

CAPP 30-1

8 November 2021



CAP Sample Position Descriptions For Standard Duty Assignments

Preface

CAP Regulation 30-1 establishes the standard organizational structure at all levels. Since 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. 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 offices to fit the individual unit situation and talents of unit personnel.

Table of Contents

Preface	2
SENIOR MEMBER LEADERSHIP POSITIONS	6
Region Commanders.....	6
Wing Commander	7
Group Commander	8
Squadron Commander.....	9
National Command Chief.....	10
Region Command NCO	11
Region NCO Advisor	11
Wing Command NCO	12
Wing NCO Advisor.....	12
Group NCO Advisor.....	12
Squadron NCO Advisor	13
Deputy Chief of Staff/Aerospace Education and Director of Aerospace Education	13
Internal Aerospace Education Officers	14
External Aerospace Education Officers.....	14
Aerospace Education Officers.....	15
Deputy Chief of Staff for Cadet Programs	15
Director of Cadet Programs	16
Leadership Education Officer.....	17
Cadet Cyber Education Officer.....	17
Fitness Education Officer	18
Testing Officer.....	18
Deputy Commander for Cadets	19
Deputy Chief of Staff for Operations/Director of Operations/Operations Officer	19
Standardization/Evaluation Officer	20
Emergency Services Officer	21
Health Services Officer.....	21
Emergency Services Training Officer	22
Homeland Security Officer.....	23
Search and Rescue Officer	23
Disaster Relief Officer	24

Counterdrug Officer	24
Communications Officer	24
Small Unmanned Aerial Systems Officer	25
Director of Finance.....	26
Finance Officer.....	27
Education and Training Officer	28
Government Relations Advisor	29
Government Relations Advisor	29
National Diversity Officer	30
Region Diversity Officer	31
Wing Diversity Officer	31
Historian.....	32
Legal Officer	32
Inspector General	33
Administrative Officer.....	34
Personnel Officer	34
Recruiting and Retention Officer	36
Public Affairs Officer	36
Chaplain	37
Character Development Instructor.....	38
Safety Officer	38
Information Technology Officer.....	39
Director of Development (Region Level)	39
Director of Development (Wing Level)	40
Plans and Programs Officer	41
Logistics Officer.....	41
Supply Officer.....	42
Transportation Officer	42
Aircraft Maintenance Officer	43
CADET POSITION DESCRIPTIONS	45
Cadet Commander	45
Cadet Deputy Commander for Operations.....	45
Cadet Deputy Commander for Support.....	46

Cadet Aerospace Education Officer	47
Cadet Cyber Education Officer or NCO	47
Cadet Flight Commander	48
Cadet First Sergeant.....	48
Cadet Flight Sergeant.....	49
Cadet Element Leader.....	49

SENIOR MEMBER LEADERSHIP POSITIONS

Region Commanders

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.
- Select and appoint high caliber region staff members and remove from region staff positions those members deemed unqualified or otherwise unsuitable to continue in their positions.
- Approve promotions, awards, qualifications, etc. as required for members within the region.
- 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 averse to the best interests of CAP in accordance with provisions of CAPR 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.

National Command Chief

The Command Chief is the senior NCO Corps leader of Civil Air Patrol. The Command Chief provides leadership to the NCO members and advises the National Commander and staff on mission effectiveness, professional development, training, and utilization of the command's NCOs and takes action to address shortfalls or challenges. The Command Chief will:

- Participate in the decision-making process, as appropriate, on technical, operational and organizational issues.
- Review Air Force, CAP-USAFAF, and CAP Wing instructions and policies, provide input and recommend changes for those instructions and policies affecting CAP members.
- Advise the National Commander for dress and personal appearance items affecting CAP members and specifically NCOs.
- Serves as a representative of the National Commander.
- Participates on the CAP Senior Advisory Group as a non-voting member.
- Serves as the chair to the CAP NCO Corps Committee.
- Serves as an advisor to the CAP National Uniform Committee.
- Serves on award and recognition selection committees.
- Encourage recognition of deserving CAP NCO members during annual functions.
- Encourage the recruitment of enlisted service members currently serving or retired from military service for CAP membership.

Region Command NCO

The Command NCO is the senior NCO Corp leader of their respective region. The Command NCO is responsible for advising the Region Commander and staff on mission effectiveness, professional development, training, and utilization of the command's NCO members and takes action to address shortfalls or challenges. The Command NCO will:

- Participate in the decision-making process, as appropriate, on technical, operational and organizational issues.
- Advise the Region Commander for dress and personal appearance items affecting CAP members and specifically NCOs.
- Serve as a representative of the Region Commander.
- Participates on the CAP NCO Corps Committee.
- Serves on award and recognition selection committees.
- Encourage recognition of deserving CAP NCO members during annual functions.
- Encourage NCO mentorship of cadets and junior officer CAP members.
- Encourage the recruitment of enlisted service members currently serving or retired from military service for CAP membership.

Region NCO Advisor

The NCO Advisor will formulate plans and establishes policies, procedures, and programs, designed to assist CAP in attracting enlisted service members currently serving or retired from military service. The NCO Advisor will:

- Participate in the decision-making process, as appropriate, on technical, operational and organizational issues.
- Work closely with their region's command NCO.
- Perform other duties as directed by the region commander.
- Encourage NCO mentorship of cadets and junior officer CAP members.
- Encourage the recruitment of enlisted service members currently serving or retired from military service for CAP membership.

Wing Command NCO

The Command NCO is the senior NCO Corps leader of their respective wing. The Command NCO is responsible for advising the Wing Commander and staff on mission effectiveness, professional development, training and utilization of the command's NCO members and takes action to address shortfalls or challenges. The Command NCO will:

- Participate in the decision-making process, as appropriate, on technical, operational and organizational issues.
- Advise the Wing Commander for dress and personal appearance items affecting CAP members and specifically NCOs.
- Serve as a representative of the Wing Commander.
- Serves on award and recognition selection committees.
- Encourage recognition of deserving CAP NCO members during annual functions.
- Encourage NCO mentorship of cadets and junior officer CAP members.
- Encourage the recruitment of enlisted service members currently serving or retired from military service for CAP membership.

Wing NCO Advisor

The NCO Advisor will formulate plans and establishes policies, procedures, and programs, designed to assist CAP in attracting enlisted service members currently serving or retired from military service. The NCO Advisor will:

- Participate in the decision-making process, as appropriate, on technical, operational and organizational issues.
- Work closely with their wing's command NCO.
- Perform other duties as directed by the wing commander.
- Encourage NCO mentorship of cadets and junior officer CAP members.
- Encourage the recruitment of enlisted service members currently serving or retired from military service for CAP membership.

Group NCO Advisor

Group NCO Advisor provides leadership, management, and guidance in organizing, professional development, training, and utilization of the group's NCO Corps members. Group NCO Advisor will:

- Participate in the decision-making process, as appropriate, on technical, operational and organizational issues.
- Work closely with their wing's command NCO.

- Perform other duties as directed by the group commander.
- Encourage NCO mentorship of cadets and junior officer CAP members.
- Encourage the recruitment of enlisted service members currently serving or retired from military service for CAP membership.

