



**NATIONAL HEADQUARTERS
CIVIL AIR PATROL
United States Air Force Auxiliary
Maxwell AFB, AL 36112-6332**

15 February 2010

Public Affairs Plan for the National Public Affairs Team Leader

This National Public Affairs Team Leader's Annual Plan is prepared annually and uses the 4-Step Planning Process, as required by CAPR 190-1.

It applies to the National Public Affairs Team Leader, the Deputy Team Leader, the Region PA Directors (as members of the National PA Team) and the Public Affairs Project Managers.

This plan does not apply to the National Headquarters Public Affairs Staff (NHQ/PA) as they report to the Executive Director and are not in the volunteer chain of command.

This plan supports the National Commander's Long Term Objectives (LTO).

Mission

"The mission of the Civil Air Patrol Public Affairs (PA) program is to inform internal and external audiences of Civil Air Patrol's national importance, safeguard the image and assets of the corporation, and strengthen relations with key audiences and customers, which enables the organization to grow." (CAPR 190-1)

National Public Affairs Team Leader's Vision

"Supporting a National PA Team composed of motivated and trained volunteer Public Affairs Officers and an outstanding team of professional PA practitioners who are dedicated to our mission of telling the Civil Air Patrol's story of *Citizens Serving Communities ... Above and Beyond.*"

Step 1: Situational Analysis

- CAP is a dynamic organization that does not have a solid image. The organization has made progress in promoting and publicizing its mission, role and scope in recent years. The key to success in the future is to emphasize local-level communications initiatives.
- Nationally, there is a need to train CAP Public Affairs Officers in basic public affairs skills and to develop a team of professional Public Affairs Officers and Public Information Officers equipped to tell our story to a variety of audiences, under diverse circumstances, using all available media.
- CAP also needs trained Public Affairs Managers and leaders in program management, program development and leadership.
- As evidenced by recent major missions, CAP needs more highly trained and qualified Public Information Officers who are ready to work on "high profile" Air Force Assigned Missions (AFAMs).
- The National HQ Public Affairs Staff needs more support from PAOs at all levels of the organization, in the form of quality content for publications, Web sites and other media.
- CAP's leaders at all levels need effective Public Affairs support from trained and qualified Public Affairs Officers, Public Affairs Managers (Region PA Directors and Wing PAOs) and a dynamic National Public Affairs Team.

Public Affairs Plan for the National Public Affairs Team Leader

- Planning is the first step required to achieve success. PA planning must support not only PA objectives but also CAP's primary missions of Aerospace Education, Cadet Programs and Emergency Services.

Step 2: Objectives of This Plan

After reviewing CAP's current situation (membership trends, current missions, opportunities for positive exposure to the nation and specific needs of the Public Affairs area) the following objectives have been established for the National Public Affairs Team Leader:

Objectives for all Civil Air Patrol Public Affairs Officers

(These objectives are required of all PAOs as per CAPR 190-1)

1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.
2. Develop and conduct a comprehensive internal and external public relations plan.
3. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.

Specific Objectives for the National Public Affairs Team Leader

4. Provide leadership and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring Region PA Directors and Wing Public Affairs Officers while respecting the chain of command.
5. Organize and lead a volunteer National Public Affairs Team that helps accomplish the objectives of the Public Affairs Program as outlined in CAPR 190-1 and this plan.
6. Develop and implement public affairs training programs that will give PA Managers, Public Affairs Officers (PAOs) and Public Information Officers (PIOs) the knowledge and skills they'll need to succeed.
7. Ensure that PAOs at all levels, CAP leaders and members are informed, as appropriate, of Public Affairs plans, objectives, initiatives, and program successes.
8. Collaborate with the National Headquarters Public Awareness and Membership Development Director and team to achieve the objectives of the CAP Public Affairs Program.
9. Use the basic principles of Project Management and the 4-Step Planning Process in all volunteer directed/led projects.

Step 3: Goals and Tactics
(Includes Step 4: Measures of Success)

- Eight goals have been set, each one aligned with one or more objectives of this plan.
- Specific tactics have been established for each goal.
- Desired (anticipated) measures of success are also included (Step 4 requirements).

3.1 - Goal 1

Organize a Volunteer Public Affairs Team that is responsive to the needs of the organization.

For most of its existence, Civil Air Patrol has relied on a team of volunteer Public Affairs Officers and a small professional staff of Public Affairs practitioners. This has produced good results but we can and should be doing more.

CAP has a unique opportunity to harness the skills and expertise of volunteers to support the organization at all levels. In all its work, this team will use the 4-Step Planning Process model and project management.

To do this, a volunteer team needs to be organized to support the organization and assist our professional team.

