

Develop agreements with state emergency management officials pertaining to natural disaster and civil defense activities.

Develop a unit disaster preparedness force capable of responding to appropriate requests.

Ensure the civil defense and natural disaster training programs are adequate.

Develop operational procedures for rapid alerting and assembling of disaster preparedness task force personnel.

Coordinate wing DR evaluations, training missions, and exercises.

Know disaster preparedness responsibility of CAP in areas of operation.

The disaster preparedness officer should be familiar with CAP directives in the 60, 62, 66, 77 and 100 series; CAPP 213; DR related federal, state and local MOUs, and applicable FEMA publications.

Counterdrug (CD) Officer (Applicable to Wing/Region Only)

Manages and directs counterdrug activities. They shall:

Process applications for personnel entering the CD program.

Maintain an adequate number of trained CD personnel.

Schedule orientation programs to ensure highly qualified CD personnel are available to support law enforcement agencies.

Develop plans and standard operating procedures to support the region/wing's CD program.

Serve as the advisor to the commander and Operations staff for CD activities.

Report results of CD efforts to appropriate authorities.

The counterdrug officer should be familiar with CAP directives in the 60, 62, 66, and 100 series; applicable FEMA publications; and CD related federal, state and local MOUs.

Communications Officer

Manages and directs communications activities. They shall:

Develop and implement communications plans, programs, and directives in close coordination and in support of command, and all operations programs and activities.

Establish requirements and track acquisition and disposition of communication equipment in coordination with logistics.

Coordinate communications plans and programs with other staff agencies and with subordinate and higher headquarters.

Develop detailed operating procedures for communications operations and guidance to subordinate units and personnel.

Collect and report data to determine the effectiveness of communications operations.

Coordinate licensing or frequency authorizations for all radio operations.

Develop communications training programs.

Develop and participate in communications exercises.

Coordinate communications conferences, meetings, and workshops.

Monitor unit communications.

Establish programs to maintain and operate unit radio equipment.

The communications officer should be familiar with CAPP 214; and CAP directives in the 60, 62, 66, 77, and 100 series; -the NTIA manual of regulations and procedures for Federal Radio Frequency Management, applicable FEMA publications; applicable federal, state, and local MOUs requiring communications support.

Drug Demand Reduction Officer

Manages and directs drug demand reduction activities. They shall:

Develop annual drug demand reduction (DDR) training plan.

Prepare and manage annual DDR financial plan.

Conduct annual DDR training at wing encampment(s).

Coordinate joint operations with Air Force base DDR Coordinators.

Coordinate joint operations with Air Force Reserve base DDR Coordinators.

Coordinate joint operations with National Guard DDR Administrator.

Submits end of year reports.

The Drug Demand Reduction Officer should be familiar with CAPR 55-1 and CAPR 52-16.

Aerospace Education Officer (AEO)
(Applicable to Regions, Wings, Groups and Squadrons)

Directs the aerospace education program at their level of command. They shall:

Implement aerospace education policy and advise the commander on status of AE programs under his/her command.

Recruit, train and assist subordinate AEOs.

Ensure that AE staff positions are filled at their level and subordinate levels.

Maintain a current roster of AEOs at their level and subordinate levels.

Establish and review budget requirements.

Monitor aerospace education requirements from higher headquarters to ensure compliance.

Develop an AE Plan of Action. (Wing, Group, and Squadron)

Regularly update your immediate commander on the progress of the AE Plan of Action.

Complete the Yeager Award or be working on completing it.

Complete the end-of-year AE Activity Report. (Wing, Group and Squadron)

Enroll in the Aerospace Education Specialty Track 215 or have completed it.

Visit or communicate with subordinate units.

Encourages interest in the Teacher Orientation Program (TOP) Flights. (Wing, Group and Squadron)

Solicit the submission of AE Awards from subordinate units including: Brewer Awards, Mission Awards, AEO of the Year Award, and AE Teacher of the Year Award.

