



Handbook
For
Pilgrim Composite Squadron
Cadet Staff
General Operations, Rules, and Responsibilities

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Introduction

Civil Air Patrol has an innumerable number of publications that issue directives on how a cadet staff should be organized and directed. These rules are written to apply to hundreds of squadrons located throughout the country. Despite this, the fact exists that each squadron functions according to specific circumstances at the local level.

In order to avoid confusion, mismanagement, and in order to promote efficiency and cooperation a squadron must have a clearly defined set of rules for its cadet staff; these rules need to be based off of national directives, but written with local policies in mind.

The path to being a productive squadron lies in a well-run cadet staff. Every member must know what is expected of them so that they can try their best to fulfill their duties. This handbook seeks to define this for the Pilgrim Composite Squadron Cadet Staff.

Within this book you will find everything that a member of the Cadet Staff is required to know. Topics covered include: call down procedures, staff decorum, reasons for staff appointments, duties of specific staff members, and more. It is my hope that this handbook will clearly define expectations and rules so that no discrepancies will occur. Consistency is important and will be established whenever a member has a written set of directives to follow. This handbook is specific to the Pilgrim Composite Squadron and contains rules applicable to our Squadron, but easily transferable to another squadron.

In closing I would like to say something about cadet staff service. Each of you has been selected because you have shown that you possess leadership potential. You have worked hard and now that you're here you must work even harder. Staff service is something that requires dedication. You are now an example to every cadet in the Squadron who even glimpses you at a meeting or activity. The cadets pick up on whatever you do, so if they should not be doing it you should not be either. A leader is never done learning, whether they are a Cadet Airman or a Cadet Colonel.

I hope you will use this handbook to educate yourself into becoming an excellent staff member. Congratulations on your selection and remember the words of John Quincy Adams, "If your actions inspire others to dream more, learn more, do more and become more, you are a leader".

Commander's Intent

One definition of command intent is “*the leader's concise expression of purpose.*” It will describe what experts call “the desired end state.” In short, it explains the overall result a commander wants the team to achieve. No matter how thoroughly a leader explains a mission, words alone may not be enough. Effective leader/followers try to understand the command intent. When unforeseen problems arise on the job, an understanding of command intent guides the follower in solving an issue in the way the commander would find acceptable without the follower having to stop work, find their commander, and seek guidance.

Consider this example: An Army Battalion commander issues the order, “take bridge ‘XXX.’ Upon arriving at the town just by the bridge’s location, the Battalion finds the bridge already destroyed by the enemy, and there is no sign of hostile troops in the area. What do you do now? Should you hold and wait for your rear echelon to arrive, while defending the general area? Advance into the town to look for enemy troops? Pursue a second objective? An order to merely “take a bride” is insufficient. The leaders and troops on scene need the complete picture. Command intent provides this.

As Cadet Commander, I understand that the only way I can do my job is with support, information, and advice from my cadet staff. Every one of you plays a vital role in making the squadron as great as it is today. I cannot afford to micromanage you as you complete your jobs, so it is essential that I provide you clear direction, and then allow you the freedom to complete your assigned task using your own common sense and good judgment. There is a saying, “tell your people what to do, not how to do it.” That saying summarizes my goal in working with my staff. I trust you, and look forward to seeing you all perform your jobs. Here are some components of command intent that you can understand that will help me make it work:

- **Initiative:** The ability to make sound judgments and act independently
- **Respectful Dissent:** Dissent in a military-style organization may seem contrary to the principles of discipline and following orders. But in fact, the Core Value of Excellence requires it.
- **Completed Staff Work:** One should never complain about a problem without offering a solution. Subordinates must thoroughly examine all aspects of a problem before bringing it to the commander’s attention (within reason).
- **Updates and Advice:** One of a leader’s duties as a follower is to keep their superior informed on any issues he or she would want to know about. I trust my staff to apply their own judgment to determine what these are.

Thank you and good luck!

Joshua Perez, C/Capt, CAP
Cadet Commander
Pilgrim Composite Squadron

Key Terms

In this handbook, you will find a number of key abbreviations and terms, they are defined below

CC - Abbreviation for Squadron Commander

DDC - Abbreviation for Deputy Commander for Cadets

C/CC - Abbreviation for Cadet Commander

*C/DCC - Abbreviation for Cadet Deputy Commander *Note: This is not the proper definition for "Deputy Commander for Cadets."