Tactics

- Develop a PA Team Leader’s Plan
- Identify a Deputy Team Leader
- Identify Project Managers
- Develop a project plan for each major project
- Manage a PA Project Portfolio

Measures of Success

- Write and obtain approval of this plan (by all stakeholders), including the PA Team
- Organizational Chart and Job Descriptions by 1 February 2010. (See Appendix A to this plan.)
- Announce intent to fill team positions, interview and hire a Deputy Team Leader and PA Project Managers by 1 April 2010
- Each major project will have a project manager assigned and a project plan agreed to by NHQ/PA then approved by the Senior Advisor, Support and the National Chief of Staff.
- Create and manage a Project Portfolio that supports this plan.
- Update Project Portfolio quarterly and prioritize for approval of senior CAP Leadership.

This Goal Supports the Following Objectives:

1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.
2. Develop and conduct a comprehensive internal and external public relations plan.
3. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.
4. Provide leadership, supervision and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring Region PA Directors and Wing Public Affairs Officers while respecting the chain of command.
5. Organize and lead a volunteer National Public Affairs Team that helps accomplish the objectives of the Public Affairs Program as outlined in CAPR 190-1 and this plan.
6. Develop and implement public affairs training programs that will give PA Managers, Public Affairs Officers (PAOs) and Public Information Officers (PIOs) the knowledge and skills they’ll need to succeed.
7. Ensure that PAOs at all levels, CAP leaders and members are informed, as appropriate, of Public Affairs plans, objectives, initiatives, and program successes.
8. Collaborate with the National Headquarters Public Awareness and Membership Development Director and team to achieve the objectives of the CAP Public Affairs Program.
9. Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects.

3.2 - Goal 2

Build a team of trained and qualified Public Information Officers for designed to support CAP's Operational Missions.

Recent missions have highlighted the need for highly trained and professional Public Information Officers to support CAP's operational missions, especially high-profile Air Force Assigned Missions.

Qualification standards, resources and training systems need to be updated in cooperation with NHQ/DO in order to bring the CAP PIO into the NIMS Team.

CAP's Incident Commanders and the senior leadership need to embrace the vital services that a well-trained PIO can contribute to the Emergency Services and Operations Teams.

Tactics

Update the PIO Qualifications to satisfy FEMA training requirements.

Create and implementation and marketing plan for the new standards and training.

Develop/adapt training to support the updated qualifications.

Implement a PIO training program at NESA.

Measures of Success

Approved PIO qualifications and training standards to be published by 1 March 2010.

Implement online and classroom training programs to support the new standards by 1 Dec 2010.

Conduct a PIO Training Course at the 2010 NESA.

This Goal Supports Objectives:

1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.
2. Develop and conduct a comprehensive internal and external public relations plan.
3. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.
4. Provide leadership, supervision and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring Region PA Directors and Wing Public Affairs Officers while respecting the chain of command.
5. Organize and lead a volunteer National Public Affairs Team that helps accomplish the objectives of the Public Affairs Program as outlined in CAPR 190-1 and this plan.
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7. Ensure that PAOs at all levels, CAP leaders and members are informed, as appropriate, of Public Affairs plans, objectives, initiatives, and program successes
8. Collaborate with the National Headquarters Public Awareness and Membership Development Director and team to achieve the objectives of the CAP Public Affairs Program.
9. Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects.

3.3 - Goal 3

Develop a Continuum of Training that supports the New PAO/PIO as he/she starts his service, and would also be useful in supporting Region PA Directors and Wing Public Affairs Officers in their local training programs.

Many CAP Public Affairs Officers are often the least experienced members and have little training in the basic skills a PA Practitioner needs for success.

PAOs and leadership need training in these basic skills, the use of technology, and an understanding of the CAP's Public Affair Program, Mission and Objectives.

PAOs need to know where to get resources and who is available to help them.

PIOs often need specialized training to serve in this very important mission function.

The Public Affairs Team Leader has been tasked to partner with NHQ/PA to provide training at the national level for all PAOs, PIOs & PA Managers.

The Team Leader has also been tasked to provide curriculum, resources and tools to conduct a standardized and locally-implemented PAO/PIO training program.

Tactics

Implement a "New PAOs Orientation" Program

Implement a "PAO Basic Course" and Online Training.

Stand up the "PAOs' Resource Store"

Develop special subject training, and implement training Webinars/podcasts.

Develop a PIO Training Curriculum for use at NESAs and other Mission Training Venues.

Measures of Success

PAO Orientation online by 1 May 2010

PAO Basic Course ready for fielding by 1 May 2010

Conduct a National PAO Academy to train PA Managers and hold a "train the Trainer" session supporting the PAOBC.

PAO Basic Courses are conducted in 10 wings by 31 Dec 2010.

PAO Basic Course online by 1 Jan 2011.

PAO Resource Store stands up by 1 March 2010

Identify "special training topics" and develop a plan for creating online and in residence training by 1 July 2010.

Implement a PIO Training Course at the 2010 NESAs.

Create optional PA Awareness package for the Unit Commander's Course by 1 Sept 2010.

This Goal Supports Objectives:

1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.
4. Provide leadership, supervision and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring Region PA Directors and Wing Public Affairs Officers while respecting the chain of command.
6. Develop and implement public affairs training programs that will give PA Managers Public Affairs Officers (PAOs) and Public Information Officers (PIOs) the knowledge and skills they'll need to succeed.
7. Ensure that PAOs at all levels, CAP leaders and members are informed, as appropriate, of Public Affairs plans, objectives, initiatives, and program successes
8. Collaborate with the National Headquarters Public Awareness and Membership Development Director and team to achieve the objectives of the CAP Public Affairs Program.
9. Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects.