Convene a committee to select winners for AE awards including: Brewer Awards, Mission Awards, AEO of the Year Award, AE Teacher of the Year Award. (Region and Wing)

Conduct the weekly AE current events update. (Group and Squadron)

Internal Aerospace Education Officer
(Applicable to Regions, Wings, Groups and Squadrons)

Responsible for completing duties as assigned by the Region, Wing, Group, or Squadron Aerospace Education Officer. They shall:

Direct the internal aerospace education program.

Complete the Yeager Award or be working on completing it.

Enroll in the AEO 215 Specialty Track or have completed it.

Implement the aerospace education portion of the cadet program in their unit or units.

Implement the Aerospace Education Program for Senior Members.

Encourage senior members to take the Yeager Test.

Encourage senior members to participate in the AE 215 Specialty Track.

Review AE Plan of Action and determine a schedule for AE activities.

Encourage unit participation in the voluntary Aerospace Education Excellence (AEX) Program.

Encourage unit participation in the voluntary Model Rocketry Program.

Encourage unit participation in the Air Force Association/Civil Air Patrol grant program.

Develop special aerospace education activities for cadets and seniors.

External Aerospace Education Officer
(Applicable to Regions, Wings, Groups and Squadrons)

Responsible for completing duties assigned by the Region, Wing, Group, or Squadron Aerospace Education Officer. They shall:

Direct the external aerospace education program.

Complete the Yeager Award or be working on completing it.

Enroll in the AEO 215 Specialty Track or have completed it.

Recruit Aerospace Education Members (AEM) into CAP.

Support AEMs with visits to their classrooms and by conducting aerospace education activities.

Encourage AEMs to participate in the voluntary Aerospace Education Excellence Program.

Encourage AEMs and other CAP teacher members to participate in the Fly-a-Teacher Program.

Promote and assist with aerospace education projects such as workshops and seminars.

Promote CAP aerospace education programs and educational materials in schools.

Promote CAP's external AE mission to the regular uniformed CAP members.

Establish and maintain contact with educational agencies promoting CAP AE products.

Present AE lessons and activities in many different educational settings.

Professional Development Officer

Manages and directs the CAP professional development program. They shall:

Create a positive unit training environment where CAP's adult members can develop their required skills in a comfortable, professional atmosphere.

Instruct the Level I Foundations Course to ensure that all new adult members receive a thorough orientation and have properly assimilated into the unit.

Make adult members aware of training material and opportunities available to them through CAP and other sources to prepare them to perform operational missions, staff assignments and other assigned duties.

Encourage and assist the adult members to take advantage of all appropriate training.

Help ensure that CAP provides the best quality training with sufficient availability to support CAP's missions

Apply all directives applicable to professional development programs as necessary.

Comprehend the structure of the CAP professional development program and its component programs, activities and events.

Ensure quick and easy access to applicable forms, directives and instructions.

Maintain a unit training library.

Assist unit members in proper completion and processing of forms if needed.

Maintain unit training records regarding professional development activities.

Assure proper test administration and security for the unit's adult members.

Correctly prepare documentation in support of training awards for the commander's review.

Submit applications for awards, ensure they are processed in a timely fashion and presented appropriately

Coordinate member training accomplishments with other members of the staff.

Mentor PD officers at subordinate units if applicable.

The professional development officer should be familiar with CAPP 204, CAPR 50-17 and other directives in the 35, 39, 50, 52, 200, 280, and 900 series.

Deputy Chief of Staff for Cadet Programs (Applicable to Regions)

Oversees all functions related to the CAP cadet program and Drug Demand Reduction Program in subordinate units.
They shall:

Coordinate member training accomplishments with other members of the staff.

Monitor subordinate unit's progress toward the achievement of the cadet program and its goals as established by National Headquarters.

Disseminate information on the cadet program to enhance the above statement.

Administer national cadet special activities as it applies to command level.

Provide command-wide cadet special activities.

Coordinate and ensure equitable allocation of funds, property, and recognition in the cadet program.