Squadron NCO Advisor

Squadron NCO provides leadership, management, and guidance in organizing, professional development, training, and utilization of the squadron's NCO Corps members. Squadron NCO's will:

- Participate in the decision-making process, as appropriate, on technical, operational and organizational issues.
- Work closely with their commander and their group's NCO advisor and/or wing's command NCO.
- Perform other duties as directed by the squadron commander.
- Encourage NCO mentorship of cadets and junior officer CAP members.
- Encourage the recruitment of enlisted service members currently serving or retired from military service for CAP membership.

Deputy Chief of Staff/Aerospace Education and Director of Aerospace Education

(Applicable to Regions and Wings)

Direct the aerospace education program. They shall:

- Implement aerospace education policy and advise their commander on the status of AE programs.
- Recruit, train and assist subordinate AE personnel in accomplishing a successful AE mission.
- Ensure that AE staff positions are filled at their level and subordinate levels.
- Maintain a current roster of AE personnel at their level and subordinate levels.
- Encourage all AE personnel to complete the AE Specialty Track.
- Encourage all senior members to complete the Yeager Award.
- Establish and review budget requirements.
- Monitor aerospace education requirements from NHQ to ensure compliance.
- Develop AE Plan of Action (Wing level only).
- Update commanders on the progress of AE Plan of Action.

- Compile an AE Activity Report.
- Encourage the completion of the AE Excellence Award Program (AEX) in CAP units and schools.
- Communicate with subordinate units.
- Encourage participation in the Teacher Orientation Program (TOP) Flights.
- Encourage the recruitment and retention of Aerospace Education Members (AEMs).
- Encourage the recruitment and retention of participants in the Aerospace Connections in Education (ACE) Program.
- Encourage the use of AE STEM kits within CAP units and by AEMs.
- Solicit the preparation and submission of AE Awards.
- Convene a committee to select winners of AE awards.
- Support aerospace related events and activities in CAP units and communities.

Internal Aerospace Education Officers

(Applicable to Regions and Wings)

As directed by the DCS/AE or the DAE, the Internal AEOs will administer the internal AE program for CAP cadets and senior members. (See above list.)

External Aerospace Education Officers

(Applicable to Regions and Wings)

As directed by the DCS/AE or the DAE, the External AEOs will manage the external AE program throughout the local schools and community at large. They shall:

- Support recruitment and retention of AEMs.
- Continue to support AEMs with classroom visits, STEM assistance, AE Excellence Award (AEX) Program participation, and other AE activities.
- Promote and assist in public AE workshops, seminars, displays and general community support.
- Help establish working relationships with educational resource providers who produce AE materials for use by schools and communities.

Aerospace Education Officers

(Applicable to Groups and Squadrons)

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

- Be responsible for all AE programs
- Communicate with the commander to develop an annual budget
- Communicate with unit commander, group AEO or wing DAE
- Select, train and supervise AE assistants to help perform AE
- Work toward completion of Master Rating in the AE Specialty track
- Initiate and support external AE programs in the community
- Recruit Aerospace Education members
- Encourage unit and school participation in Model Rocketry, AE Excellence (AEX) Award and STEM Kit programs
- Encourage and help cadets complete AE requirements
- Promote Teacher Orientation Program (TOP) Flights
- Complete the Yeager Award
- Encourage all senior members to complete the Yeager Award
- Submit nominations for AE awards
- Apply for AFA/CAP unit AE grants
- Complete the AE Activity Report
- Maintain an AE notebook, hard copy or electronic
- Support group/wing/region/national internal and external AE activities

Deputy Chief of Staff for Cadet Programs

(Applicable to Regions)

Assists the commander in ensuring the Region-level Cadet Program fulfills mission objectives and regulatory requirements. Oversees all functions related to the Cadet Program for the Region and in subordinate units. They shall:

- Monitor subordinate units' progress toward the achievement of the Cadet Program mission objectives as established by National Headquarters.
- Ensure cadet protection program (CPP) standards are met for all cadet-related activities hosted by the Region

- Provide expert advice and assistance to the Region's cadet community on Cadet Program mission elements, regulatory standards, and best practices
- Administer national cadet special activities as it applies to command level.
- Provide command-wide cadet special activities.
- Pass cadet-related information up, down, and across the chain of command to enhance mission success
- 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 the 60-series of CAP publications. An optional, more in-depth position description, complete with reading lists, is available in CAPP 60-15, Cadet Program Officers' Handbook & Specialty Track Guide.

Director of Cadet Programs

(Applicable to Wings)

Assists the commander in ensuring the Wing-level Cadet Program fulfills mission objectives and regulatory requirements. Manages and directs all functions related to the Cadet Program for the wing and its subordinate units. They shall:

- Monitor subordinate unit's progress toward the achievement of the Cadet Program mission objectives as established by National Headquarters.
- Ensure cadet protection program (CPP) standards are met for all cadet-related activities hosted by the Wing and monitor subordinate units' compliance with CPP standards.
- Provide customer service recovery and conflict resolution services when parents and local leaders require assistance
- Serve as the wing commander's action officer on cadet disciplinary matters that require wing-level attention, consistent with the progressive disciplinary standards of CAPR 60-1.
- Provide expert advice and assistance to the Wing's cadet community on Cadet Program mission elements, regulatory standards, and best practices.
- Assist Cadet Programs Officers with their technical training in the specialty track, when needed; lead or oversee the Training Leaders of Cadets courses
- Administer national cadet special activities as it applies to command level.
- Provide command-wide cadet special activities.
- Pass cadet-related information up, down, and across the chain of command to enhance mission success

- 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 the 60-series of CAP publications. An optional, more in-depth position description, complete with reading lists, is available in CAPP 60-15, *Cadet Program Officers' Handbook & Specialty Track Guide*.

Leadership Education Officer

(Applicable to Cadet and Composite Squadrons Only)

Responsible for leadership laboratory of CAP cadets to include:

- Academic instruction using *Learn to Lead* texts
- Proper wear of the CAP uniform, drill and ceremonies, and military customs and courtesies
- Cadet officer education in the Staff Duty Analysis program
- Mentoring the cadet cadre
- Making cadet cadre assignment recommendations, cadet promotion recommendations, and participating in leadership feedback meetings

The leadership officer should be familiar with the 60-series publications and CAPR 39-1. An optional, more in-depth position description, complete with reading lists, is available in CAPP 60-15, *Cadet Program Officers' Handbook & Specialty Track Guide*.

Cadet Cyber Education Officer

(Optional; Applicable to Cadet and Composite Squadrons Only)

Responsible for cadet education in cyber defense and related topics to include:

- Academic instruction
- Coaching or mentoring cyber competition teams (e.g., CyberPatriot)
- Special activities in cyber-related topics including technical training, workshops, facility tours, guest speakers, career exploration, etc.
- Mentoring cadet cadre who serve in a cyber or IT-related role

The cadet cyber education officer should be familiar with cyber resources available on the CAP website. An optional, more in-depth position description, complete with reading lists, is available in CAPP 60-15, *Cadet Program Officers' Handbook & Specialty Track Guide*.

Fitness Education Officer

(Applicable to Cadet and Composite Squadrons Only)

Responsible for cadet physical fitness education to include:

- Academic instruction relating to physical fitness, nutrition, resilience, and related topics
- Instruction on safety procedures for fitness or high adventure activities
- Administration of the Cadet Physical Fitness Test
- Mentoring cadets on fitness performance
- Identifying and mitigating safety risks for fitness-related activities
- Assisting the commander in assigning cadets to their initial physical fitness categories; assisting the commander in assigning and reassigning cadets to fitness categories as their medical limitations change

The fitness officer should be familiar with the 60-50 series publications. An optional, more in-depth position description, complete with reading lists, is available in CAPP 60-15, *Cadet Program Officers' Handbook & Specialty Track Guide*.

