

Chapter 2 UNIT MANAGEMENT

PART I - ORGANIZING A UNIT

Section A - Actions during Preceding School Year

2-1. District/School

a. Middle School. Normally, a middle school will express a direct interest in MSI through Demand Drug Reduction (DDR) to CAP National Headquarters or within their wing (state). CAP National/Wing Headquarters will select middle schools to join the MSI program within the Civil Air Patrol program. It is important for selected schools to continue their commitment with all those involved in the program and its activities.

b. Middle School Principal. Once the middle school has been selected, the principal becomes the chief facilitator for ensuring that MSI moves forward with the full support of the school administrative staff, teachers, parents, and students.

c. Teacher. Second to the principal in importance is the teacher that will head the MSI. In many ways, this person is most important. The selected teacher must be willing to become a member while devoting the required amount of time, enthusiasm, and preparation to ensure a successful program. The enjoyment of working with youth-oriented organizations is a plus.

2-2. Local Host Unit. The local host CAP unit is one of the most important resources the Middle School Initiative program can have. The local host CAP unit is a unit that has been established within the guidelines and regulations of Civil Air Patrol. The members of the local host CAP unit are all volunteers and can provide answers to many questions, ways/how-to's of doing things, guidance and help in establishing the MSI program within the school system. CAP National/Wing Headquarters can provide contact information for your host local unit.

2-3. Recruiting. When the middle school distributes information to the incoming/rising sixth graders, either by mail, orientation program or at current fifth grade school, the Head of Project or Guidance Counselor should include information on the MSI program using Attachment 1, *Getting the Word Out!*, and Attachment 7, *Application Packet*, as guides of items to be used.

Section B - Form an Organizing Committee

2-4. Teachers and School Administrative Staff. The organizing committee will work together to accomplish the actions outlined below. Your committee should plan to contact as many school teachers/leaders/parents as possible to help you find prospective students that are interested in becoming new members. All persons interested in or planning to work with the CAP program must attend the mandatory orientation.

a. Identify those willing to help with the program. Some suggested community areas to contact are the aerospace education members in your area, the Chamber of Commerce, prominent businessmen, religious leaders, and the mayor or city councilmen. Do not overlook those within the school that are willing to help.

b. Identify the students that would be interested in the program. In selecting the prospective cadets, keep in mind the potential to excel in the MSI program. Invite them to attend the mandatory three-day orientation that will be held at the beginning of the school year. It is best to choose only those having the propensity and desire to learn all that the program has to offer.

2-5. Outside Service Organizations (VFW, American Legion, Air Force Association, Military Wives Clubs, etc.)

a. Explore the Possibility of Sponsorship for the Program. Of course, the ideal solution is to find a civic organization willing to sponsor a middle school CAP squadron as a group project.

b. Determine if any members would be interested in helping teach various aspects of the program. Former members of the military are a rich source of help and information on the military side of the instruction.

2-6. Outside Volunteer Organizations (AARP, Volunteer America, Ham Radio Clubs, etc.)

a. Again, of course, the ideal solution is to find a civic organization willing to sponsor a CAP squadron as a group project.

b. Determine if any members would be interested in helping teach various aspects of the program. There are many aspects of managing the program that volunteers can do and teach.

c. Determine if any members would be willing to help administer the program. The old saying of "many hands make the task light" is very applicable. Always solicit someone to help with the paperwork, issuing uniforms, putting items together for a lesson, cleaning up, etc. These will become your most treasured members.

2-7. Local Church Minister and Members

a. Explore the possibility of a minister becoming a Moral Leadership Officer for the program. Every unit of MSI is encouraged to have either a Chaplain or a Moral Leadership Officer for the Moral Leadership program as well as a person the cadets and seniors can turn to whenever necessary.

b. Determine if any of the church members would be interested in helping with various aspects of the program. Once again, always solicit someone to help with the paperwork,

issuing uniforms, putting items together for a lesson, cleaning up, etc. These will become your most treasured members.

PART II - PLANNING AHEAD FOR EFFECTIVE MANAGEMENT

Section A - Membership Requirements (CAPM 39-2, *Civil Air Patrol Membership*). The following information will be helpful in understanding the requirements for the various categories of membership in your CAP program.

