

NCAC ACTION GUIDE

**How to get an issue from the NCAC to the Field
From bottom to top, a guide for the chair**

by **CHARLES M. BENSON**, C/Maj, CAP
National Cadet Advisory Council Chairman, 2003-04

RATIONALE

This guide serves as an introduction for the Chairperson to the methods and procedures involved in moving a cadet issue from conception to fruition. Unlike the lower echelons where you advise the Commander and Director of Cadet Programs directly, at the National level you advise indirectly through the various offices and committees; rarely it will be when you address the General himself with an issue you've been working. What works at the Wing and Region echelons does not at the National and it is therefore necessary for a different strategy to be adhered to. It is the Chairperson's responsibility to ensure the methods outlined here are followed conscientiously.

ISSUES DEFINED

Issues come to you from one of three sources: lower level councils, National Headquarters, or yourselves (NCAC). Of these three sources, the in council process remains the same for all but it is the out of council process that differs between those issues coming from your own and other councils and those coming from NHQ. In regard to those coming from NHQ, they may be further delineated as those tasked by the Commander and those from offices at Maxwell. Issues rooted in council development, those initiated by cadets at any level of CAC, consist of a combination of both issues intended for consideration before the National Board and those for review by the Commander or specific headquarters offices while issues coming from the Commander or NHQ, its offices and committees, are almost exclusively intended merely for feedback purposes.

In order to distinguish between issues intended for review by the National Board and those directed to an office or committee it is necessary to understand the functions and operations of the National Board as are outlined by *CAP Constitution and Bylaws*, Article X, which are essentially to recommend policy to the Board of Governors who institute that policy. As a general rule, all issues that have broad implications upon CAP as a whole are fair game for the National Board and those that recommend small program or administrative changes should go straight to the office concerned. Of course, making this distinction is only necessary for issues coming from your or other CAC councils. All issues coming from the Commander, an office, or committee, are returned to that source. Since CAC's purpose is to advise the Commander, any issue that is not directed clearly toward any particular source ought to be directed toward the Commander.

PROCESS OF REFINEMENT

For those issues that were spawned within CAC councils and that are intended for the National Board, the standard in council development is accomplished first. Once the issue is critiqued and passes a vote by the council it is ready to be refined further, the function of the Cadet Programs Committee. The Cadet Programs Committee is not an authorizing body but is instead an advisory body just like the CAC. Its purpose is to make recommendations and as such serves in a parallel capacity, a valuable resource with a Headquarters' perspective that may be utilized to meet our ends. Issues passed by the CAC are forwarded to the Committee for further review and feedback in a timely manner such that they may be returned to the Council with time to revise accordingly prior to being compiled.

LOBBYING

When the proposal, for issues intended to go before the National Board, has reached its final form and can be revised no further the time begins to lobby. In order to determine who you lobby to you must establish who it is that makes the decision as to whether or not your issue continues on its path to completion. So, if you're preparing for the issue to go before the Board then the members of the Board are those who you must lobby and who are they but your own wing and region commanders. Lobbying then is doing only what your job as a Cadet Advisor requires which one aspect is to aid the commander in monitoring and implementing the Cadet Program. CAC is a two way street, make sure you travel it both ways.

In order to complete this task most efficiently and effectively it will be accomplished in an organized and purposeful manner. Twice per year the Council will compile a Commander's Brief consisting of the issues that we have deemed ready for presentation before the Board. The Brief will include both a concise summary of the issue and its proposed action, as well as a more detailed background account and rationale for that action. The Brief will be presented at least two months prior to the Board meeting at which the issue will be reviewed.

Specifically, the Brief will consist of an introductory memo composed by the Chairperson, a general summary of the issues, and their rationale. The Chairperson will forward the Brief to the Council in a timely manner. Each Council member is responsible for printing the Brief and forwarding it via postal mail to each of their commanders. Prior to mailing the document the representative will complete their contact information in the spaces provided on the Chairperson's memo. The

representative will also compose a short, handwritten and personalized note to include with the brief on a loose leaf sheet of paper, introducing him or herself and requesting politely that the issues contained within the Brief be reviewed.