Testing Officer

(Applicable to Squadrons Only)

The squadron testing officer is a member of the squadron commander's special staff or may be assigned to the deputy commander for cadets in a composite squadron. 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 use of online testing programs; ensure new cadets are informed how to access online tests; assist cadets who are "locked-out" of eServices. (Cadet and Composite Squadrons)
- Monitor cadet progression and test scores; serve as a tutoring coordinator for cadets requiring extra assistance. (Cadet and Composite Squadrons)
- If a cadet has special educational needs, conferring with the parent, and if necessary, recommending testing accommodations to the squadron commander. (Cadet and Composite Squadrons)

The testing officer should be familiar with the provision of CAPR 40-2, CAPR 40-1, and CAPR 60-1. An optional, more in-depth position description, complete with reading lists, is available in CAPP 60-15, *Cadet Program Officers' Handbook & Specialty Track Guide*.

Deputy Commander for Cadets

(Applicable to Composite Squadrons Only)

Assists the commander in ensuring the local Cadet Program fulfills mission objectives and regulatory requirements. Instructs, supervises, and mentors cadets on cadet topics. Manages and directs all functions related to the squadron's Cadet Program. They shall:

- Ensure the squadron is compliant with the Cadet Protection Program requirements
- Select, train, and supervise the adult staff officers who serve cadets as instructors, supervisors, and mentors.
- Assist the commander in establishing annual goals for the Cadet Program; monitors and evaluates progress toward the goals' completion
- Plans and implements local training plans for weekly cadet meetings and cadet special activities or, alternatively, delegates this function to a subordinate
- Serve as parents' primary point of contact for CAP information (or designates this role to an assistant); ensure parents are kept informed of activities, policies, and other program news
- Serve as the unit commander's action officer on cadet disciplinary matters, consistent with the progressive disciplinary standards of CAPR 60-1.
- Monitor funds and property used for cadet program.

The deputy commander for cadets should be familiar with all CAP directives, with particular emphasis on the 60-series publications. An optional, more in-depth position description, complete with reading lists, is available in CAPP 60-15, *Cadet Program Officers' Handbook & Specialty Track Guide*.

Deputy Chief of Staff for Operations/Director of Operations/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.
- Supervises the sUAS Officer

- Supervises the Emergency Services Officer

The operations officer should be familiar with CAPP 2 and CAPP 70-3; CAPRs 60-3, 60-5, 60-6, 70-1, 77-1, 100-1, 100-3, 111-1, and 130-2; Operations CAP Standards, ES Task Guides; applicable federal, state and local MOUs, applicable FEMA publications. FAA Parts 1, 43, 61, 91, and 107; and FAA Advisory Circulars in the 61, 91, 97 and 107 series.

Standardization/Evaluation Officer

Manages aircrew standardization and evaluation activities. They shall:

- Assist the DO in effectively implementing nationally standardized programs related to flight operations, to include pilot indoctrination, training, and proficiency, standardized aircraft information files, and applicable operations procedures.
- Determine if localized operational procedures are required to mitigate risk and/or ensure adequate aircrew performance; develop and obtain appropriate approval, when required.
- Implement an aircrew evaluation program, to include training, evaluation and supervision of instructor pilots, check pilots/check pilot examiners, mission check pilots/mission check pilot examiners, and evaluation of subordinate unit programs.
- Ensure that aircrew evaluation is conducted effectively, reliably and ethically using nationally standardized evaluation criteria.
- Review evaluation reports, collect performance data, and provide recommendations regarding remediation of deficiencies to leadership when required.
- Analyze evaluation data for trends indicating a potential need for improvement in training, standardization, and/or evaluation programs.
- Support planning and execution of CAP Pilot Flight Clinics as a means of continually improving standardization and evaluation within flight operations.

The standardization/evaluation officer should be familiar with the requirements of the Standardization and Evaluation Specialty Track; CAP regulations and standards in the 70 series; FAR Parts 1, 43, 61, 91; and FAA Advisory Circulars in the 61, 91 and 97 series.

Emergency Services Officer

Assists the DO in managing and directing 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.
- Effectively implements nationally standardized programs related to Emergency Services, to include pilot training, and proficiency, standardized training programs to ensure that highly qualified ES personnel are available for search and rescue, and disaster relief missions.
- Develop standardized 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 70-3; CAPRs 60-3, 60-5, 70-1, 77-1, 100-1, 100-3, 111-1, and 130-2; Operations CAP Standards, ES Task Guides; applicable federal, state and local MOUs, applicable FEMA publications, and ES related MOUs and agreements.

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(l) 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(I) 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 health services.

Health Services Officers should be familiar with all CAP directives in the 160-1 (I) series and applicable portions of CAPRs 60-3, and 60-5.

Emergency Services Training Officer

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

- Documents that standardized training is accomplished and qualifications earned.
- Coordinate with the Operations Staff to ensure that the implemented nationally standardized training programs are adequate.
- Coordinates with external agencies for other beneficial training.
- Track SQTRs and CAPF 101s for currency and keep the members apprised of their qualification status.
- Coordinates inputs to the annual training and flying plan across other operations staff areas and assists the DO in requesting inputs from other staff directorates.

The ES training officer should be familiar with CAPP 2 and CAPP 70-3; CAPRs 60-3, 60-5, 60-6, 130-2, 70-1, 77-1, 100-1, 100-3, and 111-1; Operations CAP Standards, ES Task Guides; applicable federal, state and local MOUs, applicable FEMA publications. FAA Parts 1, 43, 61, 91, and 107; and FAA Advisory Circulars in the 61, 91, 97 and 107 series.

Homeland Security Officer

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

- Working 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.
- Developing agreements and maintaining contact with state and local emergency management officials pertaining to HLS. Ensuring coordination with unit Emergency Services Officer regarding requirements.
- Working closely with Emergency Services Officers to ensure unit resources are capable of responding to appropriate requests in support of homeland security.
- Monitoring 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.
- Monitoring unit procedures for rapid alerting and assembling of unit personnel to support homeland security tasking requirements.
- Monitoring unit homeland security evaluations, training missions and exercises.
- Knowledge of CAP's homeland security responsibilities in all operational areas.

The Homeland Security Officer should be familiar with CAPP 2 and CAPP 70-3; CAPRs 60-3, 60-5, 70-1, 77-1, 100-1, 100-3, 111-1, and 130-2; ES Task Guides; applicable federal, state and local MOUs, and applicable FEMA publications.

Search and Rescue Officer

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

- Assist the ES Officer in developing SAR agreements with state emergency management officials and other CAP units, if needed.
- Know CAP SAR responsibilities in their respective areas of operation.
- Develop a unit SAR force that can respond to requests from the appropriate Rescue Coordination Centers or other responsible agencies.
- Ensure the SAR training program is adequate.
- Develop standardized operational procedures for rapid alerting and assembling of SAR task force personnel.
- Assist the ES Officer in coordinate wing SAR evaluations, training missions, and exercises.