3.4 - Goal 4

Support the Professional NHQ/PA Team

The NHQ PA team of highly skilled professionals is one of the keys to our success. They lead nationwide communications efforts, such as the Volunteer magazine, Volunteer Now Online news site, the CAP National Web sites, National Media Relations and enhancing Public Outreach efforts. They also support volunteer PAOs by conducting training and other important functions.

If we are to succeed, all PAOs must support the team.

The National PA Team must work collaboratively with the NHQ PA Team.

Tactics

Weekly conference call with NHQ/PA
 Monthly calls with other NHQ directorates.
 Maintain a constant stream of e-mail and regular coordination on all projects.
 The Team Leader and Region Directors encourage field PAOs to submit stories, story ideas and photographs for the Volunteer Now and Volunteer magazine.

Measures of Success

Weekly Conference call with Julie DeBardelaben starting on 5 Jan 2010
 Monthly call with Jim Tynan and Marc Huchette starting in Jan 2010
 Coordinate this and future plans with NHQ/PA
 Seek agreement with NHQ on projects prior to starting
 Support NHQ/PA and NHQ/PM as requested.
 PA Team Leader serves on Volunteer Editorial Board
 The number of published items that are written by PAOs in the Volunteer Now increases by 20% and in the Volunteer by 5% by 31 Dec 2010.

This Goal Supports Objectives:

1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.
2. Develop and conduct a comprehensive internal and external public relations plan.
3. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.
4. Provide leadership, supervision and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring Region PA Directors and Wing Public Affairs Officers while respecting the chain of command.
5. Ensure that PAOs at all levels, CAP leaders and members are informed, as appropriate, of Public Affairs plans, objectives, initiatives, and program successes
7. Collaborate with the National Headquarters Public Awareness and Membership Development Director and team to achieve the objectives of the CAP Public Affairs Program.
8. Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects.

3.5 - Goal 5

Maintain a Communications Framework to keep PAOs and leaders informed concerning PA Programs, objectives and successes, fostering communications within the team.

To be successful, PAOs need to collaborate, communicate and coordinate.

Communication must be two-way and not a top-down “message from higher-up” system

Tactics

Develop Region and Wing PAO Mailing Lists.
 Region PAO Web sites.
 Monthly Conference Calls with the Region Directors.
 Bi-monthly, one-on-one calls with Region PA Directors.
 Quarterly conference calls with Wing PAOs.
 Develop a national PAO Web site in concert with NHQ containing the best PA-specific material available.
 Encourage use of the CAP-PAO List Serv to foster communications within the PA community.

Measures of Success

Wing and Region PAO Mailing/Discussion Lists (Volunteer Managed) are implemented by 1 March 2010.
 Team Leader holds a monthly conference call with Region Directors.
 Team Leader holds a bi-monthly, one-on-one call with each Region Director.
 Team Leader holds a quarterly, All-Wing Conference call to update the Wing PAOs on important program issues.
 Team Leader promotes and uses the CAP-PAO Listserv on a bi-monthly basis to update the PAO Community, and is a visible presence on that list.
 Team Leader will participate in 8 regional conference calls (of wing or unit PAOs) by 31 Dec 2010.
 Team Leader holds a Town Hall Meeting at the 2010 Annual Conference.

This Goal Supports Objectives:

2. Develop and conduct a comprehensive internal and external public relations plan.
4. Provide leadership, supervision and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring Region PA Directors and Wing Public Affairs Officers while respecting the chain of command.
6. Organize and lead a volunteer National Public Affairs Team that helps accomplish the objectives of the Public Affairs Program as outlined in CAPR 190-1 and this plan.
7. Ensure that PAOs at all levels, CAP leaders and members are informed, as appropriate, of Public Affairs plans, objectives, initiatives, and program successes
7. Collaborate with the National Headquarters Public Awareness and Membership Development Director and team to achieve the objectives of the CAP Public Affairs Program.
8. Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects.

3.6 - Goal 6

Recognize Excellence in the Public Affairs Team

Civil Air Patrol PAOs are very important to the success of our PA program and should be recognized for their achievements.

Tactics

Promote Volunteer PAO Recognition.
 Administer existing national recognition program in cooperation with NHQ/PA.
 Recognize excellence in Public Affairs nationwide by individual CAP members.
 Recognize excellence in Public Affairs in the wings.

Measures of Success

Each region submits a nomination for the Col Peyton National PAO of the Year Award.
 Each region has multiple nominations in all categories of the National Balsem Awards.
 Each region recognizes excellence with regional Balsem Awards
 Establish a "Wing of Excellence" PA Award and Recognition program for CAP Wings by 1 May 2010.
 Write a supplement to CAPR 190-1 outlining (1) the Balsem Awards and (2) "Wing of Excellence" program by 1 June 2010.
 Team Leader sends a personal letter/note of congratulations to every Wing and Region PA Award recipient, as well as to every nominee for a national-level Balsem Award.