2-8. Cadet Membership. Students in the CAP program will make up a majority of the unit. Being a CAP cadet is a rewarding experience and seeing the program through is an extraordinary achievement. All applicants for CAP membership must meet the following prerequisites:

- a. Twelve years old or attending the sixth grade.
- b. Enrolled in selected school with a satisfactory (traditionally a grade of C or better) record of academic achievement.
- c. United States citizen or alien lawfully admitted for permanent residence in the US and its territories and possessions or any lawfully admitted noncitizen residing in the United States who has been specifically approved by CAP National Headquarters/DP. Refer to CAPM 39-2, *Civil Air Patrol Membership*, or consult your squadron, group, or wing commander for clarification of any citizenship questions.
- d. Good moral character.
- e. Single.
- f. Not previously terminated.

2-9. Senior Membership. Adults, called senior members, are the support backbone of the CAP program and will help administer, supervise, and teach the program materials. There are five categories of senior membership. They are: Active, Patron, Retired, Aerospace Education Members, and Cadet Sponsor Members. All applicants for active membership who assist the CAP unit must meet the following prerequisites:

- a. Possess the desire, willingness, and capability to promote the objectives and purposes of CAP.
- b. Must be at least 18 years old. (Active duty military members of the armed forces can join CAP as a senior member at any age.)
- c. United States citizen or alien lawfully admitted for permanent residence in the US and its territories and possessions or any lawfully admitted noncitizen residing in the United States who has been specifically approved by CAP National Headquarters/DP. Refer to CAPM 39-2, *Civil Air Patrol Membership*, for clarification of any citizenship questions.

- d. Honorable discharge.
- e. No felonies or pattern of arrest.

2-10. Aerospace Education Member. Aerospace education members (AEM) form a special membership that is reserved exclusively for individuals who are active in the education field and cannot regularly participate. These members make excellent guest speakers or guest instructors for the CAP program.

a. **Membership Eligibility**

- (1) Must be a citizen of the United States or an alien admitted for permanent residence.
- (2) Must never have been convicted of or pled guilty to any felony (federal or state) or be currently charged with a felony.
- (3) Must have been discharged under honorable conditions if served in the armed forces.

b. **Restrictions**

- (1) Aerospace education members are not authorized to wear the CAP uniform, hold CAP grade, nor receive any awards or benefits provided in the regular active membership program.
- (2) Aerospace education members will not serve in authorized senior member positions in the CAP unit at any level. (Individuals desiring to serve in this capacity must apply for active membership.)
- (3) Aerospace education membership is not creditable toward retirement in CAP.
- (4) Aerospace education members are not authorized to fly in CAP corporate aircraft unless specific permission is obtained from HQ CAP/DO (CAPR 60-1, *CAP Flight Management*).

2-11. Cadet Sponsor Member. Cadet Sponsor Members (CSM) will assist the CAP cadet program with adult supervision, transportation, overnight chaperons, and any other cadet related tasks deemed necessary and regulatory proper by the CAP unit commander including, but not limited to, social events, specified conferences, encampments, training exercises, education events and special activities.

a. **Membership Eligibility**

- (1) CSMs must be a parent, grandparent or legal guardian of an active CAP cadet.
- (2) CSMs will pay annual national membership dues. They are exempt from paying region, wing, or squadron dues.
- (3) They receive a specially annotated membership card.
- (4) They must be assigned to the same unit as their cadet child, grandchild or ward.
- (5) CSMs must complete Level I and Cadet Protection Program training (see Chapter 6 for details on the Senior Member Training Program) prior to associating in any way with CAP cadets.
- (6) They may ride in or drive a corporate vehicle after proper licensing and in support of their approved tasks. They may ride (as a passenger only) on military transportation or CAP air transportation to events associated with their CAP unit.
- (7) CSMs apply for membership using CAPF 12, annotated in red across the top as a "CADET SPONSOR." The full name and serial number of the cadet member he/she is supporting must be on the CAPF 12. They must also submit a completed fingerprint card.

b. **Restrictions**

- (1) CSMs may not act as crewmembers of CAP or privately-owned aircraft in support of CAP events or missions.
- (2) May not wear the Air Force-style uniform, but may wear any CAP distinctive uniform, if desired, or appropriate clothing for the circumstances and the distinctive nametag.
- (3) They will not earn CAP rank, awards, or decorations.
- (4) Their membership stays in effect until their cadet leaves the CAP program for any reason.