The search and rescue officer should be familiar with CAPP 2 and CAPP 70-3; CAPRs 60-3, 60-5, 70-1, 77-1, 100-1, 100-3, 111-1 and 130-2; ES Task Guides; applicable SAR federal, state and local MOUs, and applicable FEMA publications.

Disaster Relief Officer

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

- Assist the ES Officer in developing 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.
- Assist the ES Officer in developing operational procedures for rapid alerting and assembling of disaster preparedness task force personnel.
- Coordinate wing DR evaluations, training missions, and exercises.
- Know disaster preparedness responsibilities of CAP in areas of operation.

The disaster preparedness officer should be familiar with CAPP 2 and CAPP 70-3; CAPRs 60-3, 60-5, 70-1, 77-1, 100-1, 100-3, 111-1, and 130-1; ES Task Guides; applicable DR related federal, state and local MOUs, and applicable FEMA publications.

Counterdrug 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 CAPP 2 and CAPP 70-3; CAPRs 60-3, 60-5, 60-6, 70-1, 77-1, 100-1, 100-3, 111-1, and 130-2; ES Task Guides; applicable federal, state and local MOUs, and applicable FEMA publications.

Communications Officer

Manages and directs communications activities. They shall:

- Develop and implement standardized communications plans, programs, and directives IAW national communications program directives and in close coordination with command and operations.
- Validate equipment requirements and track acquisition and disposition of communications equipment IAW the Communications Table of Allowances and national communications directives.
- Coordinate communications plans and programs with other staff agencies and with subordinate and higher headquarters.
- Develop operating instructions and guidance, to subordinate units and personnel, as needed to implement higher headquarters directives.
- Collect and report data as needed to determine the effectiveness of communications operations.
- Coordinate frequency authorizations for all radio operations with the HQ CAP spectrum management team.
- Develop a standardized communications training programs for unit personnel using nationally approved and provided materials.
- Develop and plan unit participation in communications exercises.
- Coordinate communications conferences, meetings, and workshops as needed or directed.
- Monitor unit communications plans and program effectiveness.
- Establish programs to ensure the proper maintenance and operations of unit radio equipment. Coordinate maintenance support with the National Technology Center (NTC) when necessary.

The communications officer should-be familiar with CAPP 214; and CAP directives in, 62, 66, 77, and 100 series; CAPRs 60-3, 100-1, 100-3, and 111-1; ES Task Guides; applicable federal, state and local MOUs, and applicable FEMA publications. -the NTIA manual of regulations and procedures for Federal Radio Frequency Management, applicable FEMA publications; applicable federal, state, and local MOUs requiring communications support.

Small Unmanned Aerial Systems Officer

Manages and directs Small Unmanned Aerial System (sUAS) activities. They shall:

- Develop and implement nationally standardized sUAS operations plans, programs and directives.
- Establish sUAS reporting procedures to determine the success of sUAS operations programs.

- Coordinate sUAS operations matters with the Operations Officer, other staff agencies or interested agencies.
- Ensure compliance with all FAA, state and local regulations and ordinances regarding sUAS operations.
- Assist in developing sUAS nationally standardized standard operating procedures for the control and operation of CAP sUAS aircraft.
- Assist in developing sUAS operations policies and procedures to ensure mission accomplishment and to provide adequate guidance to subordinate personnel and units.
- Oversees and supports the CAP sUAS Maintenance Program within the unit, coordinates necessary sUAS maintenance with the National technology Center.
- Oversees and supports the CAP sUAS Nationally Standardized Training Program within the unit
- Request the issuance of transportation and mission authorizations as requested.

The operations officer should be familiar with CAPP 2 and CAPP 70-3; CAPRs 60-3, 60-5, 70-1, 77-1, 100-1, 100-3, 111-1, and 130-2; ES Task Guides; applicable federal, state and local MOUs, applicable FEMA publications. Applicable federal, state and local Memorandums of Understanding (MOU), FAA Parts and 107; FAA Advisory Circulars in the 91 and 107 series; as well as the current recreational sUAS FAA requirements.

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)
- Review Profit & Loss and Balance Sheet reports for accuracy monthly. Consult assigned WFA for direction.
- Perform monthly bank reconciliations and ensure they are reviewed and signed by a member of the finance committee within 30 days of the reconciliation date
- 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 the NHQ provided document approval software
- 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 the NHQ provided online document storage tool
- Ensure all credit card statements are approved using the NHQ provided document approval software
- Assist and supervise subordinate units' finance programs and ensure units receive cash balance reports monthly
- Provide training to subordinate unit Finance Officers.

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
- Review all reports sent by the wing for accuracy and completeness
- 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.

Education and Training Officer

(Applicable to all levels including Deputy Chiefs of Staff)

Manages and directs the Senior Member Education and Training program at the assigned echelon. They shall:

- Create a positive unit training environment where CAP's adult members can develop their required skills in a comfortable, professional atmosphere.
- Assist with the Level I Onboard modules to ensure that all new adult members receive a thorough orientation and have appropriately assimilated into the unit.
- Coordinate mentors for new adult members and other members as needed.
- 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 adult members in taking advantage of all appropriate training.
- Help ensure that CAP provides the best quality training with available resources to support CAP's missions.
- Apply all directives applicable to education and training programs as necessary.
- Understand the structure of the Senior Member Education and Training Program and its component programs, activities, and events. Ensure quick and easy access to applicable forms, directives, resources, and instructions.
- Maintain a unit training library. The library may be electronic, hard copy, or a mix of materials that best meets the needs of members.
- Assist unit members in the proper completion and processing of forms if needed.
- Maintain unit training records regarding education and training activities.
- Assure proper test administration and security for the unit's adult members.
- Correctly prepare documentation in support of, submit, or assist with the submission of applications for level awards, monitor awards for timely submission, and assist with the timely presentation of awards.
- Coordinates member training with other members of the staff.
- Become a qualified Volunteer University instructor; encourage and assist other unit members to apply.
- Mentor Education and Training Officers in subordinate units, if applicable.
- Approve all wing (or Region) ET activities, ensure subordinate units under their command operate in accordance with CAPR 40-1

The Education and Training officer should be familiar with CAPP 204, CAPR 40-1, and other directives in the 35, 39, 40, 50, 52, 200, 280, and 900 series

Government Relations Advisor

(Region Level Only)

Advises and assists the commander on government relations matters within the region as well as:

- Support CAP's National Legislative Day and other related regional special activities to ensure participation and success of each wing.
- Work with wings to provide government relations training and other appropriate support/resources for wing-level government relations programs.
- Monitor wing government relations programs as well as overall state legislation and funding status within the region.
- Conduct other appropriate duties as assigned by the region commander and coordinated with the National Headquarters Government Relations Directorate.

The Region Government Relations Advisor should be familiar with the Civil Air Patrol Constitution and Bylaws; CAPP 110-1, Federal Statues Affecting Civil Air Patrol; and all other legislation affecting CAP at local and state levels.

Government Relations Advisor

(Wing Level Only)

Advises and assists the commander in the areas of state appropriations, state government relations, and federal congressional activities as well as:

- Inform and educate state government and the state legislature on CAP activities.
- Maintain liaison with the state legislature, legislative squadron, and Congressional delegation.
- Maintain liaison with state and local government officials including the office of the governor and state agencies, if assigned by the wing commander.
- Coordinate wing participation in CAP's annual National Legislative Day and related special activities.
- Monitor state and federal legislation on matters affecting CAP within the state.
- Work with local CAP units in support of local government relations objectives.
- Invite Members of Congress to join the Congressional Squadron.
- Conduct other appropriate duties as assigned by the wing commander and coordinated with the National Headquarters Government Relations Directorate.

