

15 May 1997

Personnel

**CIVIL AIR PATROL
SENIOR MEMBER TRAINING PROGRAM
SPECIALTY TRACK STUDY GUIDE**

FOREWORD

This pamphlet is your guide in preparing to fulfill the duties and responsibilities of a Civil Air Patrol (CAP) personnel officer. The contents apply to the personnel officer at all levels of command.

The material is divided into three sections relating to the technician, senior, and master skill level ratings. Progressively mastering the material in each section will prepare you for positions of increasing responsibility in the personnel field. Study each section carefully and apply the information in actual on-the-job situations. You may be fortunate enough to have an on-the-job training supervisor to assist you. If not, however, you should have no problem in mastering this training material through self-study.

It should be noted that only the senior level requires a comprehensive, written examination. Since the technician's rating is based on trainee skills, this level should be certified by observation of actual duty performance. The master's level does not require an examination, per se; however, before you are certified for the master's rating, you must demonstrate extensive knowledge of CAP organizational matters as outlined in paragraph 3b of the master's level.

When you and your supervisor feel that you are proficient in the tasks prescribed for each level, consult with your unit commander who must certify your proficiency before awarding the skill rating. Upon certification by the unit commander of award of the technician, senior, and/or master rating, you will be eligible to wear the Leadership Ribbon with the bronze or silver stars, respectively. You also become eligible for consideration for promotion to the grades of first lieutenant, captain, or major, depending on the rating earned and provided you meet all other promotion eligibility criteria outlined in CAPR 35-5, *CAP Officer and Noncommissioned Officer Appointments and Promotions*.

Supersedes CAPP 200, 1 July 1988.

OPR: DP

Distribution: In accordance with CAPR 5-4; additional copies are purchase item only.

This page intentionally left blank

PERSONNEL OFFICER TRAINING GUIDE-TECHNICIAN RATING

1. Position Description. Personnel technicians are responsible for a basic familiarity with all CAP personnel directives and the organizational structure of CAP. They perform all duties related to processing unit personnel actions to include new membership applications, unit activations and deactivations, charter changes, assignments, reassignments, transfers, retirements, promotions, demotions, termination, actions, and awards and decorations. Establish and maintain up-to-date personnel files on individual members in coordination with the emergency services officer and the senior program officer. Ensure that all regulations, policy letters, and forms required to administer the unit's personnel programs are available. Research regulations to provide assistance and guidance to the unit commander and other staff members on all personnel matters as required.

2. Objectives. To develop a working knowledge of CAP personnel policy and procedure, and to become thoroughly

proficient in the administrative tasks associated with the unit personnel program.

3 Functions and Responsibilities:

a. Familiarity with the CAP Personnel Program.

The first and most important task to be accomplished is to become completely familiar with the CAP personnel program through study of the directives associated with the program. If you have never been associated with the military establishment, the format of the directives and the style of writing may seem strange to you in the beginning. However, once you become familiar with it, you will find that the numbered regulations and paragraphs are a great help in making a quick reference to specific topics. The publications listed below will be of direct concern to you as personnel officer. If copies are not available for your personal use, a master file is maintained by the unit administrative officer and will be made available to you for reference.

NUMBER	TITLE
CAPR 5-4	Publications and Blank Forms Management
CAPR 10-1	Preparing and Processing Correspondence*
CAPM 20-1	Organization of Civil Air Patrol
CAPR 20-3	Charters and Other Organization Actions
CAPR 35-1	Assignment and Duty Status
CAPR 35-3	Membership Termination
CAPR 35-5	CAP Officer and Noncommissioned Officer Appointments and Promotions
CAPR 39-1	Nondiscrimination in Federally Assisted Programs

NUMBER	TITLE
CAPM 39-1	CAP Uniform Manual
CAPM 39-2	CAP Membership
CAPR 39-3	Award of CAP Medals, Ribbons, and Certificates
CAPR 76-1	Travel of Civil Air Patrol Members Via Military Aircraft and Surface Vehicles and Use of Military Facilities
CAPR 147-1	Army and Air Force Exchange Privileges of CAP Members
CAPR 160-1	Qualifications and Duties of Medical Officers
CAPR 160-2	Authorized Medical Care at Air Force Hospitals
	Constitution and Bylaws of the CAP

*This regulation is applicable to all staff officers.

b. Study of the Organizational Structure of CAP.