Deputy Chief of Staffs for Cadet Programs should be familiar with all CAP directives, with particular emphasis on CAPR 52-16, CAPP 216 and other CAP directives in 35, 39, 50, 52, 67, 76, 280, 900 series. They should also be familiar with cadet program aerospace education texts and other cadet program materials located on the national cadet programs website.

Director of Cadet Programs (Applicable to Wings)

Manages and directs all functions related to implementation of the CAP cadet program and Drug Demand Reduction Program in subordinate units. They shall:

Coordinate member training accomplishments with other members of the staff.

Monitor subordinate unit's progress toward the achievement of the cadet program and its goals as established by National Headquarters.

Disseminate information on the cadet program to enhance the above statement.

Recruit personnel to assist in establishing new cadet units.

Provide special assistance to all new cadet units.

Administer national cadet special activities as it applies to command level.

Provide command-wide cadet special activities.

Coordinate and ensure equitable allocation of funds, property, and recognition in the cadet program.

Directors of cadet programs should be familiar with all CAP directives, with particular emphasis on CAPR 52-16, CAPP 216 and other CAP directives in 35, 39, 50, 52, 67, 76, 280, 900 series.. They should also be familiar with cadet program aerospace education texts and other cadet program materials located on the national cadet programs website.

Cadet Programs Development Officer (Applicable to Regions, Wings, Groups)

Supervises the implementation of all aspects of the CAP cadet program (except special activities). They shall:

Monitor subordinate units' progress toward achievement of National Headquarters' goals for the cadet program.

Disseminate information that pertains to the cadet program.

Recruit personnel to establish new cadet units.

Assist new cadet units, or units with newly assigned commanders or cadet programs personnel.

Cadet programs development officers should be familiar with CAPR 52-16, CAPP 216 and other CAP directives in the 35, 39, 50, 52, 67, 76, 280, and 900 series. In addition, they should be thoroughly familiar with cadet program aerospace education texts and other cadet program materials located on the national cadet programs website, CAP Index 0-2 and CAP Index 0-9.

Cadet Special Activities Officer (Applicable to Regions, Wings, Groups)

Supervises National Headquarters-level and command-level cadet special activities participation. They shall:

Monitor cadet special activities selection processes.

Provide and coordinate intra-command transportation for cadet special activities.

Disseminate information that pertains to cadet special activities in a timely manner.

Provide intra-command cadet special activities.

The cadet special activities officer should be familiar primarily with CAPR 52-16, CAPP 216 and other CAP directives in the, 52, 76, 160, and 900 series.

Leadership Education Officer (Applicable to Cadet and Composite Squadrons Only)

Responsible for leadership laboratory and physical fitness training of CAP cadets to include:

Proper wear of the CAP uniform.

Customs and courtesies of the service.

Leadership techniques and activities.

Physical fitness.

Squadron drill team.

The leadership officer should be familiar with CAPM 39-1, CAPR 52-16, CAPP 216 and other CAP directives in the 52 and 160 series and particularly with the cadet leadership textbooks located on the national cadet programs website.

Activities Officer (Applicable to Cadet and Composite Squadrons Only)

Plans and conducts interesting and challenging activities for CAP cadets, to include but not limited to:

Field trips.

Participating in emergency services exercises.

Sports competitions.

Social functions.

Community betterment projects.

Aerospace education activities (in coordination with aerospace education officer).

The squadron activities officer should be familiar with CAPR 52-16, CAPP 216 and CAP directives in the, 52, 76, 160, and 900 series.

Testing Officer (Applicable to Squadrons Only)

The squadron testing officer is a member of the squadron commander's special staff. They shall:

Obtain, administer, safeguard, and return education and training materials used in Civil Air Patrol.

Administer the testing program in accordance with CAP directives.