The Wing Government Relations Advisor should be familiar with the Civil Air Patrol Constitution and Bylaws; CAPP 110-1, Federal Statues Affecting Civil Air Patrol; and all other legislation affecting CAP at local and state levels.

National Diversity Officer

The National Diversity Officer serves as the subject matter expert for diversity and inclusiveness excellence to improve access and membership retention of qualified, historically underrepresented members to the organization. The National Diversity Officer advises the National Commander and staff on the impact of diversity on mission effectiveness and recruiting/retention, organizational progress, and actions to promote diversity. The National Diversity Officer will:

- Provide strategic planning and oversight for institutional diversity and inclusion in all areas, including but not limited to programs, personnel, and resources.
- Develop and lead a sustainable process to implement, assess, and adapt the national goals related to diversity and inclusive excellence. Monitor diversity statistics and analyze the data for trends. Conduct studies to monitor organizational climate and advise the National Commander on ways to improve the climate.
- Assist in developing Region diversity programs. Collaborate with stakeholders to leverage effective practices to diversify membership, leadership, and staff teams. Serve as a resource to identify and implement best practices, programs, and processes.
- Work with other members of the National Staff to provide strategic communications and public outreach, and to guide recruiting and retention efforts to promote a diverse membership. Assist with developing partnerships with organizations that share similar missions and attract membership from historically underrepresented populations.
- Participate in National Education and Training and Cadet Team development of Civil Air Patrol training activities and course curriculum for diversity and inclusive excellence.
- Support the National Staff on developing and updating publications (regulations, pamphlets, brochures, websites, etc.) to encourage diversity, reflect the diverse population, and remove barriers to participation.
- Serve as Chairperson of the National Diversity Council.

Region Diversity Officer

The Region Diversity Officer is the subject matter expert for diversity and inclusiveness excellence in their respective region. The Region Diversity Officer advises the Region Commander and staff on the impact of diversity on mission effectiveness and recruiting/retention, organizational progress, and actions to promote diversity. The Region Diversity Officer will:

- Provide strategic planning and oversight for institutional diversity and inclusion in all areas, including but not limited to programs, personnel, and resources.
- Monitor diversity statistics and analyze the data for trends. Advise the Region Commander on ways to improve the climate within their region.
- Assist in developing Wing diversity programs. Collaborate with stakeholders to leverage effective practices to diversify membership, leadership, and staff teams. Serve as a resource to identify and implement best practices, programs, and processes across the region.
- Work with other members of the Region Staff team to provide strategic communications and public outreach, and to guide recruiting and retention efforts to promote a diverse membership. Assist with developing partnerships within the region with organizations that share similar missions and attract membership from historically underrepresented populations.
- Support the Region Staff on developing and updating publications (supplements, operating instructions, pamphlets, brochures, websites, etc.) to encourage diversity, reflect the diverse population, and remove barriers to participation.
- Serve as a member of the National Diversity Council.

Wing Diversity Officer

The Wing Diversity Officer is the subject matter expert for diversity and inclusiveness excellence in their respective wing. The Wing Diversity Officer advises the Wing Commander and staff on the impact of diversity on mission effectiveness and recruiting/retention, organizational progress, and actions to promote diversity. The Wing Diversity Officer will:

- Provide strategic planning and oversight for institutional diversity and inclusion in all areas, including but not limited to programs, personnel, and resources.
- Monitor diversity statistics and analyze the data for trends. Advise the Wing Commander on ways to improve the climate within their wing.
- Collaborate with stakeholders to leverage effective practices to diversify membership, leadership, and staff teams. Serve as a resource to identify and implement best practices, programs, and processes across the wing.

- Work with other members of the Wing Staff to provide strategic communications and public outreach, and to guide recruiting and retention efforts to promote a diverse membership. Assist with developing local partnerships and activities with organizations that share similar missions and attract membership from historically underrepresented populations.
- Support the Wing Staff on developing and updating publications (supplements, operating instructions, pamphlets, brochures, websites, etc.) to encourage diversity, reflect the diverse population, and remove barriers to participation.

Historian

The Historian duties include:

- Preparation of annual histories, which are mandatory for wings and optional for regions and other units.
- Assemble and maintain copies of CAP historical documentation, to include archival materials, artifacts, and both written and oral histories.
- Prepare historical material for purposes of orientation, building esprit de corps, developing Civil Air Patrol's public image, assist in matters of heraldry, and to support executive decision-making.
- Complete all duties with objectivity, critical evaluation and a full appreciation of the importance of factual data in the preparation of historical narratives and reports.
- Provide assistance and advice concerning research; prepare lectures, papers, and staff studies; and assist with activities that require historical knowledge or the use of historical materials.
- Develop increased interest in, and an improved understanding of, CAP history through historical programs and social media.

Historians should be familiar with CAPR 110-1, Civil Air Patrol History Program, CAPR 110-2, Historical Repositories, and CAPR 110-3, Civil Air Patrol Heraldry Program.

Legal Officer

Advises on legal implications of CAP programs and activities (subject to the constraints imposed by local law on the authorized 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 complaint resolution officer on processing complaints in accordance with CAPR 20-2, *Complaint Resolution*.
- 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.
- Monitoring compliance with the CAP Constitution and Bylaws and CAP directives.
- Provide counsel to subordinate units without an assigned legal officer.
- Provide counsel to the CAP Inspector General or any wing or region inspector general as directed by the commander to whom he or she reports, with the approval of his or her managing legal officer (if any).
- Promoting the availability and utilization of legal services to CAP's decision makers.
- Educating members and leaders about the law and related matters as consistent with CAP's corporate missions, goals and objectives.

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. 9491, and 36 U.S.C. 40301-40307.

Inspector General

(*Applicable to Regions, Wings*)

The Inspector General (IG) is responsible for implementing, managing and directing an Independent and Objective IG program. They shall:

- Evaluate compliance with CAP directives.
- Conduct inspections and render reports of inspection.
- Coordinate inspection results with the commander and staff.
- Recommend policies or directives to improve unit effectiveness.
- Monitor the below wing level compliance inspection program of subordinate units.
- 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 Region IG will review and close or recommend closure for open discrepancies in wing and region compliance inspections IAW CAPR 20-3 *Inspections*.
- Wing IGs must have obtained at least a technician rating, in the IG specialty track prior to appointment.
- Wing IGs may choose to follow either the Complaint Resolution or the Inspection path or both. The required training must have been completed prior to appointment.

Region IGs must hold a Master rating in the IG specialty track. A region commander may appoint an IG who has not achieved a Master rating; however, a waiver for this requirement must be submitted to and approved by the CAP/IG. Region and Wing IG's need to be familiar with, CAPP 40-20, and have a working knowledge of all CAP directives, particularly regulations in the 20 series.

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/Adverse Actions
- Uniforms

The personnel officer at all levels should be familiar with the Constitution and Bylaws, CAPP 200 and CAP directives in the 30, 35, and 39 series.