In order to understand the overall CAP program, its mission and objectives, and to see how the personnel program supports these, it is recommended that you become completely familiar with CAP organizational structure outlined in CAPM 20-1. You will note that the same basic organizational structure is used at every level from National Headquarters to the smallest squadron. This means that once you understand the basic structure, you will be able to transition to a higher headquarters with minimum familiarization or transfer to another squadron

In some cases, information concerning changes to personnel directives may appear in the *Civil Air Patrol News* before an official change can be published. Attach the article to the pertinent publication until the official change is published. The item should be identified by newspaper issue and date. Changes to CAP uniform policy are frequently announced months ahead in the newspaper since this is one way to get the word to the membership as fast as possible. If the policy is minor in nature, an official change may not be published until the publication is revised.

with no difficulty. It is also important to remember that since each echelon of command is organized along the same lines, you will always have a counterpart at next higher headquarters in the event you need guidance or assistance. For example, if you are a squadron personnel officer, you are encouraged to contact the group personnel officer anytime you have a problem. If your squadron does not come under a group, then you would go to the wing personnel officer for assistance.

As you study the organizational structure, you will note that operations, aerospace education, and cadet and senior programs are the action-oriented functions. All other functions are in support of these mission functions. The personnel function is extremely important in that it is "people oriented," that is, it is the personnel officer's job to "manage" the membership. This includes recruiting new members, retaining current members, recognizing deserving members in the form of promotion or awards, and advising the commander and members in the unit on all personnel matters. Read CAPM 20-1, study the organizational charts for all levels of command, contact your counterpart at the next higher echelon, see where you fit in, and try to determine how you can best serve the members in your unit as personnel officer.

c. Processing of Personnel Actions. Since processing personnel actions plays such a vital part in every membership unit, new personnel officers, through necessity, master the administrative tasks associated with their job quickly and efficiently. Unless you are fortunate enough to have another personnel officer in the unit to assist you during your training period, you may have to learn some things through trial and error. However, you must remember that since you are dealing with the management of people, extreme care must be exercised to ensure that all actions are handled correctly and expeditiously.

Since personnel actions must be accomplished as they occur, you simply will not have the luxury of a leisurely training period. You may have been in your new job only 1 or 2 weeks when you might be asked to assist a new member with his application for membership; the squadron commander might ask you to review Lieutenant Doe's records to determine eligibility for promotion; and another member might request your assistance in the transfer of membership to another squadron across town. Now, at the technician level, you are not expected to know each and every procedure associated with such actions, but you *are* expected to be able to make a quick reference to the applicable directive governing such actions for necessary guidance. When you reach the senior level, you will be expected to know all the answers, but for now, just be sure that you know where to go for the answers. We will not attempt to go into details in this study guide since personnel processing procedures change frequently and it is always better to refer to the appropriate governing regulation where the details are specifically outlined.

However, the most common personnel actions and governing directives are outlined as follows:

Membership applications	CAPM 39-2
Request for charter and organizational actions	CAPR 20-3
Duty assignments and reassignments	CAPR 35-1
Membership termination	CAPR 35-3
Promotions and demotions	CAPR 35-5
Awards and decorations	CAPR 39-3
Retirements	CAPR 35-1
Transfers	CAPM 39-2
Award of Aeronautical Ratings	CAPR 35-6

d. Control of Personnel Actions. One of the best ways to ensure that all personnel actions are accounted for is to establish and maintain a control register for all personnel transactions (CAP Forms 2, *Request for Promotion Action*; 2a, *Request for and Approval of Personnel Actions*; and 2b, *Personnel Action Request - Termination of CAP Membership*). Personnel actions are then logged in as they are submitted and are assigned unit control numbers (not to be confused with unit charter numbers). Each unit has the flexibility of devising whatever system of control that works best for it; however, most units prefer to identify each personnel action by the year and then assign each action a number for identification. For example, the first personnel action in January 1996 would be identified as 96-1, the next action would be 96-2, etc. A sample log is shown in Attachment 1.