Beyond this act, the representative will make every effort to meet personally, at conferences or staff meetings, with the commanders of their respective regions to lobby for the issues. When doing so, do not merely rehearse the Brief; instead, add a unique local and personal tone to the issues using examples and cases from within your own sphere of experience. Show your commanders that the issue does matter to cadets at all levels and that it's not something a bunch of upper level cadet bureaucrats came up with excluding real field level concern.

SPONSORS

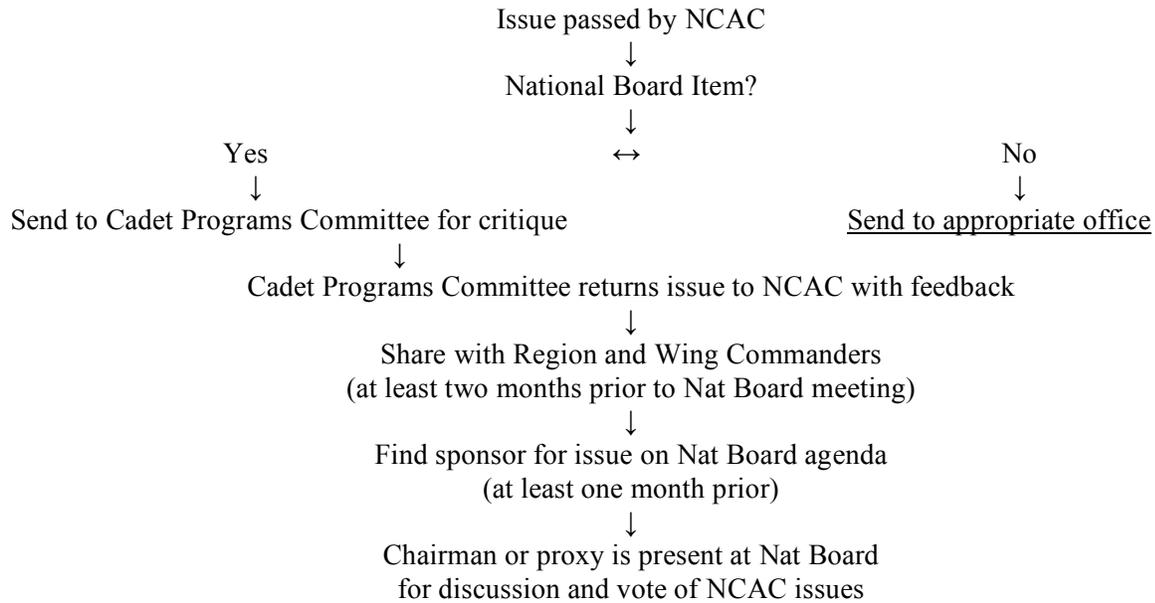
In order to actually get your issue on the National Board agenda to be considered for a vote after it has been revised to its fullest extent, it must be sponsored by a Board member. More than likely if you maintain a good relationship with the Cadet Programs Committee and if they support your issue then you already have yourself a sponsor. If, however, you find that they do not support the issue or the relationship is waning, find your sponsor in the form of a region or wing commander. This situation will make things a little tricky though.

If the Cadet Programs Committee does not support your issue and you find a commander to sponsor its appearance before the Board then you still have to deal with the fact that the Committee's role is as an advisory body to the Board. When the issue is raised for discussion, the Committee will give their perspective to the Board and it will be a perspective that is not aligned with yours. However, if you, the representatives of cadets nationwide, believe the issue important then don't worry about it. Push the issue, lobby the commanders. Heck, you might win. Do whatever you can to get the General on board with you because if you can you'll have the most important source of support you could hope for.

THE MEETING

The situation above highlights the importance of cadet attendance and representation at the meeting of the National Board at which your issue is discussed and voted upon. Although the rules governing cadet participation in the meeting are currently fuzzy, I believe most members would be open to our speaking at least to our own issues and or responding to questions. This shall be a goal of future Councils.