Director of Recruiting and Retention

(Applicable to Wings and Regions)

Formulates plans and establishes policies, procedures, and programs, designed to assist CAP Commanders and Recruiting and Retention Officers at their echelon and subordinate echelons in attracting new members and retaining current members at the unit level. They shall:

- Plan and conduct periodic awareness activities appropriate to their respective echelon to attract membership opportunities to subordinate echelons.
- Make presentations to state and region-wide outside groups, both youth and adult, to attract new members and raise awareness of Civil Air Patrol, its membership, its missions, and capabilities.
- Ensure subordinate echelons have recruiting plans in place that are adequate and meet the goals and aims of their echelons. Assist subordinate echelon Recruiting and Retention Officers in creating recruiting and retention plans.
- Serve as the content provider for wing/region web site content pertaining to joining Civil Air Patrol, contacting subordinate units, and any other applicable new member information.
- Stage display booths and provide recruiting coverage at echelon-appropriate events, such as air shows, and other public events. Coordinate local efforts with wing or region assets (displays, aircraft, etc.) to ensure maximum coverage.
- Monitor the prospective member process to ensure that prospective members are responded to by subordinate units in a timely fashion.
- Provide subordinate echelons with data and statistics pertaining to new member joins, retention rates and other key metrics.
- Serve as subject matter expert to groups or squadrons Recruiting and Retention Officers (wing) or wing Directors Recruiting and Retention (region) on matters of recruiting, techniques, training, or other matters.
- Conduct periodic training for Recruiting and Retention Officers at their echelon and below, to include Senior Professional Development Courses (Vol U, TLC, etc.) and wing and region conferences.

The Director of Recruiting and Retention 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.

Recruiting and Retention Officer

(Applicable to Groups, Squadrons)

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

- Plan and conduct periodic membership drives and open houses to attract new members and to stimulate interest in current inactive members.
- Serve as the content provider for unit web site content pertaining to joining Civil Air Patrol and any other new member information, as well as the unit's point of contact for recruiting matters and new member inquiries.
- Make presentations to outside groups, both youth and adult, to attract new members.
- Stage display booths and provide recruiting coverage at local high schools, shopping centers, air shows, and other public events.
- Follow up with members periodically during their membership year, and especially 60-90 days before renewal.
- Initiate direct, personal contact with individuals expressing an interest in CAP by telephone, internet inquiry, etc. and follow up to ensure that all interested persons are fully informed on the CAP program and local unit activities.
- Informally survey members who chose to not renew for reasons and to identify membership issues.
- Maintain a close watch on membership and participation trends to identify "at-risk" members before they reach the end of their membership year.
- Advise their respective commander on guidance from higher headquarters and statistics and trends related to recruiting and retention.

The recruiting and retention officer should be familiar with all aspects of the Civil Air Patrol program, particularly the CAP Constitution and Bylaws, Civil Air Patrol History, CAPR 30-1, and CAPM 39-2

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 shall:

- Work with the commander on all public affairs matters.
- Implement and manage a Public Affairs Program and support the Wing, Region and National Public Affairs initiatives.
- Conduct an Internal Information Program to develop strategies that emphasize CAP's importance, member recognition retention and encouragement of member participation in unit, wing, region and national activities and training.

- Conduct an External Information Program to include Media and Community Relations. Develop goals and initiatives that help build relationships with external constituencies of CAP and emphasize its importance in the performance of its missions.
- Ensure 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.

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, character, 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 Corps Advisory Council and as stated in CAPR 80-1. 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, comfort care, emotional care, conflict management, etc.
- Conducting character development programs as outlined in the CAPP 80 series, CAPP 40-80 and CAPR 60-1.
- Participating as chaplains in cadet summer encampments and other cadet activities. (Reference CAPR 60-1.)
- Participating in Emergency Services missions and exercises by providing a chaplain presence as part of the Chaplain Support Team (CST) 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 80-1. Every chaplain should be familiar with the following CAP directives: CAPR 30-1, CAPR 60-1 CAPR 80-1, and CAPP 40-80.

Character Development Instructor

The Character Development Instructors are part of the CAP Chaplain Corps but have different qualifications and different responsibilities than chaplains. CDIs will:

- Complete training requirements for character development instructors.
- Present character development lessons for cadets in the absence of a Chaplain.
- Provide non-clergy support to assist chaplains in providing ministry to the CAP community.
- Assist the Chaplain as part of the CST on Emergency Services missions, if the CDI is a qualified Chaplain Support Specialist (CSS).
- 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.

Safety Officer

Assists and advises the commander in administering CAP's Safety Management System in accordance with CAP directive and non-directive guidance. In this role, they:

- Work directly with the commander as a key member of the commander's staff and serves as the commander's expert on Safety Risk Management (SRM) and the CAP SMS.
- Ensure proper application of SRM throughout all CAP activities and missions by monitoring and assisting subordinate units, if applicable, in administration and compliance with CAP SMS requirements and guidance.
- Direct and perform safety inspections and surveys of operational areas for hazards.
- As Region and Wing Safety Officers, direct reviews of safety-related reports and ensure report narratives are factual, reviews are comprehensive, and corrective actions are relevant to contributing factors.
- 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.
- Review and analyze safety reports for trends and other 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 160 series, as well as any other guidance that contains safety-related information.

Information Technology Officer

IT Officers at all levels are responsible for maintenance, upkeep and compliance with regard to all CAP IT assets. They shall:

- Ensure that administration of region and subordinate domains are managed in accordance with CAP's regulatory requirements, Region and Wing Procedures.
- Responsible for setting password policies for local field developed applications/systems to ensure user access is controlled and restricted to authorized users.
- Ensure all members with access to confidential data have a business requirement for the information and take reasonable steps to protect it.
- Ensure develop and maintain a reasonable capability to address system interruptions of locally developed applications.
- Ensure that anti-virus protection is operational on all CAP issued computers.
- Assist members with hardware/software issues.

The IT Officer should be familiar with NHQ IT governance bodies and responsibilities, CAPR 120-1, Information Technology Security, CAPR 1-2(I), Personally Identifiable Information, CAPR 1-3, Disclosure of confidential Information by Volunteer Members, and CAPR 1-1, Ethics Policy.

Director of Development

(Region level)

The Region Director of Development will be responsible for providing oversight for and working collaboratively with Wing Directors of Development to enhance fundraising efforts, serve as a direct liaison between the Region and the National office, serve as a resource on best practices, regulations, fundraising ethics, and considerations, as well as track progress. The Region Director of Development will assist in the implementation of Field Fundraising strategies and specific objectives, plans and procedures for effective fundraising activities at the region, wing and unit levels. They shall:

- Serve in an advisory role to the Region's Commander and Legal Officer for fundraising inquiries.
- Work effectively with Region's Commander, Legal Officer, and Wing Directors of Development to provide fundraising resources and support the development of fundraising goals, with supporting strategies in order to drive positive fundraising outcomes across the Region.