New membership applications are also considered as personnel actions and are assigned control numbers. In large units, it might be desirable to maintain two separate logs—one for personnel actions (CAP Forms, 2, 2a, and 2b) and another for new membership applications. However, the important thing to remember is that the control number is of absolutely no use unless the personnel officer uses it for follow-up.

Each time a personnel action request is returned approved (or disapproved), the control log should be annotated to this effect. If an action requires National Headquarters action, then you should screen the Monthly Membership Listing to ensure that the approved action has in fact been recorded in the National files. For example, if a promotion request is returned approved and the Monthly Membership Listing does not reflect the new grade, then National Headquarters should be notified immediately. In a case like this, it would be simplest to forward a copy of the approved personnel action directly to HQ CAP/DP requesting correction.

If after a reasonable length of time a particular transaction is not returned to the unit, you should immediately initiate a tracer action. The request for tracer action should contain all pertinent data pertaining to the transaction to include the member's unit charter number, Social Security Number, date

transaction was forwarded, and, if possible, a copy of the original personnel action. In cases involving a membership application or renewal dues, the correspondence should also include information on the check (date, number, amount, etc.). A sample request for tracer action is shown in Attachment 2.

If the transaction was submitted to National Headquarters (new membership application for example), tracer action should be initiated if the action is not returned within 30 days. *Never* let 3 or 4 months lapse before checking on membership actions—either new memberships or renewals. If a membership card is not received by a new applicant within 30 days from the date the application is submitted to National Headquarters, a tracer action should be initiated (see Attachment 3). The sooner the problem is identified to National Headquarters, the sooner corrective action can be taken. The same thing is true with membership renewals. If a new membership card is not received by a renewing member within 30 days after dues are remitted to National Headquarters then a tracer action is appropriate.

One word of caution concerning membership applications and dues however: **Always make sure that the check in question has been processed by the bank prior to requesting tracer action by National Headquarters—this is the key.** Since membership dues are deposited as received by National Headquarters, the fact that the check is still outstanding is a definite indication that the check and accompanying membership application or renewal were not received by National Headquarters. In these cases, it usually saves time to stop payment on the original check and resubmit the application or renewal with a new check. In cases where the check has been processed by the bank, however, and the membership application or renewal has not been acknowledged, then a photostatic copy of the check (both sides) should be forwarded. If this is not possible, the correspondence should include all information pertaining to the check. It is especially important to indicate the date the check was deposited by National Headquarters. Furnishing complete information will expedite research and will assure a prompt response. If the transaction was submitted through channels, always direct your tracer request *through* channels. For example, if a request for promotion is not returned within a reasonable length of time, your first step would be to check with the group headquarters (if applicable) and then the wing personnel officer. Requests to National Headquarters for personnel actions which might still be pending at wing or group level serve only to waste valuable research time. You should always ensure that the action has been processed at *each* intervening level of command prior to contacting National Headquarters.

A periodic review of the control register and follow-up where necessary will ensure that your unit's personnel actions are being processed. Don't wait until your commander asks what happened to a particular action. Anticipate your commander's questions and make sure that you know the status of each and, if a problem has been identified, that you have initiated appropriate tracer action.

e. Monthly Membership Listings. As we mentioned earlier, a good way of ensuring that personnel actions requiring National Headquarters' approval are processed is to screen the Monthly Membership Listings. These listings should be carefully reviewed each and every month and missing or inaccurate information should be submitted to HQ CAP/DP.