Monitor cadet progression and test scores, and facilitate tutoring support for cadets who are struggling academically. (Cadet and Composite Squadrons)

If a cadet has special educational needs, confers with the parent, and if necessary, recommends testing accommodations to the squadron commander. (Cadet and Composite Squadrons)

The testing officer should be familiar with the provision of CAPR 50-4, CAPR 50-17, CAPR 52-16, CAPP 8 and CAPP 216.

Deputy Commander For Cadets (Applicable to Composite Squadrons Only)

Directs and evaluates implementation of the CAP cadet program within the squadron. They shall:

Coordinate to assure attainment of cadet program objectives and adherence to cadet program directives.

Ensure Cadet Protection policies and training are in place and being enforced.

Select and supervise the senior member staff officers to direct the cadet program.

Monitor funds and property used for cadet program.

The deputy commander for cadets should be familiar with all CAP directives, with particular emphasis on CAPR 52-16, CAPP 216 and other CAP directives in the 35, 39, 52, and 280 series. Also, he/she should be familiar with cadet program aerospace education texts and other training materials located on the national cadet programs website, CAP Index 0-2 and CAP Index 0-9.

Logistics Officer (Applicable to Squadrons Only)

Manages and directs the logistics program to include the areas of supply, transportation, maintenance, and installation engineering. They shall:

Advise the commander on status of logistics programs and establish logistics policies.

Review budget requirements of logistics activities and direct consolidation of logistics budget.

Be responsible for real property management in accordance with CAPR 87-1.

The logistics officer should be familiar with the CAP directives in the series indicated below:

| | |
|----------------------------|---------------|
| Transportation matters | 76, 77 series |
| Usage of DOD real property | 87 series |
| Aircraft status/inventory | 67 series |
| Aircraft marking | 66 series |
| Aircraft maintenance | 66 series |
| Supply matters | 67 series |
| VSI/HIS Insurance Matters | 900 series |

Supply Officer

Responsible for all matters pertaining to supply. They shall:

Ensure proper accountability for CAP property.

Be proficient in the use and capabilities of the Operational Resource Management System (ORMS)

Be responsible for receipt, issue, storage and proper disposal of all CAP property.

Be responsible for distribution and recovery of property and document in ORMS efforts to reclaim property from deactivated units and inactive members.

Recommend to the commander the allocation, reallocation and retirement of property within the unit.

Complete all property inventory and reporting requirements.

The supply officer should be familiar with CAPP 206 and CAP Regulation 174-1.

Transportation Officer

Responsible for all matters pertaining CAP-owned vehicles (COV). They shall:

Ensure that all COV are licensed and registered in accordance with applicable laws of the state, commonwealth or other local government jurisdiction where vehicles are operated.

When designated, review, approve driver's license applications.

Maintain appropriate records on location of all vehicles.

Ensure routine and major maintenance is accomplished on COV when required

Ensure timely completion of Vehicle Usage Reports..

Ensure expeditious reporting of vehicle mishaps.

The transportation officer should be familiar with CAPR 77-1 and CAPR 174-1.

Maintenance Officer

Exercises staff supervision and coordination of all aircraft maintenance. They shall:

Assist their commander in developing an aircraft maintenance management program that ensures that all CAP scheduled maintenance is performed and discrepancies are corrected promptly.

Ensure that CAP aircraft meet FAA standards in order to be issued an FAA Standard Certificate of Airworthiness and are maintained in accordance with FARs and FAA-approved manufacturer's data, to assure continued airworthiness.

Coordinate aircraft inspections and repairs with NHQ/LGM.

Make recommendations to the commander for the improvement of the maintenance program.

The maintenance officer should be familiar with CAP 66-1 and CAPR 174-1, Federal Aviation Regulations 43, 45, and 91 and applicable Federal Aviation Advisory Circulars.

Administrative Officer

Implements, manages and directs administrative services activities. They shall:

Implement administrative policies and procedures.

Control correspondence (including messages).

Prepare and authenticate administrative authorizations.

Prepare local publications and forms.

Perform related duties as assigned by the unit commander.

The administrative officer should be familiar primarily with CAPP 205 and CAP directives in the 5 and 10 series.