2-12. Suitability

- a. Any one or more of the following criteria may be the basis for membership application rejection in CAP program:
- (1) A felony conviction by any court of record whether federal, state or military.

- (2) A pattern of arrests and/or convictions including but not limited to sex offenses, child abuse, driving under the influence of alcohol (DUI), dishonesty and violence.
- (3) Discharge from the armed forces under other than honorable conditions.
- (4) Falsification of information on the membership application.
- (5) Previously terminated or nonrenewed for cause from membership in CAP.
- (6) Any other unfavorable information brought to the attention of CAP officials at any level.

b. All individuals applying for active senior membership in support of CAP must be screened and registered by national headquarters.

(1) Individual must complete a FBI fingerprint card when they complete the CAPF 12, *Application for Senior Membership in Civil Air Patrol*. Members may be rescreened periodically as required by national headquarters or upon request of unit commander of assignment or commanders of higher echelons with reason to question a member's continued eligibility. Members renewing after the 90-day renewal period must submit a new FBI fingerprint card.

(2) FBI criminal records check used to determine membership eligibility. Final decision as to each individual's eligibility rests with the national commander or the national commander's designee. The national commander's decision is final and is not subject to appeal or to the "complaints" procedure under CAPR 123-2, *Complaints*.

(3) National headquarters maintains records in strict confidence and reviewed by only a small group of officials charged with making recommendations to the national commander or his designee as to the member's eligibility.

(4) National headquarters will not release reports or associated documentation. Such reports will be retained for at least 5 years after the individual is no longer a member of CAP.

2-13. General

a. It is necessary to consider the size (no more than 30 students with one teacher is recommended per year group) of CAP unit and qualifications of CAP members. It is advantageous to establish a logistics plan for the CAP unit. Preparing for one or two new members is easy – 30 each year is another issue. It is recommended that a new teacher starts with each new CAP 1 class.

b. Screen sixth grade CAP applicants and accept quality over quantity. Filling the quota is fine, but quality is much more important. You want CAP cadets that are committed and

will excel in the program, not a collection of bodies filling a slot. You need to consider unit size and the qualifications of the CAP senior members who will fill positions essential to a good start for your unit. CAP 1 is made up of sixth graders, which will become seventh grades in CAP 2, and then eighth graders in CAP 3. Each year, as the current group moves up, a new group of sixth graders will begin in CAP 1.

c. CAPM 39-2, *Civil Air Patrol Membership*, is the guide for membership requirements and more information on citizenship, types of membership, procedures, compensation, nondiscrimination, sexual harassment, membership year, and membership conditions. Use the membership checklists found in the attachments of CAPM 39-2.

d. CAPM 20-1, *Organization of Civil Air Patrol*, is the organizational guide for CAP unit positions and job descriptions. The CAP unit commander will make the staff selections and advise the CAP members of their assigned responsibilities.

Section B - Physical Fitness Requirements for Cadets (CAPR 52-16, *Cadet Program Management* and CAPR 52-18, *Cadet Physical Fitness Test Manual*)

2-14. Physical Disabilities Are Not a Limiting Factor to CAP Membership. Each CAP cadet is expected to complete the appropriate conditioning program and maintain a physical fitness category as defined in the CAPR 52-18, *Cadet Physical Fitness Test Manual*, which is included in the Phase I and II packet. These categories are:

a. **Physical Fitness Category I – Unrestricted.** A CAP cadet in this category is determined to be in good health and may participate in the physical fitness program without restriction.

b. **Physical Fitness Category II – Temporarily Restricted.** A CAP cadet in this category is determined by the CAP commander to be temporarily restricted from complete participation in the physical fitness program due to a condition or injury of a temporary nature. Temporary conditions include broken bones, post-operative recovery, and illness. CAP cadets normally will not exceed six months without reevaluation. In Category II, CAP cadets may progress in their phase of the CAP cadet program but will not test for the milestone awards until they return to Category I or determined by a doctor to meet Category III listed below.

c. **Physical Fitness Category III – Extended Restriction.** A CAP cadet in Category III is determined to be indefinitely or permanently restricted from participation in the physical fitness program due to medical condition or injury of permanent nature as certified by a physician. A CAP cadet placed in Category III may be required to participate in some other aerobic exercise program with their doctor's written concurrence. CAP cadets in this category will attach physician's certification of the medical limitation with CAP commander's endorsement to the CAPF 59-1, *Phase I & II Certification*, when submitted to national headquarters.