This Goal Supports Objectives:

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4. Provide leadership, supervision and guidance to Public Affairs Officers at all levels of the organization, with an emphasis on mentoring Region PA Directors and Wing Public Affairs Officers while respecting the chain of command.
5. Organize and lead a volunteer National Public Affairs Team that helps accomplish the objectives of the Public Affairs Program as outlined in CAPR 190-1 and this plan.
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3.7 - Goal 7 – Supports LTO 7, “CAP is well known for each of our missions.”

Increase by 20% the submission of press releases/stories/articles/op-eds to local media by Wings (and their units).

By giving PAOs (at the wing, group, and squadron level) training, templates and examples of successful media releases, they will gain confidence in reaching out to local media and increase the chances of having their releases become local news stories.

Ideally, these submissions will not only spread CAP’s message in the local media but will also develop relationships with local media. These relationships will give local media the message that “CAP is part of the community,” hopefully resulting in more stories being published/broadcast/posted online.

The key to achieving this goal will be the grassroots leadership and guidance of the Wing PAOs to their groups and squadrons.

Wings will need to develop measures to support this goal.

Tactics

Provide training to PAOs in press release and story writing.

Provide templates and examples of successful releases.

Wing PAOs and Region Directors to develop measures of success.

Measures of Success

PAO Orientation online by 1 May 2010.

PAO Basic Course ready for fielding by 1 May 2010.

Online PAO Basic Course online by 1 Jan 2011.

PAO Resource Store stands up by 1 March 2010.

Identify “special training topics” and develop a plan for creating online and in residence training by 1 July 2010.

Work with Wing and Region Directors and Wing PAOs to develop measures of success by 1 June 2010.

This Goal Supports Objectives:

1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation.
2. Develop and conduct a comprehensive internal and external public relations plan.
3. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups.
8. Develop and implement public affairs training programs that will give PA Managers Public Affairs Officers (PAOs) and Public Information Officers (PIOs) the knowledge and skills they’ll need to succeed.
9. Ensure that PAOs at all levels, CAP leaders and members are informed, as appropriate, of Public Affairs plans, objectives, initiatives, and program successes
10. Collaborate with the National Headquarters Public Awareness and Membership Development Director and team to achieve the objectives of the CAP Public Affairs Program.
11. Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects.

3.8 - Goal 8 – Supports LTO 7, “CAP is well known for each of our missions.”

<p>National Command Staff makes up to 12 presentations per year with national/international visibility.</p> <p>Region Commanders make up to 2 presentations per year with regional/national visibility.</p> <p>Wing Commanders make up to 4 presentations per year with state-level visibility.</p> <p>Establishing a National Speaker’s Bureau will assist commanders and senior leadership with predeveloped presentations, handouts and outlines (scripts) to use in these speaking engagements.</p> <p>Providing resources and a single point of contact for speaking engagements will result in making our leadership more available to key decision-makers in the community.</p> <p>Region/Wing Commanders should engage their senior leadership and Government Relations Officers in speaking to local groups of interest. Mission Directors (Aerospace, Cadet Programs and Emergency Services) should also reach out to interested groups for presentations.</p>	
<p><u>Tactics</u></p> <p>Establish National Speaker’s Bureau with a single point of contact for speaker requests.</p> <p>Create a list of potential topics for speakers.</p> <p>Support the Speaker’s Bureau experts by providing PowerPoint presentations, photographs and other resources.</p>	<p><u>Measures of Success</u></p> <p>National Speaker’s Bureau established by 1 June 2010.</p> <p>Create a list of potential topics for speakers by 1 Feb 2010.</p> <p>Establish resources designed to support the speakers 1 May 2010.</p>
<p>This Goal Supports Objectives:</p> <ol style="list-style-type: none"> 1. Increase public awareness of CAP, its local, state, and national missions and its contributions to the nation. 2. Develop and conduct a comprehensive internal and external public relations plan. 3. Promote cooperation between CAP and other aviation organizations, the military, business, industry, and civic groups. 8. Collaborate with the National Headquarters Public Awareness and Membership Development Director and team to achieve the objectives of the CAP Public Affairs Program. 9. Use the basic principles of Project Management & the 4-Step Planning Process in all volunteer directed/led projects. 	

Step 4: Measures of Success

Each Goal above is presented in four sections:

- **Goal description(s).**
- **Tactics (How the task will be accomplished),**
- **Measures of Success, and**
- **Each Goal shows the Specific Objectives it Supports**

Annual Review

This plan will be reviewed yearly in the month of December by the stakeholders (National PA Team Leader & Team, NHQ/PA, NHQ/PM and the National Leadership.)

It will include a comprehensive review of the plan's Objectives, Goals and Measures of Success using the 4-Step Planning Process as outlined in CAPR 190-1. The review will outline successes, failures, and areas for improvement, as well as update the objectives and goals for the following 12 months.