ISSUE FLOW CHART



ANNUAL AGENDA

((#) indicates which set of issues agenda item refers to)

- Sept-Nov: Standard business (1)
- Nov: Forward issues to Cadet Programs Committee (1)
- Dec-Apr: Standard business, develop new issues (2)
- Jan: Receive feedback from CPC, revise if necessary, forward to Region/Wing Commanders if National Board item, if not, forward to appropriate office (1)
- Feb: Find sponsor for issues to National Board (1)
- Mar: Chairman or proxy present at Nat Board for discussion and vote of NCAC issues (1)**
- Apr: Forward new issues to Cadet Programs Committee (2)
- May-Nov: Standard business, develop new issues (3)
- Jun: Receive feedback from CPC, revise if necessary, forward to Region/Wing Commanders if National Board item, if not, forward to appropriate office (2)
- Jul: Find sponsor for issues to National Board (2)
- Aug: Chairman or proxy present at Nat Board for discussion and vote of NCAC issues, Chairman presents NCAC Annual Report Board (2)**
- Sept-Nov: Standard business (3)
- Nov: Forward issues to Cadet Programs Committee (3)
- Dec-Apr: Standard business, develop new issues (4)
- Jan: Receive feedback from CPC, revise if necessary, forward to Region/Wing Commanders if National Board item, if not, forward to appropriate office (3)
- Feb: Find sponsor for issues to National Board (3)
- Mar: Chairman or proxy present at Nat Board for discussion and vote of NCAC issues (3)**

SAMPLE COMMANDER'S BRIEF



NATIONAL CADET ADVISORY COUNCIL CIVIL AIR PATROL UNITED STATES AIR FORCE AUXILIARY

1 May 2004

MEMORANDUM FOR

FROM: National Cadet Advisory Council

SUBJECT: Awards

1. Proposed herein are several awards or additional elements to preexisting awards which relate to the Cadet Program. All are sponsored by the National Cadet Advisory Council, a body of cadets representing and fostering the interests of those in your own regions and wings.
2. While all issues here presented are of an award nature, the NCAC's purpose is not primarily nor principally to advance or fashion further modes of cadet personal recognition. Instead, due to the nature of which these particular sorts of proposals are made a reality, it is necessary that they be distributed as widely as possible prior to their final consideration in order to receive the greatest opportunity for fruition.
3. We hope that you may have the time to review the proposals outlined in the following pages and might find yourself inclined to support them at the next National Board meeting. Questions may be directed to your local CAC representative at:

Name:
Phone:
Email:
Address:

Thank you.

CHARLES M BENSON, C/Maj, CAP
Chairman, NCAC

Attachments:

1. Proposal summaries and position papers

cc:
All CAP Region Commanders
All CAP Wing Commanders

SAMPLE COMMANDER'S BRIEF

GENERAL

SUBJECT: Cadet Advisor of the Year Award

1. Cadet Advisory Council members are currently not formally or officially recognized for their contributions to CAP while those contributions may be seen in policy that has national consequences.
2. In order to correct this error, it is recommended that a National Cadet Advisor of the Year award be established paralleling but in subordination to the current National Cadet of the Year award.

SUBJECT: Clasp for the Cadet Community Service Ribbon

1. An important part of the Cadet Program is instilling a sense of civic duty in cadets to make them want to seek out further opportunities to serve the community. The Cadet Community Service Ribbon reflects the dedicated work of cadets who have given an extra 60 hours of service to their communities.
2. However, there is no outward symbol of a cadet's continued work throughout the community after the initial award. Adding a clasp to the Community Service Ribbon establishes an extra incentive to continue serving the community.

SUBJECT: Eaker Mini Medal

1. Miniature medals, Cadet Program milestone awards in particular, exist for wear upon the Senior Member mess dress uniform in order to highlight the member's highest level of achievement while a cadet. These medals exist for all cadet milestone awards except that of the Ira Eaker Award.
2. It is recommended that consistency be maintained and precedence observed by creating a General Ira C. Eaker medal for wear upon the Senior Member mess dress uniform by those members who's highest level of achievement in the cadet program was that award.

SUBJECT: Region Cadet Leadership School Awards

1. While Region Cadet Leadership Schools and Cadet Officer School both fulfill the same requirement for cadets wishing to receive their General Ira Eaker Award, only one awards the cadet with a device to be displayed on their uniform.
2. In order to correct this inconsistency, we recommend that a bronze clasp be approved for wear on the Mitchell Ribbon indicating a cadet's completion of RCLS, complimenting the silver clasp already authorized for wear by COS graduates.