2-15. Description of CAP Cadet Program Physical Fitness Criteria and Categories. Refer to CAPR 52-16, *Cadet Program Management*, and CAPR 52-18, *Cadet Physical Fitness Test Manual*, for a complete description of Cadet Program physical fitness criteria and categories.

Section C - Minimum Operating CAP Membership (CAPM 20-1, *Organization of Civil Air Patrol*)

2-16. CAP Flight. The flight is the smallest independent CAP membership unit authorized and must contain a minimum of eight CAP members, three of whom must be CAP senior members with five CAP cadets. Chartered flights in the 800 series should be organized only in sparsely populated areas where there is no local CAP squadron.

a. A CAP flight may be assigned either to a squadron, group or wing at the discretion of the wing commander concerned.

b. MSI CAP flights will use organizational charts established for a MSI CAP squadron.

2-17. CAP Squadron. The CAP squadron is the community-level organization of CAP. National headquarters, in cooperation with a local school district, may activate CAP squadrons whenever the unit has enough senior members and no longer requires the assistance of the host unit.

Section D - Organization Mailing Address (CAPR 20-3, *Charters and Other Organization Action* and CAPP 4, *How to Start a Civil Air Patrol Unit*)

2-18. Permanent Unit Mailing. Once a unit becomes a chartered unit, a permanent unit mailing address is best rather than the CAP commander's home address. It would remain the same when the CAP unit commander changes. If it is not possible to use the school's address, then a post office box in the name of the CAP unit should be used. When a flight is under a host unit, the mailing address is that of the host unit.

2-19. School Address. If the school's address is to be used, make the necessary arrangements with facility postal clerk to receive the CAP unit's mail and packages.

Section E - Financial Matters (CAPR 173-1, *Financial Procedures and Accounting Report for Units Below Wing Level*)

2-20. Bank Accounts. If the CAP unit will have a separate bank account, all CAP unit funds will be deposited in a bank account requiring two signatures, one of which must be the CAP unit commander, for withdrawal. The two signatories will not be members of the same family. Each CAP unit is authorized one checking account and one savings account. Additional bank accounts will be justified to and approved by the appropriate wing commander.

a. When opening a unit checking/savings account, the finance officer should provide the institution with the unit's employer/taxpayer identification number.

b. Certificates of deposit (CDs) may be purchased from federally insured banks and savings institutions.

2-21. CAP Dues (CAPM 39-2, *Civil Air Patrol Membership*)

a. **National Dues – CAP Cadets.** Annual national membership dues (\$20.00) are required for all new CAP cadet members along with a fee for the initial CAP cadet program study material (\$16.00) for at total of \$36.00. Renewing cadets pay only \$20.00. This is in addition to annual wing dues. Additional local dues may be assessed with the approval of the region and wing commanders.

b. **National Dues – CAP Senior Members.** Annual national membership dues (\$30.00), region dues (\$3.00) and an initial fee for the CAP senior member handbook (\$5.00) are required for all new CAP senior members. Rejoining senior members that do not require the handbook pay \$33.00 (\$30.00 national dues and \$3.00 region dues). Renewing CAP senior members pay \$30.00 plus wing and/or region dues. CAP Cadet Sponsor Members pay \$20.00 for new, \$15.00 for renewing members. CAP Aerospace Education Member's dues for new and renewals are \$30.00. Additional dues may be assessed with the approval of the region and wing commanders.

c. National Headquarters collects national and region dues (and the fee for the study materials) for new members. Wing dues are forwarded directly to the wing headquarters. On renewals, however, National collects the total amount due directly from the individual member and rebates wing and region dues on a monthly basis. The national dues include study materials, *Civil Air Patrol News* newspaper, and your membership card. If you should need to obtain a replacement membership card, the unit commander must notify CAP National Headquarters/DP with the individuals CAPSN, full name, unit charter number, and reason for the replacement.

d. Wing dues may be established in any amount desired with the approval of the region commander concerned. Wing dues for new and rejoining CAP members are submitted directly to the wing headquarters at the same time national and region dues are forwarded to National.

e. Group and squadron dues may also be levied with the approval of the wing commander. Group and squadron dues are not forwarded to National Headquarters. Of course, a record of accounting for all funds must be strictly maintained.