- Communicate with Wing Directors of Development and NHQ Development Department to ensure that any major asks of \$5,000 or more from companies, foundations or major donors is coordinated, with particular emphasis on deconflicting multiple asks. This includes particular attention regarding the submission of grants.
- Interface directly with Chief of Philanthropy, CAP NHQ Development Department, Deputy Chief of Field Fundraising various Field Fundraising Coordinators and Wing Directors of Development.
- Collect quarterly updates from all Wing Directors of Development for approved unit fundraising requests and assemble for submission to Deputy Chief of Field Fundraising.
- Take advantage of fundraising training and education offered within Civil Air Patrol. Shares access to training with Wing staff.
- Work with Wing to communicate and educate about available fundraising programs approved by NHQ.
- Collect and shares field fundraising best practices with NHQ Development Department, specifically the Deputy Chief of Field Fundraising.
- Adhere to applicable fundraising and financial regulations and guidance.

Director of Development

(Wing Level)

The Wing Director of Development is responsible for developing and formulating annual functional field fundraising strategies which include specific goals and strategies for effective fundraising activities at the wing and unit levels. In addition, this position serves in an advisory role to the Wing Commander and Wing Legal Officer in fundraising approvals and ensures compliance with CAP regulations and other fundraising guidance. They shall:

- Serve in an advisory role to the Wing's Commander and Legal Officer for fundraising approvals by squadrons. Has access to listing of Wing Commander-approved requests for fundraising.
- Work effectively with the Wing's Commander, Legal Officer, and unit commanders and volunteers to provide fundraising resources and support the development of fundraising goals, with supporting strategies in order to drive positive fundraising outcomes across the Wing.
- Responsible for creating a fundraising plan to achieve Wing fundraising goals. Manages project status for the plan.
- Communicate with Region Director of Development and NHQ Development Department to ensure that any major asks of \$5,000 or more of companies, foundations or major donors is coordinated, with particular emphasis on deconflicting multiple asks. This includes particular attention regarding the submission of grants.

- Work with the Wing staff to design and implement communication and solicitation strategies specifically directed to achieve and exceed fundraising goals.
- Take advantage of fundraising training and education offered within Civil Air Patrol. Shares access to training with local units.
- Serve as an advisory resource for local unit fundraising.
- Work with Wing staff to communicate and educate local units about available fundraising programs approved by NHQ.
- Identify and share field fundraising best practices, distributing annually to NHQ Development Department, Region Director of Development and publicizing within the wing's unit membership.
- Adhere to applicable fundraising and financial regulations and guidance.

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.

Logistics Officer

The logistics officer advises the wing commander on the status of their respective property management programs and leads programs in accordance with CAPR 130-1 and wing supplements. They shall:

- Train and oversees subordinate unit property management officers
- Account for property assigned to the wing
- Be responsible for real property management in accordance with CAPR 130-1
- When needed, appoint an investigating officer to conduct a report of survey.
- Approve disposal of CAP property donated property or property purchased with non-Federal funds

- Manage transfer or turn-in of property not required to support the wing's mission
- Possess a solid understanding of CAP's Operational Mission Resource Management System (ORMS) and be able to instruct and assist subordinate unit property management officers in its features and functions

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

Transportation matters.....	130 series
Property Management and Accountability.....	130 series
Aircraft Maintenance.....	130 series
Insurance Matters.....	900 series
CAP Safety & Risk Management.....	160 series

Supply Officer

The supply officer serves at the group and unit level and assists their commander in ensuring proper accountability of CAP property within their unit. They maintain regular and frequent contact with the wing in order to coordinate their property management efforts and stay abreast of national and wing property management policies. They shall:

- Ensure proper accountability for CAP property
- Be proficient in the use and capabilities of the Operational Resource Management System (ORMS)
- Document in ORMS, efforts to reclaim CAP property from deactivated units and inactive/departing members and be responsible for redistribution of recovered property
- Be responsible for receipt, issue, storage and proper disposal of all CAP property except communications gear
- Make recommendations to the commander concerning allocation, redistribution and retirement of unit property
- Complete all property inventory and reporting requirements

The supply officer should be familiar with CAPP 206 and CAP Regulation 130-1 and be knowledgeable of CAP Safety and Risk Management regulations CAPR 160-1 and CAPR 160-2.

Transportation Officer

The transportation officer is the single point of contact for all vehicles entrusted to their care. As such, they serve as the unit fleet manager and are responsible for ensuring all vehicles are safe and roadworthy and prepared to support mission needs. They coordinate with other staff members to determine event schedules and anticipate vehicle support requirements.

They shall:

- Ensure that all COVs are licensed and registered in accordance with applicable laws of the state, commonwealth, or other local government jurisdiction where vehicles are operated
- When designated as approval authorities, review and approve driver's license applications
- Maintain appropriate records on location of all vehicles
- Ensure routine and major maintenance is accomplished and documented on COVs in accordance with manufacturer's recommended schedules
- Assist their commander in developing vehicle requirements and in identifying vehicles for disposal
- Ensure timely completion of vehicle usage reports
- Ensure expeditious reporting of vehicle mishaps.

The transportation officer should be familiar with CAPR 130-1 and CAPR 130-3. They should also have a good working knowledge of CAP Safety Regulations CAPR 160-1 and CAPR 160-2.

Aircraft Maintenance Officer

The aircraft maintenance officer is the single point of contact for all maintenance issues for aircraft entrusted to their care. As such, the AMO is responsible for all inspections, maintenance, upgrades and repairs performed on assigned aircraft. They will exercise staff supervision and coordination for all aircraft maintenance. They shall:

- Assist their commander in developing an aircraft maintenance management program that ensures all scheduled maintenance is performed and discrepancies are promptly corrected
- Make recommendations to the commander for the improvement of the maintenance program
- Be the interface between CAP and all businesses necessary to keep their assigned aircraft mission capable
- Be proficient in the use and functions of aircraft, maintenance, repair, and documentation (AMRAD) system and able to communicate this information to all levels within their unit
- Ensure that all aircraft discrepancies and inspections are entered in AMRAD prior to the work being started and that all aircraft maintenance data is updated and accurate
- Ensure that aircraft status is accurately reflected in AMRAD
- Promptly close-out all discrepancies in AMRAD when work is complete and aircraft is returned to service

- Ensure that CAP aircraft meet FAA standards and are maintained in accordance with CAP Regulations, FARs and FAA-approved manufacturer's data, to assure continued airworthiness
- Coordinate aircraft inspections, maintenance, upgrades and repairs with CAP/LGM

The AMO must be familiar with CAPR 130-1, CAPR 130-2, CAPP 130-3, Federal Aviation Regulations, FAA Airworthiness Directives, applicable Service Bulletins as determined by CAP/LGM, FAA-approved manufacturer's data and CAPR 174-1. They should also have a good working knowledge of CAP Safety Regulations CAPR 160-1 and CAPR 160-2.

CADET POSITION DESCRIPTIONS

Eligibility to serve in cadet positions depends on the cadet meeting minimum and maximum grade requirements; see CAPR 60-1. Optional, more in-depth position descriptions are available in CAPP 60-31, *Cadet Staff Handbook*.

If units establish cadet equivalents to mission support areas, the senior member duty position should serve as a guideline, with its duties scaled to match the cadet's maturity.