C/XO - Abbreviation for Cadet Executive Officer

C/1st Sgt - Abbreviation for Cadet First Sergeant

C/FComm - Abbreviation for Cadet Flight Commander

C/FSgt - Abbreviation for Cadet Flight Sergeant

Command Staff/Executive Staff- Synonymous terms. They both refer to the C/CC, C/DCC, C/XO, and C/1st Sgt, as a group.

Corps/In-Flight - Synonymous terms that refer to any cadet who is a flight member, rather than command or line staff member. Note that while the proper spelling is "corps" the correct pronunciation is "core" with a silent "e."

Cadet Enlisted - Refers to any cadet from C/Amn to C/CMSgt

Cadet Officer - Refers to any cadet from C/2d Lt to C/Col

Pilgrim Composite Squadron Cadet Staff Mission Statement

It is the mission of the Pilgrim Composite Squadron Cadet Staff to educate and train the future leaders of CAP by ensuring that we ourselves are properly qualified leaders of the highest integrity and standard. Our duty is to serve our community, state, and nation by acting as self-less individuals and always performing to the best of our ability. We strive for excellence in participation, behavior, and knowledge and expect each other to be held to the same standard of distinction so as to ensure the success of the Pilgrim Composite Squadron.

Section A:

Structural Procedures

Squadron Cadet Organization:

- The Squadron shall be organized into three Flights consisting of Alpha, Bravo, and Charlie

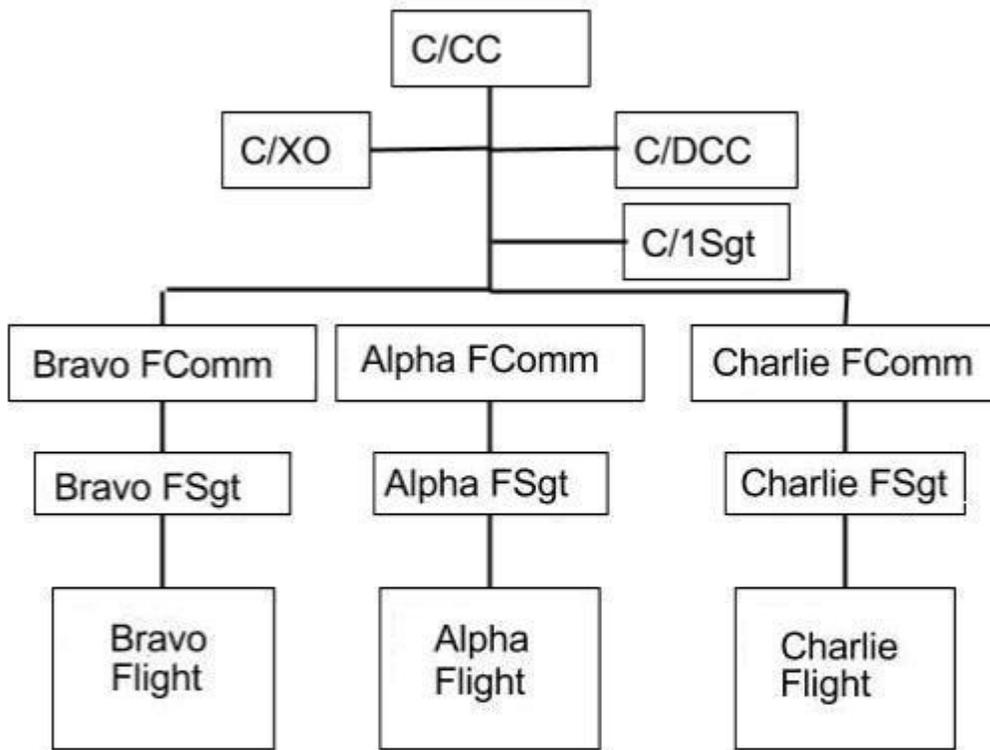
- Bravo Flight shall consist of the newest members to the Cadet Program. CAPP 52-9 Great Start Handbook will be used by the Flight Sergeant and Flight Commander to instruct cadets. The ultimate goal of this Flight is to teach Followership, Customs & Courtesies and basic CAP knowledge to allow the cadets to comprehend and progress in the Cadet Program.