2-22. Fund Raising (CAPR 173-4, *Fund Raising/Donations*)

a. Wing commanders are responsible for maintaining control over all CAP fund raising activities within their wings. Subordinate units must obtain written approval from the wing commander or designee prior to initiating a fund raising project.

b. It is important that no suggestion or inference be made in any CAP fund raising program that the Air Force is involved or would benefit. Discretion must be used in the wear of

the CAP uniform in fund raising due to its similarity to the Air Force uniform. Advertising and promotional matter should clearly identify CAP as a distinct organization from the Air Force.

2-23. CAP Unit Sponsorship. Whenever possible, try to obtain a sponsor for your unit.

a. The amount of money a group of individuals or a civic organization is prepared to spend in sponsoring a CAP unit will vary.

b. Since the amount will vary, no set budget can be recommended.

c. However, in support of a CAP unit, the sponsors should keep in mind that they are making it possible for a CAP unit to perform a unique service for the community.

(1) This gives a boost by strengthening ties to the community, providing a source for members, and financial support.

(2) Initially, a sponsor might concentrate primarily on those items deemed essential to sustain the CAP program in the community for the first year. To sponsor a cadet for the first year costs approximately \$325.00.

(3) Then, as the CAP unit progress and increases in membership and stature, other community groups and leaders may be willing to donate time and/or money to such a worthwhile activity.

d. It is extremely important that all the procedures for donations (found in CAPR 173-4, *Fund Raising/Donations*) be followed and all items/funds are properly accounted and approved by the proper authority.

Section F – Uniforms (CAPM 39-1, *Civil Air Patrol Uniform Manual*). This manual provides detailed instructions on the proper wear of all the Civil Air Patrol uniforms and the placement of various items on the various combinations.

2-24. Logistics Package. MSI units should develop a logistics package that includes uniforms for the CAP cadet members. The first thing that should be done is to inventory the items by size and style. Attachment 6, *Helpful Items*, contains sample inventory forms that might prove useful.

a. Pre-packaging the uniforms for each student, as indicated in the application package, is advantageous, as it will help in issuing each CAP cadet their "package" of uniforms. Make sure you have filled out all required forms for issuing (see CAPM 67-1, *Civil Air Patrol Supply Manual*, for additional information). The sample application package at Attachment 7, *Application Packet*, contains sample forms that might prove useful.

b. Prior to wearing the uniforms, they must be inspected for correctness and fit. All components of the uniform must be worn. Remind them, "If you don't have all required items for that uniform, don't wear it!"

c. As many cadets as possible should be ready to wear their uniform one week after issue.

d. Look to establish a supply ("bookstore") system that has the essentials on hand. When a promotion, award, or replacement for a lost item occurs, the member shouldn't have to wait weeks to receive the item. Being proactive is crucial in this area.

2-25. Sources for Additional Uniforms

a. Mail Order from Wright-Patterson AFB (see CAPM 39-1, *Civil Air Patrol Uniform Manual*, for procedure and address).

b. Air Force base military clothing sales store (must have current membership card with you at the time of purchase).

c. Civil Air Patrol Bookstore (for catalog, call 1-800-633-8768).

d. Military base thrift shops.

e. Commercial military surplus stores.

f. Unit commander may contact wing/group/other squadron's supply officer.

g. Unit commander may work with wing CAP-USAF liaison officer to obtain needed items.

2-26. Sources for Accouterments

a. The Civil Air Patrol Bookstore (1-800-633-8768).

b. The Hock Shop (1-800-THE-HOCK).

Section G – Planning the Training

2-27. CAP Senior Members (CAPR 50-17, *CAP Senior Member Training Program*). There is a CAP senior member training program that a CAP senior member must follow in order to progress in grade. For information on this program, please refer to the above indicated manual. However, for the purpose of setting up a CAP unit, the following information is provided:

a. It is extremely important that all CAP senior members working with the CAP program become familiar with all the materials to be used in the CAP cadet training schedule.

b. One of the duties necessary for recording and maintaining training information on the unit is setting up files and learning how to do the paperwork (discussed in detail at Chapter 5

of this guide). You will need a mandatory "paperwork training" meeting with all the senior members for this task prior to the cadets beginning the program.