Personnel Officer

Manages and administers the CAP personnel program and associated administrative procedures to include:

- Membership records and applications
- Confidential screening (FBI fingerprint cards)
- Organizational actions (charters, deactivations, etc.)
- Appointments
- Promotions and demotions
- Awards and decorations
- Duty assignments
- Transfers
- Retirements
- Membership terminations
- Uniforms

The personnel officer at all levels should be familiar with the Constitution and Bylaws, CAPP 200 and CAP directives in the 20, 35, and 39 series.

Recruiting Officer

Formulates plans and establishes policies, procedures, and programs, designed to assist CAP in attracting new members and retaining current members. They shall:

- Plan and conduct periodic membership drives and open houses to attract new members and to stimulate interest in current inactive members.
- Make presentations to outside groups, both youth and adult, to attract new members.
- Place posters and other recruiting materials in strategic locations advertising local meeting times and places.
- Stage display booths and provide recruiting coverage at local high schools, shopping centers, air shows, and other public events.
- Personally contact individuals expressing an interest in CAP by telephone, written inquiry, etc., and follow up to ensure that all interested persons are fully informed on the CAP program and local unit activities.

The recruiting officer should be familiar with all aspects of the Civil Air Patrol program, particularly the CAP Constitution and Bylaws, CAPR 20-1, and CAPM 39-2.

Plans and Programs Officer

Directs and coordinates overall planning activities. They shall:

Develop plans for and monitor the overall implementation of special projects and programs as directed by the commander and higher headquarters.

Plan and coordinate region, wing or group conferences.

Interpret laws, policy statements, directives, regulations, and other communications received from higher headquarters and integrate their requirements and guidance into plans and programs.

Assist in the development of operational plans and programs when requested

The plans and programs officer should be familiar with CAPP 218, the Civil Air Patrol Constitution and Bylaws, and all policy matters relating to planning activities for special projects.

Public Affairs Officer

Reports directly to the commander at all echelons of command and as such, is the adviser to the commander on all internal and external public affairs matters.

They will:

Work with the commander on all public affairs matters.

Implement and manage a Public Affairs Program.

Comply with CAPR 190-1 and other public affairs publications.

Conduct an Internal Information Program.

Conduct an External Information Program to include Media and Community Relations.

Insure National's Public Affairs objectives and missions are met.

Supervise and assist all subordinate unit public affairs activities.

The Public Affairs Officer, to be effective, must be familiar with all CAP publications and policies pertaining to public affairs, and complete training opportunities presented.

Director of Finance (Applicable to Regions and Wings)

Responsible for overall financial management of the wing/region program. They shall:

Serve as a member of the wing/region finance committee

Ensure accounting controls are adequate

Review transactions entered by wing administrator (wing only)

Perform monthly bank reconciliations and ensure they are signed quarterly by a member of the finance committee

Ensure the finance committee meets and records minutes at least quarterly

Ensure all expenses are properly approved and that expenses over \$1500 are approved using Sertifi

Ensure a balanced budget is developed annually and maintained in QuickBooks

Ensure the Internal Financial Review is completed quarterly

Ensure all policies, bank statements, bank reconciliations, Internal Financial Reviews and meeting minutes are uploaded to e-Accounting

Ensure all credit card statements are approved using Sertifi

Assist and supervise subordinate units' finance programs and ensure units receive cash balance reports quarterly

The Director of Finance must be familiar with CAP regulations in the 173 series and CAPP 202.

Finance Officer

(Applicable to Units Below Wing-Level)

Responsible for overall financial management of the unit program. They shall:

Serve as a member of the unit finance committee

Ensure accounting controls are adequate

Ensure authorized approvers list and all policies have been sent to wing

Ensure the finance committee meets and records minutes at least quarterly

Ensure all expenses are properly approved and that expenses over \$500 are approved by the finance committee

Ensure the annual budget is developed, reviewed quarterly and sent to wing

Ensure all deposit documentation is sent to wing timely to enable proper classification

Ensure all reporting requirements and deadlines are met

The finance officer must be familiar with CAP regulations in the 173 series and CAPP 202.