A written version of this review will be posted to e-Services and serve as the annual report of the National Public Affairs Team Leader.

Prior to implementation of the updated plan, Region PA Directors, Wing PAOs and the NHQ Public Affairs Staff will be asked for input to this report and the updated plan.

Upon approval of the National Commander, this plan will be communicated to all Public Affairs Officers via the National Public Affairs Website, e-Services, and e-mail distribution.



AL PABON, Major, CAP
National Public Affairs Team Leader

Approved by CAP/CC on 26 May 2010

Distribution:

National Board Members
National Staff and Advisors
Region PA Directors, Wing, Group and Squadron PAOs
PA Project Managers
NHQ/EX/PM/PMC/PMA/IG
CAP-USAF/CC/CV/IG

Appendices:

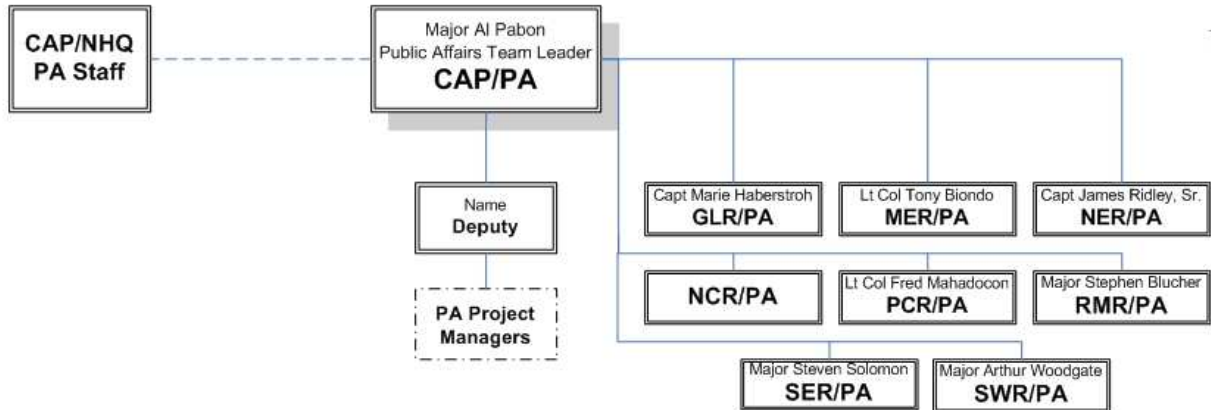
A- National Public Affairs Team Organization & Team Job Descriptions
B - National Volunteer PA Team Project Portfolio as of 31 December 2009

Appendix A – National Public Affairs Team Organization



National Public Affairs Team Organization

Civil Air Patrol, United States Air Force Auxiliary



National Public Affairs Team Leader Job Description

Reports to: Senior Advisor for Support

Function: Assist the National Leadership with media relations, internal information dissemination and community relations for the CAP Public Affairs Program.

Responsibilities include:

- Reports directly to the Senior Advisor for Support to inform the National Leadership of progress toward achievement of goals, objectives, notable accomplishments, problem areas, and other matters of interest.
- Assist the National Leadership with media relations, internal information dissemination and community relations for the CAP Public Affairs Program.
- Liaise between the NHQ Staff and membership in regards to CAP Public Affairs matters.
- Work in coordination with the NHQ Staff in implementing, developing, and upgrading CAP's Public Affairs Program.
- Work in coordination with the Public Affairs Region and Wing counterparts providing support and resources to achieve their goals and objectives.
- Identify solutions to existing or emerging Public Affairs problems and opportunities.
- Assist as needed with The Volunteer magazine, including proof-reading copy before it is published.
- Provide supervision, including positive feedback and corrective actions, to subordinates in a timely, respectful fashion..
- Coordinate with outside agencies to assure CAP is portrayed in the best possible light, being proactive in seeking opportunities.
- Coordinate the annual PAO Academy, and assist NHQ Staff with planning, logistics, and other functions as directed.
- Promote a strong safety and Operational Risk Management Program within CAP.

Deputy National Public Affairs Team Leader Job Description

Reports to: National Public Affairs Team Leader

Function: Assists the National Public Affairs Team Leader with media relations, internal information dissemination and community relations for the CAP Public Affairs Program.

Responsibilities include:

- Work in coordination with the Team Leader and NHQ Staff in implementing, developing, and upgrading CAP's Public Affairs Program.
- Work in coordination with the Team Leader, Region PA Directors and Wing Public Affairs Officers in providing support and resources to achieve their goals and objectives.
- Identify solutions to existing or emerging Public Affairs problems and opportunities in the area of Public Affairs.
- Provide supervision, including constructive feedback and corrective actions, to the PA Project Managers in a timely, respectful fashion.
- Promote a strong safety and Operational Risk Management program within CAP.
- Perform other duties as assigned.

Public Affairs Project Manager Job Description

Reports to: National/Deputy Public Affairs Team Leader

Function: Public Affairs Project Managers (PAPM) are CAP Members who are asked to lead ad-hoc teams for specific limited-duration Public Affairs projects. Project Managers and Project Team Members are not assigned to National Headquarters but are detailed to a particular project with the permission of their immediate commander.