- Alpha Flight & Charlie Flight shall consist of all cadets who have graduated from Bravo Flight and are not in a line staff position. These cadet members shall pursue a monthly specialty, as designated by their Flight Commander. Flight Commanders have autonomy in choosing the monthly specialty, so long as it is relevant to the cadet program, and will benefit the in-flight members. Topic examples include, but are not limited to: Military aviation, first aid & CPR, public speaking, activity planning, and much more! In addition to their monthly specialty, cadets will continue to develop their knowledge of Emergency Services and Aerospace Education. Their Flight Sergeant and Commander are there to direct, support, and mentor the members of the Flight. Cadet staff members shall be chosen from members of Alpha or Charlie flight

- Support Staff: certain members of Alpha & Charlie flight will also accomplish tasks that they are assigned by the Cadet Executive Officer. If their duties as support staff requires it, these cadets may be exempt from participating in certain activities with their flight. Exemptions should be coordinated with that cadet's Flight Commander and the Cadet Executive Officer

- There shall also be a Cadet Command staff (AKA Cadet Executive Staff) composed of at least a Cadet First Sergeant and a Cadet Commander. Whenever possible, the Command Staff will also include a Cadet Deputy Commander and Cadet Executive Officer.

Squadron Chain of Command Organizational Chart



Call Down Procedure:

Flight Call Down

- The Call Down shall be initiated by the C/DCC
- The C/DCC shall call the 1st Sgt
- The 1st Sgt shall call Alpha, Bravo, and Charlie C/FSgts
- The C/FSgts will call their cadets
- Flight C/FSgts shall begin their Call Down no later than Saturday afternoon
- They will call a minimum of two times if no response is received
- DO NOT HARRASS- space out your calls
- Excuses must be gathered by C/FSgts for those cadets not attending
- Results should be reported back up the chain no later than Sunday night
- Upon arrival at the Tuesday meetings C/FSgts will submit a written Call Down report to the C/1st Sgt formatted as follows:

Name and Grade of FSgt		Flight
Names of Cadets		Attendance
John Doe		<input checked="" type="checkbox"/> If Attending <input type="checkbox"/> Excuse if not
John Smith		

May be written or typed. →

Final Procedure

- The 1st Sgt shall turn all reports in to the C/DCC for review
- The C/DCC shall then give the reports to the C/XO for cataloguing
- The C/XO will then catalog these results in a binder using the Form entitled CADET ATTENDANCE
- All members of the Command Staff will have access to this catalog. Upon request, any cadet in the squadron may review the call-down results.

Promotion Board Procedure:

Promotion Review Boards will run in the following manner:

- Questions will be asked to the cadets during a board according to their appropriate grade. These questions give the staff an overview of where the cadet is in the program, and will help them decide whether the promotion will be approved or not. Additional questions may be added, but only after they have been discussed with the other board members.
- Cadets will generally conduct review boards, but a senior member will often sit in.
- Cadets in a Flight should have: Flight Commander and the First Sergeant.
- Cadets on Support Staff should have: Flight Commander and the Executive Officer.
- Cadets Officers should have: Cadet Commander or Cadet Deputy Commander and a Squadron Mentor.
- Every Cadet must keep track of when they need a board to become promoted. Flight Commanders will ask their cadets if they need boards during formations.
- A promotion board is required for every promotion in grade.
- Achievements that do not merit a promotion in grade do not require a promotion board.
- Cadets needing a promotion board must fill out a Promotion Board Sign-up Sheet. This is located near the front door of the squadron building, on the table where we keep the troop boxes. It is the responsibility of a cadet's immediate superior in the chain of command to ensure they sign-up for boards.
- Once the cadet has filled out the sign-up sheet, their request will be valid for the next meeting before Promotion Night or on the next Promotion Night depending on availability.
- The process that should be followed for conducting a board is as follows:

1. The cadet officer in charge of the board conducts the review with the Squadron Leadership Officer present.
2. The cadet going before the review board is dismissed.
3. The Officer conducting the board will discuss the results of the board with the Squadron Leadership Officer. The cadet officer still fills out the CAP F50.
4. The original CAP F50 is put in the cadet's personal file, and a copy of the form is given to the cadet upon its completion.
5. The cadet officer and the Squadron Leadership Officer sit down with the cadet and the cadet fills out their input section of the CAP F50. The results of the board are then given to the cadet, and they receive feedback from the members of the board.