Chaplain

The chaplain is a member of the commander's staff at all echelons of command, and as such is the advisor to the commander and his/her staff on matters of religion, morals, and the well-being of personnel under his/her command. The chaplain implements and executes the CAP Chaplain Corps program as recommended by the Chaplain Service Advisory Council and as stated in CAPR 265-1. This program includes, but is not limited to:

Providing pastoral care of senior and cadet members, including counseling, visitation, encouragement, and other special assistance as the chaplain may be able to provide.

Performing professional functions as necessary, for example, religious services, liturgies, pastoral counseling, etc.

Conducting character development programs as outlined in the CAPP 265 series entitled "Values for Living," and CAPR 52-16.

Participating as chaplains in cadet summer encampments and other cadet activities. (Reference CAPR 52-16.)

Participating in Emergency Services missions and exercises by providing a chaplain presence and resource for members participating in the mission/exercise and those on the scene who may be in distress.

Participating in ecclesiastical public relations activities.

The specific duties of CAP chaplains at each echelon of command are stated in CAPR 265-1. Every chaplain should be familiar with the following CAP directives: CAPR 20-1, CAPR 265-1, CAPP 221, CAPP 221A and CAPP 265-4.

Character Development Instructor

The Character Development Instructor is an individual active in and approved by their denomination or faith group. CDIs are part of the CAP Chaplain Service, but have different qualifications and different responsibilities than chaplains. CDIs will:

Complete training requirements for character development officers.

Develop character development seminars for cadets.

Provide non-clergy support to assist chaplains in providing ministry to the CAP community.

Perform CDI duties under the direction of a chaplain when one is assigned to their unit. When a chaplain is not assigned, the CDI works under the direction of the unit commander and wing chaplain.

Legal Officer

Advises on legal implications of CAP programs and activities (subject to the constraints imposed by local law on the unauthorized practice of law) to include:

Interpretation of laws and regulations.

Contracts and agreements.

Insurance.

Real Estate

Taxation.

Investigation.

Corporate records and organizations.

Relations with local agencies.

Render legal advice and opinions regarding CAP activities as requested.

Assist the unit safety officer in conducting investigations.

Advise the unit commander and investigating officer on processing complaints in accordance with CAPR 123-2.

Advise commanders on initiation of termination actions and serve as CAP representative at termination appeals hearings as appropriate.

Serve on unit membership board as directed by the unit commander.

The legal officer at all levels should be familiar and monitor compliance with the CAP Constitution and Bylaws, CAP regulations and with 5 U.S.C. 8141, 10 U.S.C. 9441, and 36 U.S.C. 40301-40307.

Health Services Officer

Responsible for advising CAP commanders and units on the health, sanitation and hygiene of CAP members relevant to CAP activities. (See CAPR 160-1 for policy on emergency medical treatment). They shall:

Assists the ES Officer in arranging or providing training in first aid and emergency lifesaving measures to include medically recognized cardiopulmonary resuscitation (CPR) techniques.

Provide bloodborne pathogen protection training including preventive measures.

Report bloodborne pathogen exposures and ensure that those members exposed obtain appropriate follow-up medical care from non-CAP sources.

Advise members to obtain necessary physical examinations from their personal physicians and to complete emergency treatment consent forms where required by regulation to participate in various Civil Air Patrol activities. NOTE: Under no circumstances will CAP medical personnel perform physical examinations as part of their Civil Air Patrol duties.

Arrange for necessary medical training materials. Supplies and equipment for unit missions or special activities.

Maintain first aid kits for medical emergencies. (See CAPR 160-1 for policy on emergency medical treatment.)

Generally advise commanders and unit personnel on preventive medicine matters relevant to CAP activities.

Plan conferences and meetings pertaining to special affairs.

Health Services Officers should be familiar with all CAP directives in the 160 series and applicable portions of CAPRs 55-1, 50-15, 52-16, 50-17 and 62-2.