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RATIONALE

SUBJECT: Cadet Advisor of the Year Award

1. Acknowledgment for exemplary performance is a basic source of morale for the members of any organization. CAP is certainly no stranger to such a system, however, one particular group of cadets whose contributions may be seen in policy nation wide have not traditionally been recognized. The Cadet Advisor is an integral member of the CAP staff. Serving on Cadet Advisory Councils, he represents his fellow cadets while furthering the interests of the Cadet Program which he contributes to by way of insights and initiatives. When such service is completed in an admirable manner it deserves to be rewarded.
2. Currently, no program exists to recognize exemplary cadet advisors. Therefore, the National Cadet Advisory Council proposes that one be created. The Cadet Advisor of the Year Award would serve to recognize the most outstanding Cadet Advisory Council member at each echelon, encouraging all members to continue to contribute to the program through representation. On top of official recognition, the cadet could also receive an academic scholarship as is currently attached to the Cadet of the Year Award. For the sake of simplicity, such a program could also parallel the Cadet of the Year Award procedurally, i.e., its application procedures, selection committees, etc.
3. Selection criteria for the award may be based on the following while rank, age, GPA, and other CAP activities should not be considered:
 - a. Cumulative achievements as Cadet Advisor on CAC/outstanding performance;
 - b. Have served a minimum of two terms at any echelon;
 - c. Two letters of recommendation.

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4. A system for rewarding and recognizing exemplary cadet advisors is not only necessary but long over due. With a program in place, morale will certainly increase among current cadet advisors, yet, more importantly what may increase as a consequence is general cadet interest in advisory councils. Creating such an award will undoubtedly draw attention to the cadet representative and his role in CAP policy, a spotlight that has the potential to spark an up rise of participation in what has been a difficult arena to inspire such. Taking part in a cadet advisory council may not be as exciting as attending PJOC or as stimulating as an encampment but the benefits cadets gain from leadership experience at higher organizational levels and from taking personal ownership of the Cadet Program can not be found by taking part in any other CAP activity. Recognizing a Cadet Advisor of the Year has the potential to do much more than give a cadet another plaque to hang on his wall.

SUBJECT: Clasp for the Cadet Community Service Ribbon

1. The Cadet Community Service Ribbon is awarded to cadets who have gone above and beyond the call of their Civil Air Patrol duties and distinguished themselves as active members of the community. It is this volunteerism that is core of what the Civil Air Patrol stands for and it is integral to encouraging cadets to seek out other opportunities to give back to the community by recognizing their achievements through the awarding of a ribbon. However, after the initial 60 hours of service there is little physical evidence that the cadet has exceeded that mark. This extra time and service needs to be recognized as well as the initial work.

2. One way of providing physical evidence of the extra dedication that was put into serving the community is through awarding a clasp for the community service ribbon after a certain number of extra hours. This clasp should be awarded for a significant number of extra hours of

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community service to show that the cadet is truly going above and beyond the called for duty. It will serve as a symbol to those that look upon the uniform as evidence of a cadet that has truly taken to heart one of the core values of the Civil Air Patrol, volunteerism.

3. As clasps for other ribbons are awarded based on successful completion of the same requirements to the initial earning of the ribbon, such as the National Cadet Special Activities Ribbon requiring cadets to attend another Special Activity to wear a clasp, it is suggested that bronze triangle clasps similarly be awarded for each additional 60 hours of service and that the awards follow the precedence already set in CAP for successive awarding of clasps. This will prove that the cadet presented with the award has continued on the path of selfless service to the community.

4. One aspect of the Cadet Program is instilling a strong sense of civic responsibility in cadets. The Community Service Ribbon recognizes the initiative of cadets to seek out opportunities to serve others, but due to the volunteerism nature of Civil Air Patrol itself, community service must be well defined. For hours to count towards the community service ribbon, the activity must be of help to a person or group of persons other than just the member, with no monetary reward, and be documented (including starting/ending times, location, description of member's participation, and a signature from a sponsor with phone number). The documentation shall accompany the CAPF2a that requests the ribbon. Activities performed in the name of the Civil Air Patrol, however, will not count towards the Community Service Ribbon or clasps thereof. Finally, total hours awarded for an activity will be the actual number of hours served (i.e. one hour of credit will be awarded for one hour of work).