Chain of Command:

Command Staff

- The **Cadet Commander (C/CC)** Articulates a vision for the cadet program, sets goals for the squadron, and acts as a role model for all cadets. The Cadet Commander is ultimately responsible for all cadet related issues, however, the First Sergeant, C/DCC, and C/XO should be the only persons who should have consistent contact with the C/CC.
- The **Cadet Deputy Commander (C/DCC)** Manages cadet operations, creates training plans, and mentors the Flight Commanders. The C/DCC is the go-to person in the chain of command for the Cadet Staff. All cadet related issues should typically be resolved by the time they reach this point in the chain of command.
- The **Cadet Executive Officer (C/XO)** Is in charge of all support functions of the unit's cadet program. The C/XO makes plans, systems, and schedules. They are also responsible for maintaining the unit's inspection program.
- Cadets should respect the special distinction made between the role of an officer, and a non-commissioned officer. Cadet Officers should be focused on planning and applying indirect leadership, while NCOs should be focused on mentoring and direct leadership.
- The C/DCC and C/XO are accountable to the C/CC
- The C/CC is accountable to the CC and the CDC

Flight Staff and Cadets

- The First Sergeant (C/1st Sgt) is the chief enlisted mentor. They are not directly in the chain of command, and should rarely (if ever) direct Flight Staff. They epitomize what it means to be a cadet and an NCO, and should possess a measurable command presence.
- The Cadet Flight Commanders (C/FComm) shall primarily report to the Cadet Deputy Commander.
- The Cadet Flight Sergeants (C/FSgt) shall primarily report to their Flight Commander, but should also communicate frequently with the First Sergeant.
- Cadets in flight (Corps/In-flight) report to their Flight Sergeant first, and then Flight Commander

Additional Information

- The Chain of Command must be followed at all times*
- **All Staff members are accountable for both their actions and the actions of the followers under their command**

* The Chain of Command may be circumvented in matters of a personal, private or emergency nature. Leaders at all levels should accommodate this by keeping an "open door" policy.

Cadet Staff Decorum:

It is expected that the Cadet Staff will adhere to the following:

- Conduct themselves in a manner that neither disgraces CAP nor the Military
- Exemplify the four core values of Integrity, Respect, Volunteer Service, and Excellence
- Behave in a mature manner
- Assume accountability for themselves and those around them or under them
- Address other members of the Cadet Staff, Cadet Corps, and Senior Members with the proper honorable
- Use honorables in **all forms of conversation** unless directed otherwise
- Be respectful in all formal outside communication (Facebook, email, phone calls, etc.)
- Practice Customs and Courtesies at all times
- Maintain a uniform of the highest standard
- Fulfill all obligations taken upon themselves either through their duty position or by their own will
- Ensure that they are knowledgeable on all pertinent CAP skills, forms, and publications.
- Realize that no staff positions are permanent
- Hold themselves and other Cadet Staff members to these standards
- Never be afraid to voice an opinion that is contrary to the popular one, so long as they do so respectfully.

Failure to follow these requirements will result in disciplinary actions

Cadet Staff Discipline:

If a Cadet Staff member does not follow the criteria outlined on the previous page the following will occur:

Minor infraction:

- The Cadet's immediate superior in the chain of command will engage with the Cadet

If the problem cannot be resolved at that level:

- Depending on the severity of the problem the next highest member in the Chain will become involved

Possible actions that can be pursued in ascending order:

- Verbal warning
- Writing or speaking assignment based on the rule the Cadet violated
- Conference with superiors
- Removal from Staff Position

Cadet Corps Discipline:

Often it becomes necessary for Cadet Staff members to interact with Cadet Corp members because of disciplinary issues. The following shall be guidelines for this type of discipline:

- Minor discrepancies such as sloppy uniforms or disregard for customs and courtesies among cadet corps members shall be dealt with by the **Flight Sergeant, Flight Commander, or First Sergeant**
- Major disciplinary issues including blatant disrespect or intentional dissent will first be dealt with by the Flight Commanders, and then by the C/XO, C/DCC or C/CC as necessary
- Extreme issues that could include an escalation of the previous behaviors will then be sent up to the Senior Member level.
- Cadet Staff members, who are not directly in the above-mentioned individuals' chain of command shall have no direct disciplinary involvement with cadet corps members aside from enforcing honorables and decorum

Proper Communication:

- A professional email will be structured like the following:

To: cadet@cap.com
Subject: Uniform Question

C/Capt Smith,

I am unaware of where to place my chevrons on my Class A jacket. I would greatly appreciate it if you could help me find the answer. Also I received your last email.

Respectfully,

LAST NAME FIRST NAME, GRADE, CAP
POSITION (If applicable)

Section B: **Cadet Staff Position Duties**

Cadet Commander:

It shall be the duty of the Cadet Commander to:

- Facilitate the proper running of the Cadet Program by ensuring open communication and issuing clear orders
- Set goals for the Squadron
- Coordinate the activities of the Cadet Staff
- Oversee the progression of Cadets through the program
- Make recommendations for positions and duties
- Establish an environment of excellence
- Enforce and uphold standards

Cadet Deputy Commander:

It shall be the duty of the Cadet Deputy Commander to:

- Assist the Cadet Commander in his/her duties
- Take command of the squadron in the Cadet Commander's Absence
- Effectively manage the Cadet Flight Staff
- Manage routine cadet operations
- Inform the Cadet Commander of all pertinent information
- Hold themselves and their staff members accountable
- Monitor reasons why cadets are not attending additional activities

Cadet Executive Officer:

It shall be the duty of the Cadet Executive Officer to:

- Manage the Cadet Support Staff
- Create surveys, forms, and systems as directed by the Cadet Commander
- Carry out Uniform Inspections and keep track of records
- Take command of the squadron in the Cadet Deputy Commander and Cadet Commander's absence

Cadet First Sergeant:

It shall be the duty of the Cadet First Sergeant to:

- Serve as the chief mentor to all "enlisted" cadets
- See to the needs of the in-flight cadets
- Lead cadets in physical training
- Serve as the last line of discipline before involving a cadet officer in disciplinary matters
- Mentor the Cadet Flight Sgts in conjunction with the Cadet Flight Commanders
- Pass all vital information through the NCO support channel

Cadet Bravo Flight Sergeant:

It shall be the duty of the Bravo Flight Sergeant to:

- Have accountability for their Flight members
- Assist in acquiring necessary items to get members started in the program
- Ensure that the chain of command is adhered to
- Enforce Customs and Courtesies during all classes and activities
- Monitor the progression of their members through the Basic Curriculum
- Jointly teach the Basic Curriculum to the members alongside the Flight Commander
- Encourage members to attend activities

Cadet Bravo Flight Commander:

It shall be the duty of the Cadet Bravo Flight Commander to:

- Teach the Basic Curriculum in conjunction with the Flight Sergeant
- Monitor Flight members for behavior
- Ensure that the chain of command is adhered to
- Obtain reasons for not attending other activities and report these to the C/DCC
- Assist in acquiring necessary items to get members started in the program
- Make recommendations for graduation from Bravo Flight

Cadet Alpha & Charlie Flight Sergeants:

It shall be the duty of these Flight Sergeants to:

- Have accountability for their flight members.
- Pass on information concerning the flight's discipline, progression, and activities to the First Sergeant
- Lead the Flight in upkeep of uniforms, drill, and customs and courtesies
- Assist members in their flight assignments.
- Be fully accountable for themselves and their personnel
- Ensure that proper procedure and decorum are followed by Cadets during classes and other activities

Cadet Alpha & Charlie Flight Commanders:

It shall be the duty of these Cadet Flight Commanders to:

- Ensure that Flight members are continuing to reflect their status as graduated Bravo Flight Cadets in Customs and Courtesies and uniform standards.
- Ensure proper behavior of members
- Provide recommendations for future staff positions in regards to abilities and level of maturity
- Obtain reasons for not attending other activities and report these to the C/DCC
- Counsel and Mentor Cadets who have deficiencies in the above mentioned skills

Support Staff Positions

Communications/Emergency Services:

- Will assist Communications Senior Member
- Will assist in training
- Will assist on Tuesday night radio checks
- Will check and up-keep supplies, will keep Logistics informed on what is needed
- Will coordinate certain squadron events requiring communications
- Will assist Emergency Services Senior Member
- Will update squadron on current Emergency Services events
- Will keep track of members qualified for SAREXs and missions
- Will keep track of gear checks and qualifications
- Will train new members
- Will create prepped classes
- Will raise a new generation that is proficient in Emergency Services
- Will inform cadets of Emergency Services opportunities

Operations/Activities:

- Will assist Operations Senior Member
- Will take charge of recording and up-keeping premade classes
- Activity Schedules
- Will maintain a stream of communication with Logistics to keep everything in supply
- Will creating schedules and coordinate with executive cadet staff
- Will update cadet bulletin board
 - -Chain of Command
 - -Important notes and reminders
 - -Scholarship information opportunities

Public Affairs/Recruitment and Retention:

- Will assist Public Affairs Senior Member
- Will manage, set-up and oversee flyers, tables, pamphlets at public activities for outreach
- Will keep records of what holds cadet interest in CAP (polling/surveying)
- Will take pictures and upload them to the website/ newspapers/ cadet bulletin board
- Will be the link to newspapers (pictures with a column of information)
- Will update online status
- Will inform public about what CAP is

Logistics:

- Will coordinate with and assist Logistics Senior Member
- Will maintain stream of information in all areas of Support Staff to keep people supplied
- Will update uniform inventory
- Will keep uniforms neat, manageable, easy to locate (also in charge of distributing squadron t-shirts)
- Will be knowledgeable on where to obtain items not in stock (for new cadets especially)
- Will supply all needed items to the rest of Support Staff

Aerospace Education:

- Will assist Aerospace Education Senior Member
- Will update squadron on recent events pertaining to Aerospace
- Will teach and update new members
- Will create prepped classes on relevant topics
- Will raise a new generation that is proficient in Aerospace
- Will keep cadets updated on opportunities pertaining to Aerospace

Safety:

- Will assist Safety Senior Member
- Will do an assessment of activities
- Will remind cadets to be safe and oversee activities
- Will be certified and able to supply needed medical aid

Section C:

Additional Procedures and Forms

Bravo Flight Graduation Requirements:

The following is an outline of the knowledge a Bravo member needs to know before graduating. Ideally this program should take four to six months to complete.

A Cadet Bravo Flight Graduate will:

- Be able to name every member of the chain of command up to CAP National Commander by Name and Grade
- Be proficient in drill to the point where they can perform: All facing movements, left and right flanks, left and right columns, present arms, order arms, hand salute, dress right dress, ready front, open ranks, close ranks, and cover.
- Have a sufficient knowledge and practice of Customs and Courtesies
- Use the honorables on a consistent basis
- Have some level of maturity as deemed by the Flight Commander
- Properly render a salute
- Posses and properly wear the BDU and blues uniform
- Pass a uniform inspection
- Complete a Basic Knowledge Test on the above mentioned material with a passing score of 80%

Breakdown of the Cadet Oath:

I pledge that I will serve faithfully in the Civil Air Patrol Cadet Program.

To render assistance to or to answer the call of C.A.P.

That I will attend meetings regularly

Attend meetings on a consistent basis

Participate actively in unit activities

Not only to be present, but to be involved during weekend and squadron activities

Obey my officers

Follow commands of superiors (if order is reasonable)

Wear my uniform properly

Uniform is exhibiting standards of Civil Air Patrol and USAF uniform policies.

And advance my education and training rapidly

To apply yourself in learning every aspect of the cadet program, and to promote at a reasonable pace. Be the best that you can be.

To prepare myself to be of service to my community, state, and nation.

To develop the knowledge required to assist my community, state, and nation - in humanitarian and search and rescue missions.