Inspector General

(Applicable to Regions, Wings)

The Inspector General is responsible for implementing, managing and directing Inspector General programs at the direction of the commander. They shall:

Compliance –

Evaluate compliance with CAP directives.

Conduct inspections and render reports of inspection.

Coordinate inspection results with the commander and staff.

Recommend benchmark candidates to National Headquarters program staff.

Recommend policies or directives to improve unit effectiveness.

Monitor inspection program of subordinate units.

Develop current checklists and guidance for inspection program.

Complaint Resolution -

Conduct analyses and investigations of complaints and grievances.

Conduct analyses and investigations of Waste, Fraud and Abuse allegations.

Conduct investigations as authorized by the commander.

Maintain files as applicable to the Inspector General program.

Provide guidance and assistance to commanders and members in areas of conflict resolution and regulatory compliance.

The inspector should show progress toward a Master rating in the Inspector General specialty training track, CAPP 203, and have a working knowledge of all CAP directives, particularly regulations in the 123 series.

Safety Officer

Assists and advises the commander in developing the overall accident prevention program. They shall:

Direct and perform safety inspections and surveys of operational areas for hazards.

Direct and perform mishap reviews and prepare mishap review factual narratives.

Plan operational risk safety briefings to make personnel aware of hazards for various activities and provide safety education that teaches the requirement for safe practices on various topics.

Make visits to subordinate units, and assist units with safety program guidance and guidance to mitigate safety related concerns, as required.

Review and analyze mishap reviews for trends and other mishap prevention information.

Provide and publicize safety awareness information through various means, but not limited to: newspapers, posters, etc. and familiarize CAP members with online safety education programs in CAP's Safety Management System (SMS).

The safety officer should be familiar with CAP directives in the 62 series.

Historian

Manages and directs historical activities to include:

Developing policies and procedures that relate to historical activities.

Establishing and conducting a program for the publishing of general and special histories, monographs, studies, and similar works for issue both internally and externally to CAP.

Establishing and conducting a program to specifically inform the general public as to the history of CAP as it relates to CAP's current missions.

Issuing bibliographies, catalogs, indices, and abstracts containing information relative to publications relating to CAP history.

Establishing and conducting a program of the collection and preservation of items of historical significance either of a documentary or physical property nature.

Establishing and conducting an oral history program.

Representing the Civil Air Patrol at meetings of historical and other learned societies.

The Historian should be thoroughly familiar with CAPR 210-1 (the Civil Air Patrol Historical Program) and other internal and external

publications relating to historical activities.

Government Relations Advisor (Wing Level Only)

Advises and assists the commander in the areas of state appropriations and congressional activities to include:

Keeping congressional delegations informed on CAP activities.

Maintaining liaison with local and state government officials.

Monitoring legislation on matters affecting CAP.

With wing commander's concurrence, initiates and monitors wing fund-raising activities to include the obtaining of grants from major industries within the wing.

The Government Relations Advisor should be familiar with the Civil Air Patrol Constitution and Bylaws; CAPP 110-1, Federal Statutes Affecting Civil Air Patrol; and all other legislation affecting CAP at local and state levels. Should also be familiar with current CAP regulations on fund raising activities.

PART IV—CADET POSITION DESCRIPTIONS

Unit commanders should keep cadet positions vacant until such time as the cadets obtain appropriate grade and maturity. Please refer to CAPP 52-15 for more detailed position descriptions and common cadet staff organizational structures.

Cadet Commander

Suggested cadet grades: C/Maj through C/Col

Commands the cadet squadron and performs duties related to cadet positions. They shall:

Establish plans and procedures to accomplish the policies established by the unit commander.

Coordinate cadet staff activities.

Direct cadet staff officers.

Coordinate with senior staff

Serves as liaison between senior and cadet staff.

Ensure compliance with CAP directives.

Make personnel assignment recommendations.

Monitor cadet staff compliance with Cadet Protection policies.