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5. In order to inspire more cadets to uphold the ideals of selfless service to others, that is such an integral part of the Civil Air Patrol mission, it is necessary to recognize the efforts of those members that do go above and beyond the expected. Furthermore, it is even more important to continue to recognize the efforts of those members that continue to move beyond the call of duty so as to instill in others the importance of volunteerism and prove that the Civil Air Patrol is an organization that embraces the value of growing a unified community and nation.

SUBJECT: Eaker Mini Metal

1. All major awards in the cadet program, with the exception of the Ira C. Eaker Award, are represented on the senior member mess dress uniform by a mini medal. Because the Eaker Award was only introduced in 1995 it is assumed that a design for the medal has yet to be suggested and implemented.
2. In January 1942 General Eaker was assigned to organize the VIII Bomber Command and to understudy the British system of bomber operations. Then in December 1942, he assumed command of the Eighth Air Force in England where he was responsible for shaping the men and aircraft under his command into a combat ready unit. For this reason the patch used to represent the 8th Air Force at the time of its conception (the modern patch is different) is used as the medal's background. A ring bearing the words "CIVIL AIR PATROL" on top and "IRA C. EAKER" on the bottom borders the circular patch, this part of the design is consistent with the other award medals. Because the B-17 was one of the primary aircraft used by the 8th Air Force to carry the war to the German home front, a silhouette of the bomber is displayed in the medal's

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foreground. The ribbon used to hang the medal is of the same pattern as the ribbon which is already available for wear on the service dress, horizontally condensed, as appropriate.

3. The creation of this medal would give senior members the much earned ability and right to display their Ira C. Eaker Award on their mess dress uniform.

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**FIGURE 1: Ira C. Eaker Award Miniature Medal
[Conceptual Design]**



18 April 2003
Concept by: C/Col Timothy Humphries, AZ Wing CAP
Digital image by: C/Lt Col Andrew Hay, AZ Wing CAP

SAMPLE COMMANDER'S BRIEF

SUBJECT: Region Cadet Leadership School Awards

1. While receiving national endorsement as one of three ways to complete the training requirement for the General Ira Eaker Award and Phase IV of the Cadet Program, Region Cadet Leadership School completion is not recognized as an activity that corresponds to any tangible device or award for wear upon the cadet uniform. Graduates of Cadet Officer School, one of the other three options for completing Phase IV, are authorized to wear a silver star upon their General Billy Mitchell ribbon as an indication of their hard work and achievement.
2. Although we recognize that COS is one of CAP's most esteemed national activities and that its completion by cadets across the nation carries a certain amount of prestige, it cannot be said that the training cadets receive through RCLS is of such a lesser intensity or quality that it warrants no recognition whatsoever. The very fact that RCLS and COS serve to indiscriminately credit a cadet with the leadership training necessary to complete Phase IV of the Cadet Program demonstrates CAP leadership has having recognized that equality ultimately exists between the two programs to the extent that their means and purposes are served.
3. Let us not neglect the third alternative cadets may elect to complete in satisfying their leadership training for Phase IV, AFIADL 13 - Civil Air Patrol Senior Officer Course. Though we believe it is inconsistent to authorize cadets an award for wear upon their uniforms who graduate one leadership school as opposed to another, we do not believe this to be the case concerning AFIADL 13 for two reasons. First, there is obviously a hierarchy between the three options here presented, where COS is at the top and AFIADL 13 at the bottom, being due to the nature of the activities and the differentiation in intensity, duration, and expense. Secondly, this proposal itself, as it is put forward, establishes a method of which to recognize a cadet's completion of AFIADL by providing for no recognition at all and instead creating a method to

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distinguish between the other two options, via different devices worn upon the uniform, making AFIADL effectually the null or base required leadership training option. Therefore, AFIADL need not be considered in our proposal for a RCLS device.

4. In order to correct the inconsistency we have been presented with here between recognition in the form of a uniform device for one leadership school over another, both of which fulfill the same Cadet Program requirement, the National Cadet Advisory council recommends that a bronze star be authorized for wear on the cadet uniform, affixed to the General Billy Mitchell ribbon, by cadets who have successfully completed a legitimate Region Cadet Leadership School.

5. The recommendation above would corporately establish the hierarchy between required leadership training options to those cadets wishing to complete requirements for Phase IV of the Cadet Program, which already exists unofficially in the field, and award cadets with a well deserved display of their hard work and dedication.