2-28. CAP Cadet Members (CAPR 52-16, *Cadet Program Management*). The Cadet Program Management encompasses many different aspects from drill to military customs and courtesies to radio communications to rocketry. Detailed schedules and lesson plans have been developed for you. CAP offers young people the opportunity to be trained in the following areas:

- CPR
- First Aid
- Leadership
- Aerospace Education
- Physical Fitness
- Moral Leadership
- Radio Communications
- Military Drill and Ceremonies
- Direction Finding for Emergency Locator Transmitters
- Color Guard
- Many other areas

Section H - Public Affairs for CAP Units (CAPM 190-1, *Civil Air Patrol Public Affairs Program*). *"No area of CAP activity is more vital to the success of the organization than the public affairs function. If the people in your hometown understand what CAP is all about and the good it does, they will support your efforts – and join your ranks."* (CAPM 190-1, *CAP Public Affairs Program*)

2-29. Support from the Home Community. No CAP unit can be expected to function successfully without a sympathetic attitude in its home community. Very often the degree of public support may depend upon one single aspect of the CAP unit operation - public information. Broadly speaking, the CAP unit should try to:

- a. Keep the public informed on the activities of the CAP unit.

b. Continually impress upon the public conscience that the CAP program is beneficial to the community.

c. Plan for the CAP cadets to write columns for the newspapers, participate in local radio and TV shows, take pictures for publication, and act as real CAP boosters among parents and friends

Section I – Retention (CAPP 33-1, *Cadet Recruiting and Orientation Pamphlet*)

2-30. Activities, Activities, Activities

a. Lack of activity or training is one of the most frequently cited reasons for leaving the CAP program. Try to have an "event" at least every month with the local host squadron. It can be anything: a Achievement One Training Weekend, a practice search and rescue exercise (SAREX or SARCAP), an aerospace education workshop, a day dedicated to getting as many cadets in the air on orientation flights as possible, followed by a barbecue or a bowling/pizza party (very good for morale and unit cohesion).

b. Wing events, as well as region events, are good opportunities to do something "special." These might be a region leadership school, drill team practice, color guard practice, communications class, or a cadet retreat weekend.

2-31. Communicate, Communicate, Communicate. Keep everyone informed by posting information and events on the school, CAP unit, host squadron and wing calendars and bulletin boards. Attend local squadron meetings and pass on to your CAP unit the upcoming events. Repeat the information as necessary to insure complete distribution. Maintaining a calendar and giving it out once a month is often necessary as well as a good way to distribute the information for all including parents.

2-32. Plan, Plan, Plan. A meeting conducted with last-minute planning looks like its been planned at the last minute. Planned meetings present all the information in an orderly fashion. Unplanned meetings are BORING, which result in individuals quitting CAP. This is way we developed this program.

a. Standards. You must set the example. Haircut, uniform, insignias sewn on properly, shoes shined – all in accordance to the "book" (CAPM 39-1, *Civil Air Patrol Uniform Manual*). Otherwise, how can you expect your CAP cadets and other CAP senior members to do the same?

b. Present awards or decorations as soon as they are earned and make a big deal out of it. Invite VIPs and parents. Invite parents to help with the "pinning" of the new grade. Doing so encourages others to achieve the same. Take lots of pictures. Post some on the bulletin board or scrapbook, send out news articles with the pictures, and give copies to the CAP members.

c. Always do what you say you will do when you say you will do it. If you can't, explain why you cannot do so as soon as possible. Don't assume the CAP member knows why. *Personal contact is the key to retention.*

Section J - Adherence to Standards

2-33. Require Adherence to Customs and Courtesies. Many CAP cadets will be attracted to the CAP program because of the "military" ambiance. CAP uses customs and courtesies to create a sense of unity and mutual respect among its members. As a member of an auxiliary of the US Air Force, you will be expected to follow the traditions, standards, customs and courtesies agreed to and accepted by the Air Force and CAP. These apply to all of us and reflect our pride and professionalism as members of CAP.

a. Military customs and courtesies are proven traditions that explain what should and should not be done. They are acts of respect and courtesy in dealing with other people. They have evolved as a result of the need for order, as well as the mutual respect and sense of fraternity that exists among military personnel and CAP members.