Responsibilities include:

- Work in coordination with the National Public Affairs Team Leader, the Deputy and NHQ Staff in developing and implementing projects that benefit CAP's Public Affairs Program.
- Manage the triple constraint for projects – cost, time, and quality – and the processes of Initiating, Planning, Executing, Controlling, Monitoring and Closing.
- Identify potential solutions to existing or emerging Public Affairs problems and opportunities in the area of Public Affairs.
- Provide supervision – including constructive feedback and corrective actions – to the PA Project Team Members in a timely, respectful fashion.
- Promote a strong safety and Operational Risk Management program within CAP.
- Perform other duties as assigned.

Appendix B: National Volunteer PA Team Project Portfolio

Project Title	Priority	Est. Comp Date
PA Team Leader's PA Plan	A	1 Feb 2010
PIO Qualifications - Set New Qualifications	A	1 Mar 2010
Region News Service on Volunteer Now	A	1 Mar 2010
Social Media	A	TBD
New PAO's Orientation	A	1 Mar 2010
PAO Resource Store	A	1 Feb 2010
PAO Specialty Track (CAPP 201)	A	1 Feb 2010
PAO's How-to-Guide (CAPP 190-1)	A	1 Feb 2010
PAO Basic Course	A	1 May 2010
National PAO Academy	A	1 Jun 2010
Regional PAO Academies	A	1 Aug 2010
PIO Qualifications - Develop Training	A	1 Jan 2011
Online PAO and PIO Training	A	1 Jan 2011
National (and Local) Speaker's Bureau	B	1 May 2010
Crisis Communications Checklist	B	1 Mar 2010
National PA Web site - www.cappao.org	B	TBD
National PA Web site – Design Project	B	TBD
Optional UCC Module on Public Affairs	B	30 Jun 2010
PAO Continuity Book	B	30 Jun 2010
CAP 70 th Anniversary	B	1 Jan 2012
PA Internal Communications	B	On Going
2010 National Board Training	C	10 Sept 2010

Project descriptions and stoplight status are listed on the next page.

Project Descriptions and Stoplight Status (Projects listed in Alphabetical order.)

Projects currently in a “Green” Status

Projects in this status are currently on target to successful completion.

PA Internal Communications

Status: Green

This project aims at exploring options and methods for the team leader to use in communicating with PAOs in the field.

PA Team Leader's PA Plan

Status: Green – Draft completed and submitted to Region PA Directors (for comment), NHQ/PA and Senior Advisor for review.

CAPR 190-1, (paragraph 7a) requires all PAOs to prepare an annual PA Plan. If completed correctly, the National PA Team Leader's Plan provides the Team Leader with objectives and goals designed to support the National PA Program, the PAOs in the field, and the NHQ/PA Team.

The Team Leader is finishing work on the NHQ/PA PA Plan and how the National PA Team will be organized.

As currently planned, the team will consist of the eight Region PA Directors, the Team Leader, his deputy and a number of project managers who will coordinate groups of PAOs working on a number of ad-hoc projects.

The Team Leader's plan will use the 4-Step Planning Process, and will require approval of the CAP/CC, as required by CAPR 190-1. Planning is a big emphasis item with Maj Gen Courter, and once this plan is in place the team leader and NHQ/PA will be working with the regions on their plans and implementation of the National PA Team Leader's Plan.

The expectation will be that the regions will work with their wings and the wings will work with their units on preparing effective and realistic plans.

Once this plan is approved, this project will move into maintenance mode and the plan will be updated by 31 December yearly.

PAO's How-to-Guide (CAPP 190-1)

Status: Green – Currently under NHQ Review. Will need review of the Professional Development team and NHQ/ETP staff.

The new PAO's How-To Guide partially replaces the obsolete Course 02010 in that a PAO will review this guide then take a 25-question test that leads to completion of a training requirement in the new PAO Specialty Track for the Technician and Senior ratings.

This course replacement explains the key PA functions and supports the policy outlined in CAPR 190-1.

It was written by Volunteer PAOs at all levels of the organization, and will be revised regularly.

PAO Specialty Track (CAPP 201)

Status: Green – Currently under NHQ Review. Will need review of the Professional Development team and NHQ/ETP staff. It will need to be edited to reflect the new format of the Specialty Track Guides.

A team of PAOs have updated the PAO Specialty Track, a task last done in 2000. It reflects current technology as well as the need to provide our PAOs with professional training and resources.

A revised CAPP 201 is being reviewed by the National HQ staff, and will be submitted for review by the National Professional Development Team. We do not have an estimated date for implementation. When ready, a FAQ list and background info on implementing the new requirements will be sent to the region PA Directors and Wing PAOs.

This track is supported by a new PAO's How-To Guide.

PIO Qualifications - Set New Qualifications/Standards

Status: Green - Draft is completed and is being coordinated with NHQ/PA and DO staff. Once approved and published, training to support it will be developed.