Cadet Commander

Commands the cadet squadron, sets goals for the cadet corps, and leads the cadets toward mission success, to include:

- Establishing plans and procedures to accomplish the policies established by the unit commander.
- Directing cadet cadre and mentor subordinate cadets in their leadership and character development.
- Coordinating with senior staff and serving as liaison between senior staff and cadet cadre.
- Ensuring cadets comply with CAP directives.
- Making cadet personnel assignment and cadet promotion recommendations and participating in leadership feedback meetings
- Assisting the unit commander in monitoring compliance with Cadet Protection Program standards at all cadet activities.
- Proactively identifying potential safety hazards and bring them to leadership's attention
- Ensuring that cadets follow all safety rules that have been set for a given activity
- Leading by example; consistently displaying the Core Values in and out of uniform

The cadet commander for operations should be familiar with CAPR 60-1, CAPR 60-2, CAPR 39-1, CAPP 60-20, *New Cadet Guide*, CAPP 60-31, and CAPP 60-33, *Drill and Ceremonies*.

Cadet Deputy Commander for Operations

Assists the cadet commander by leading subordinate flights and directing cadet operations, to include:

- Enabling the squadron to fulfill mission requirements by providing logistical, administrative, and managerial support to the cadet cadre
- Directing cadet flight commanders and the cadet first sergeant in performance of their duties, on behalf of the cadet commander
- Serving as the cadet commander when he or she is absent

- Participating in the cadet cadre’s major leadership decision-making processes as a member of the cadet command team.
- Evaluating the performance of cadet cadre members, making promotion recommendations, and participating in leadership feedback meetings
- Evaluating the success of cadet activities in achieving their mission objectives and recommending ways for the squadron to improve
- Proactively identifying potential safety hazards and bringing them to leadership’s attention
- Ensuring that cadets follow all safety rules that have been set for a given activity
- Leading by example; consistently displaying the Core Values in and out of uniform

The cadet deputy commander for operations should be familiar with CAPR 60-1, CAPR 60-2, CAPR 39-1, CAPP 60-20, *New Cadet Guide*, CAPP 60-31, and CAPP 60-33, *Drill and Ceremonies*.

Cadet Deputy Commander for Support

Leads the squadron’s cadet mission support team, to include:

- Enabling the squadron to fulfill mission requirements by providing logistical, administrative, and managerial support to the cadet cadre
- Directing cadet mission support NCOs and officers in performance of their duties
- Identifying ways to use mission support functions to add value to cadet operations, or finding ways to streamline cadet mission support functions
- Tracking the cadet cadre’s major initiatives and projects through their planning milestones and helping the projects deliver benefits on time
- Serving as the primary liaison between mission support officers on the senior staff and the cadet mission support staff.
- Participating in the cadet cadre’s major leadership decision-making processes as a member of the cadet command team.
- Evaluating the performance of cadet mission support NCOs and officers, making promotion recommendations, and participating in leadership feedback meetings
- Proactively identifying potential safety hazards and bringing them to leadership’s attention
- Ensuring that cadets follow all safety rules that have been set for a given activity
- Leading by example; consistently displaying the Core Values in and out of uniform

The cadet flight commander should be familiar with CAPR 60-1, CAPR 60-2, CAPR 39-1, CAPP 60-20, *New Cadet Guide*, CAPP 60-31, and CAPP 60-33, *Drill and Ceremonies*.

Cadet Aerospace Education Officer

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

- Instructing cadets in aerospace subjects.
- Tutoring cadets who require extra assistance in aerospace education.
- Leading cadet aerospace activities and STEM kit laboratories
- Serving as the cadet project officer during cadet orientation flight activities
- Proactively identifying potential safety hazards and bringing them to leadership's attention
- Ensuring that cadets follow all safety rules that have been set for a given activity
- Leading by example; consistently displaying the Core Values in and out of uniform

The cadet aerospace education officer should be familiar with CAPR 60-1, CAPP 60-20, *New Cadet Guide*, CAPP 60-31, and aerospace resources on the national website.

Cadet Cyber Education Officer or NCO

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

- Instructing cadets in cyber-related subjects.
- Tutoring cadets who require extra assistance in cyber topics.
- Serving as the cadet project officer or team captain during cadet cyber activities
- Proactively identifying potential safety hazards and bringing them to leadership's attention
- Ensuring that cadets follow all safety rules that have been set for a given activity
- Leading by example; consistently displaying the Core Values in and out of uniform

The cadet cyber officer should be familiar with CAPR 60-1, CAPP 60-20, *New Cadet Guide*, CAPP 60-31, and aerospace resources on the national website.

Cadet Flight Commander

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

- Training the flight in Phase I and Phase II topics and/or developing the flight sergeant's capabilities as an instructor
- Conducting inspections and providing feedback post-inspection
- Monitoring the performance of flight members, sharing observations with the cadet commander and senior staff, and coordinating extra training for cadets as needed
- Ensuring cadets maintain discipline appropriate to the setting
- Proactively identifying potential safety hazards and bringing them to leadership's attention
- Ensuring that cadets follow all safety rules that have been set for a given activity
- Leading by example; consistently displaying the Core Values in and out of uniform
- Evaluating cadet performance, making promotion recommendations, and participating in leadership feedback meetings

The cadet flight commander should be familiar with CAPR 60-1, CAPR 60-2, CAPR 39-1, CAPP 60-20, *New Cadet Guide*, CAPP 60-31, and CAPP 60-33, *Drill and Ceremonies*.

Cadet First Sergeant

Assists the cadet commander in instructing and leading the cadet squadron, to include:

- Mentoring the flight sergeants and quality checking their leadership in drill, uniforms, customs and courtesies, and fundamentals of cadet life
- Assisting the cadet commander in conducting inspections and/or providing feedback post-inspection
- Monitoring the performance of flight sergeants and other cadet NCOs and airmen
- Ensuring cadets maintain discipline appropriate to the setting
- Proactively identifying potential safety hazards and bringing them to leadership's attention
- Assisting the cadet commander in ensuring that cadets follow all safety rules that have been set for a given activity
- Leading by example; consistently displaying the Core Values in and out of uniform

The cadet first sergeant should be familiar with CAPR 60-1, CAPR 60-2, CAPR 39-1, CAPP 60-20, *New Cadet Guide*, CAPP 60-31, and CAPP 60-33, *Drill and Ceremonies*.

Cadet Flight Sergeant

Assists the cadet flight commander in instructing and leading the flight, to include:

- Training the flight, especially in drill, uniforms, customs and courtesies, and fundamentals of cadet life
- Assisting the flight commander in conducting inspections and/or providing feedback post-inspection
- Monitoring the performance of flight members, sharing observations with the flight commander, and providing extra training to cadets as needed
- Ensuring cadets maintain discipline appropriate to the setting
- Proactively identifying potential safety hazards and bringing them to leadership's attention
- Assisting the flight commander in ensuring that cadets follow all safety rules that have been set for a given activity
- Leading by example; consistently displaying the Core Values in and out of uniform

The cadet flight sergeant should be familiar with CAPP 60-20, *New Cadet Guide*, CAPP 60-31, and CAPP 60-33, *Drill and Ceremonies*.

Cadet Element Leader

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

- Assisting the flight leadership in training cadet element members, especially in drill, uniforms, and customs and courtesies
- Assisting the flight leadership in ensuring that cadet element members follow all safety rules that have been set for a given activity
- Serving as a link in the unit's chain of communication, passing cadre instructions down to element members and passing cadet feedback up to the cadre or senior staff
- Ensuring element members wear their uniform properly, render military courtesies correctly, promptly correcting cadets as needed
- Leading by example; consistently displaying the Core Values in and out of uniform

The cadet element leaders should be familiar with CAPP 60-20 and CAPP 60-31.