b. Encourage new members to participate in functions and ceremonies that celebrate the uniqueness of Civil Air Patrol as the United States Air Force Auxiliary. Customs and courtesies are akin to accepted practices of etiquette in the civilian world, which show respect and politeness for coworkers.

c. Customs and courtesies provide guidelines for members of an organization to prevent (or at least reduce) the chance of embarrassment and of making members feel uncomfortable. The intent is to provide "rules of engagement" so that all members know what is required and what is expected.

d. Customs and courtesies help all members adjust to the requirements of belonging to an organization. The proper intent of customs and courtesies is to include new members into the organization, not exclude them. Learn the customs and courtesies of CAP and pass them along to new members. They are the glue that holds an organization together.

e. The CAP cadets have a desire for the structure and discipline that the CAP program offers. They want the responsibility and a chance to prove what they "can do" and do it well.

Section K - Proud of Accomplishments

2-34. Recognition. CAP provides cadets the opportunity to be recognized through accomplishments in a society that may see them simply as "teenagers." Appreciate them for what they are! CAP cadets (and CAP seniors) come in all shapes and sizes, all colors, and backgrounds. Some may be more capable than others, all have the potential to achieve. Many CAP cadets come from single-parent homes and need the gap filled with someone they can trust and respects them.

- a. Make sure the CAP cadets know they are appreciated! Keep them motivated. A simple pat on the back, a positive comment, or a Certificate of Appreciation (CAPC 35) for a "job well done" may keep a person from quitting and make a very dedicated member.
- b. Provide every new member tasks – RIGHT AWAY! Most will (or at least think) want to get started. Keep a "to do" list handy of things a newcomer can do.
- c. If the CAP member doesn't feel involved and welcomed, he/she won't stay with the program. Have the new members recommend and schedule guests for all optional meetings as well as thinking up topics of discussion. The logistics alone will keep them busy.

Section L - Recruit Parents. Parents can be a rich source of CAP senior members and assistance for unit. Their natural interest in the program due to their child's participation makes them an ideal audience. Make parents feel welcome as soon as their cadet joins the CAP program (see Paragraph 3-32, Chapter 3 below). Fostering an early interest will lead to a lasting relationship. Encourage them to get involved with the unit. Provide to each parent a calendar of events, the CAP unit commander's phone number, list of other parents and how to reach them. A parents' night, graduation, or promotions is a good time for the CAP cadets to "show off" what they have learned, as well as get to know the chaperons and CAP senior members of the unit. Form a "Boosters Club" for parents and encourage them to always check times, dates, and chaperons. Always ensure adult supervision of CAP cadets and make each and every CAP member have a sense of belonging. CAP Cadet Sponsor Member is another excellent way to get the parents involved. Figure 2-1 is an example of a "Alert Roster" or "Call Down Roster." This is used to "get the word out" or to notify the members of any changes quickly with each person having to call only two people.

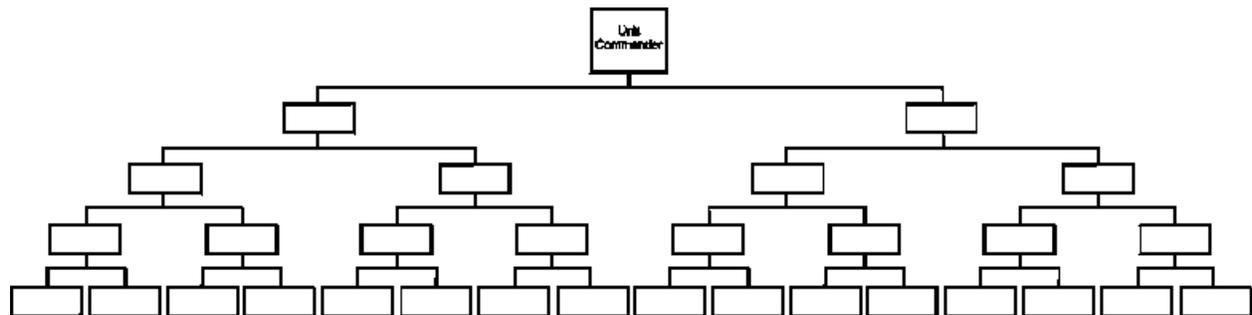


Figure 2-1. Sample Alert Roster

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