Civil Air Patrol recognizes the need for well-trained Public Information Officers, with as much hands-on experience as possible, to support its Operational Missions.

Recent high-profile missions illustrate this need clearly.

We propose to have 3 levels of Public Information Officers to serve the organization. Level 3 PIOs would serve as assistants under supervision of more experienced Level 2 PIOs. Level 2 PIOs would serve as PIOs for local missions, while Level 1 PIOs will serve as PIOs for higher-profile missions of a statewide, regional or national nature, including multi-agency events.

CAP recognizes that major hurricanes and natural or man-made disasters have the potential for being Level 1 or 2 incidents (National Scope). However, it is intended that few Level 1 PIOs would be certified, as these would be the minority.

The proposed standards closely parallel FEMA standards currently in place.

(Note that current discussions revolve around CAP PIOs being certified in Levels 3-5 of the PIO ES Specialty. New information has come to light that this may not be adequate and the Team Leader will be working this out with NHQ.)

PIO Qualifications - Develop Training

Status: Green - Draft of new qualifications/standards is completed and is being coordinated with NHQ/PA and DO staff. A phase-in date needs to be set as well as training written/adapted.

A team of PIOs, in partnership with NHQ/DO and NHQ/PA, have developed updated qualifications that closely parallel FEMA standards. The proposal provides for three tiers of PIOs.

Wing and region commander approval will be required to progress to the next levels.

Significant training will be required to progress beyond level 2; this team is now working to adapt current FEMA training to meet CAP's needs.

Several members may be added to speed this work along.

PA Internal Communications

Status: Green

This project aims at exploring options and methods for the Team Leader to use in communicating with PAOs in the field.

Projects currently in a “Yellow” Status

Projects in this category needs some attention from CAP Leadership, NHQ Management and the PA Team Leader to move to status “Green”

2010 National Board Training

Status: Yellow

This project aims at aiding NHQ/PA in development of the Learning Labs, potential Pre-Conference Training Sessions, and PA Town Hall at the 2010 National Conference.

Crisis Communications Checklists

Status: Yellow – No work since National Board. Need to get on track and get some additional PAOs involved in creating the deliverables.

This project aims to develop internal communications checklists for use with the national and local crisis communications plans. It is being worked by Maj Pabon and Julie DeBardelaben. Training will be developed to support this important requirement.

National PAO Academy

Status: Yellow – Needs Project Charter, Scope, project team and curriculum development.

Planning has begun for the 2010 National PAO Academy. The Team Leader is looking at an April-May date for the event to be hosted at CAP National HQ.

Training will focus on program management, support of CAP’s Missions and a Train the Trainer session for new PAO/PIO training systems.

A committee will be formed to develop curricula for the event, which will set the tone and pace for fulfilling critical needs at the wing and region levels.

New PAO's Orientation

Status: Yellow – This project needs to be approved by the Senior Advisor and NHQ/PA.

There has always been a need to orient new Squadron and Wing PAOs into their role at the unit. NCR had developed a “New PAOs Orientation” that has been well received by the field.

It is proposed that this orientation be adapted into a national program with a pamphlet, Weblinks, a motivational video and supporting materials, so that Group PA Directors and Wing PAOs can use this in their basic training of Squadron PAOs and wing/local leadership.

PAO Basic Course

Status: Yellow – This project needs approval and a team recruited to update the training.

The Public Affairs Officer Basic Course is a 2-day course that is designed to present to new PAOs the basic information and tools needed to succeed as a Squadron-Level PAO.

The areas to be covered are Planning for Success, News Releases, Newsletters, Web sites, Community Outreach, PAO Leadership, PAO Professional Development, Cadets and Public Affairs, Preparing for the SUI, Crisis Communications Basics and a seminar on “Media Relations for the Local Squadron.”

PAO Resource Store

Status: Yellow – Needs to be coordinated with NHQ, project team assigned, and adequately resourced (working out server space from NHQ and technical issues).

Several months ago, Julie DeBardelaben asked the Region PA Directors about developing a site where PAOs could access PA materials, tools, templates and resources that are created by their peers.

Why have PAOs reinvent the wheel when so many resources already exist? We need to collect, catalog, store and make these readily available.

A proposal to this effect was submitted and approved by NHQ and senior leadership.

Region News Service on Volunteer Now

Status: Yellow – Need to coordinate with Region PA Directors, and technical aspects (online submission) need to be worked out.

“Volunteer Now” is a brand-new online tool that takes the place of CAP’s Online News. It embraces a multi-media approach with the same cutting-edge appeal as CAP’s new Web site – www.gocivilairpatrol.com

A main feature of “Volunteer Now” will be the Region News Journal, which will offer a virtual potpourri of Civil Air Patrol happenings in each of CAP’s eight regions for readers to enjoy.

The “Volunteer Now” region news page will be designed to provide all units across the nation the opportunity to communicate activities, honors and achievements on an ongoing basis. In order to ensure that entries on the page meet everyone’s approval, submissions will be collected by the Region PA Director, who will obtain the appropriate wing and region commanders’ approval before submitting entries for posting on the site.