The cadet commander should be familiar with CAP directives as listed in CAPP 52-15 and CAPR 52-16.

Cadet Deputy Commander

Suggested cadet grades: C/Maj through C/Lt Col

Assists the cadet commander in the performance of his duties to include:

Plans and procedures.

Recommendations for cadet personnel assignments.

Inspections.

Evaluation of cadet program meetings.

Direction and supervision of cadet staff.

Related duties as required.

The cadet deputy commander should be familiar with CAP directives as listed in CAPP 52-15 and CAPR 52-16.

Cadet Executive Officer

Suggested cadet grades: C/Maj through C/Lt Col

Assists the cadet commander and deputy commander in administering cadet squadron activities. They shall:

Manage cadet affairs.

Direct and supervise cadet staff.

Coordinate cadet staff activities.

Perform related duties as required.

The cadet executive officer should be familiar with directives as listed in CAPP 52-15 and CAPR 52-16.

Cadet Aerospace Education Officer

Suggested cadet grades: C/2d Lt through C/Lt Col

Assists the senior member aerospace education officer in directing the cadet aerospace education program, to include:

Aerospace education instruction.

Review of subject matter with cadets.

Aerospace education laboratories.

Related duties as required.

The aerospace education officer should be familiar with CAP directives as listed in CAPP 52-15 , CAPR 52-16 and directives listed in this regulation for the senior member aerospace education officer.

Cadet Operations Officer

Suggested cadet grades: C/2d Lt through C/Lt Col

Assists the senior member operations officer (composite squadron) in the performance of his/her duties, to include:

Implementation of higher headquarters directives.

Preparation of reports.

Coordination with other cadet staff sections.

Utilization and control of aircraft and equipment.

Direction of cadet participation in squadron operations.

Related duties as required.

The cadet operations officer should be familiar with CAP directives as listed in CAPP 52-15, CAPR 52-16 and directives listed in this regulation for the senior member operations officer.

Cadet Communications Officer

Suggested cadet grades: C/2d Lt through C/Lt Col

Assists the senior member communications officer (composite squadron) in the performance of his/her duties, to include:

Operation of squadron net control stations.

Administration.

Communications training.

Communications supply.

Related duties as required.

The cadet communications officer should be familiar CAP Directives as listed in CAPP 52-15, CAPR 52-16 and directives listed in this regulation for the senior member communication officer.

Cadet Flight Commander

Suggested cadet grades: C/2d Lt through C/Capt

Directs and supervises the members of a cadet flight to include:

Leadership of flight in squadron activities.

Leadership laboratory to include proper wear of CAP uniform, military courtesy and discipline, drill, ceremonies and formations.

Advisor to flight members.

Related duties as required.

The cadet flight commander should be familiar with CAP directives as listed in CAPP 52-15 and CAPR 52-16

Cadet First Sergeant

Suggested cadet grades: C/MSgt through C/CMSgt

Assists the cadet commander in the performance of his/her duties, to include:

Lead and organize military drill.

Safeguard CAP facilities and property.

Maintenance of discipline

Related duties as required

The cadet flight sergeant should be familiar with CAP directives as listed in CAPP 52-15 and CAPR 52-16

Cadet Flight Sergeant

Suggested cadet grades: C/SSgt through C/CMSgt

Assists the cadet flight commander in the performance of his/her duties, to include:

Inspections.

Instructions in military courtesy and drill.

Maintenance of discipline.

Flight administration and personnel matters.

Flight commander (acting).

Related duties as required.

The cadet flight sergeant should be familiar with CAP directives as listed in CAPP 52-15.

Cadet Element Leader

Suggested cadet grades: C/A1C through C/TSgt

Responsible for the supervision and training of the cadet element, to include:

Satisfactory performance during formations and ceremonies.

Military bearing.

Morale.

The cadet squad leaders should be familiar with CAP directives as listed in CAPP 52-15.

CHARLES L. CARR, JR.
Major General, CAP
Commander