A template for developing region news page entries will be provided to the region PA Directors and wing PAOs for dissemination to unit PAOs nationwide. The template will require one high-quality photo per entry and copy that follows basic rules of journalism: who, what, when, where and why (and how if pertinent and known).

Regional PAO Academies

Status: Yellow – Needs Approvals, Project Charter, Scope, project team needs to be assigned and needs curriculum development.

PAOs at all levels need training to help them succeed at spreading the CAP story for best results. Two National PAO Academies (2007 and 2008) and 2 Regional Academies (2009) were a good start. Several other events provided additional training.

The National Academies were very successful in bringing together many PAOs for learning, growth and fellowship. However, they were very costly to NHQ and involved expensive/extensive travel for many members. The 2009 Regional Academies were successful in delivering training effectively and at a reasonable cost.

The NHQ/PA Team needs to reach more PAOs with training and resource-sharing opportunities. Wings also need a standardized training package for new PAOs’ basic, initial training.

This can be done with Regional Academies that conduct basic level training for Unit PAOs as outlined in the Proposed PAO Basic Course and provide an opportunity to PAOs to network effectively.

Regional Academies could also conduct “Train the Trainer” sessions, for Wing and Group PAOs, covering the skills needed to deliver effective PAO training and Public Information Officer Training.

Social Media

Status: Yellow – After obtaining approval and scope from NHQ and CAP Leadership, it needs assignment of a Project Manager/Team. A due date needs to be set for deliverables.

CAP members have jumped into social media and the organization needs to join them with standards, education and resources. This project aims to develop guidelines and aid the NHQ staff in developing official CAP presences on social media sites such as Facebook and Twitter.

It is recommended that the “New Media and the Air Force” guidelines should also serve as CAP’s guide for developing social media sites and member activity on those sites.

Public Affairs Plan for the National Public Affairs Team Leader

It is also recommended that a character development presentation be developed in relation to social media and our members, targeting especially our cadets and junior officers. We will work with the Cadet Program Advisor and the National Chaplain on this portion of the project.

The NEC discussed this at their November 2009 meeting and a committee is to be formed on this topic and due to report back to the National Board at the Winter National Board in 2010. Public Affairs is anticipating involvement in these discussions.

Projects currently in a “Red” Status

Projects in this category needs real attention from either CAP Leadership, NHQ Management and or the PA Team Leader to move to status “Yellow” or “Green.”

CAP 70th Anniversary

Status: Red – This project needs approval from NHQ/PA and Senior Advisor

Please note that CAP will celebrate its 70th Anniversary on 1 Dec 2011. The Team Leader would like to set up a committee (1 senior PAO from each region partnered with NHQ staff and our history team) to help plan, design and resource this unique event, which presents an excellent opportunity to promote CAP.

It's a big deal, so we really need to start thinking about this now.

Online PAO and PIO Training

Status: Red – This project needs approvals, resourcing and team members assigned.

This is a long-term project to create online training materials that will support PAOs with Webinars, podcasts, video presentations, self-study course work, and support materials for Region PA Directors as well as Wing and Group PAOs for their use in classroom training efforts.

The team will identify needed areas for training, prioritize them, research delivery methods, and provide the best possible training at the lowest cost to the organization and its members. They will also research alternatives to Blackboard.

National PA Web site - www.cappao.org

Status: Red – Needs charter and coordination with NHQ to address their concerns about volunteer-operated national websites.

This project was started by the team leader to serve as the home for volunteer PA work, including the PAO's Resource Store and Online training. It is modeled on www.ncrpa.org, a Web site created at a time when there was no effective National PAO Resource Website.

National PA Web site – Design Project

Status: Red – Needs charter and coordination with NHQ to address their concerns about volunteer-operated national Websites.

Project consists in designing Web interface, content organization and behind-the-scenes technical issues including Blogs, an Online Training Learning Management System, Region Sub Sites, mail list management, and the Resource Store.

National (and Local) Speaker's Bureau

Status: Red – This project needs a charter and a project team.

This project has had no activity in a while, and needs to get going. This will be discussed at the Region PA Directors' October conference call. Also, a project charter for this project needs to be created. Tentative target date is October 2010.

The Team Leader's goal for this project is to develop a Speaker's Bureau for the whole organization that will allow other organizations to contact us via a Web site when they want to request local- and national-level speakers. This will allow our best voices a chance to present CAP to organizations that are interested in our missions and activities.

A major component of this project is to develop Web interface, audio-visual and printed materials to support the effort.

PAO Continuity Book

Status: Red – This project needs a charter, scope and a project team.

This project needs to be tied into the inspection books (as outlined in CAPR 123-1) and the PAO Resources Web site.

Unit Commander's Course – Optional PA Orientation

Status: Red – This project needs approvals, resourcing, a charter and team members assigned.

Some Region PAOs have suggested that the recently published Commanders' Orientation to Public Affairs could be incorporated into the Unit Commander's Course as an optional session.

This project would develop the presentation, supporting materials and an optional video presentation.