Also, these listings should be used to monitor membership renewals. There may be instances where members have simply overlooked their membership renewals and would appreciate you reminding them to get their renewals in. Also, in cases where members do not renew their memberships at all, the unit commander may desire to contact them to discuss the reasons for their decision to discontinue their memberships. You might want to consider making a list of all overdue renewals and members who did not renew for the information of the unit commander each month when you review the membership listing.

f. Personnel Records Maintenance. One of the most important functions of the unit personnel officer is the establishment and maintenance of current records for the individual members of the unit. In some units, this authority may be delegated to the administrative officer, or in the case of senior member records, to the senior program officer at the discretion of the unit commander.

A member's master personnel file is always maintained by the member's unit of assignment. There is no need for this information to be duplicated at other levels of command. For example, the wing personnel officer should maintain complete master personnel records only on members of the wing headquarters staff. Certain limited information on members of subordinate units might also be maintained, but care should be exercised to ensure that the wing personnel officer does not duplicate the efforts of a subordinate unit personnel officer. In no instance is the wing personnel officer expected to maintain complete personnel records on all members of the wing.

Minimum documents which constitute a master personnel record are outlined in CAPM 39-2, Chapter 1, Section B. Care should be exercised to ensure that outdated or extraneous material is not retained in the member's permanent files. A good rule of thumb is to retain only those documents or personnel actions which might have a bearing on the member's progression in the program or future assignments in CAP. For example, if a member attends a summer encampment, it would be logical to retain a record of this activity on a permanent basis. However, the travel authorization to such an activity should be disposed of when the purpose has been served. Also, extra copies of published personnel actions should be passed on to the individual member and not retained in the personnel file.

It should be noted that CAP Form 45, *Senior Member Master Record*, is a multipurpose form used by the personnel officer, emergency services officer, and the senior program of-

ficer. Maintenance of this form is ultimately the personnel officer's responsibility. The CAP Form 45b, *Senior Member Training Record*, is used in conjunction with CAP Form 45 to record senior training accomplishments. The personnel officer should ensure that those records are made available to the emergency services officer and senior program officer upon request and that internal procedures are established to ensure that all data on these forms are updated as changes occur.

It might be best for the personnel officer and the unit commander to develop a local unit policy in this regard. For example, the senior program officer might be tasked with posting the senior training portion of the record and the emergency services officer might be tasked with posting the emergency services portion of the form. Or, the commander might prefer that these two officers submit necessary changes as they occur to the personnel officer for posting. In any event, the important thing to remember is that some procedure be established to ensure that the forms are kept current and that all personnel concerned have access to the CAP Forms 45/45b as the need arises.

Last, but certainly not least, always ensure that records on retired members or members whose memberships have expired are maintained separately from the active membership files. If the records are not requested within 5 years, they may be destroyed.

g. Forms Maintenance. The unit personnel officer is expected to maintain an adequate stock of forms required

for processing personnel actions and to be able to assist the members of the unit in completing such forms. In reading the personnel publications listed earlier, you probably noted references to various forms. You will be using these forms throughout your duty as personnel officer. You have three primary responsibilities in dealing with required forms:

(1) Knowledge of forms requirements, their proper completion, and use.

(2) Maintaining an adequate, but not excessive, stock in your unit's file. This includes periodically screening CAPR 0-9 *Numerical Index of CAP Forms, Test Materials, & Certificates*, to ensure that obsolete forms are discarded and that new forms are requisitioned as required. When new or additional forms are required, the unit administrative officer should be immediately notified to ensure that your stock level is not depleted before the forms can be ordered.

(3) Assisting other members in the proper preparation and use of forms.

Now, it is obvious that knowing what forms are required and how to complete them properly is important. The most commonly used forms in your area are listed below for ready reference. However, this list may become obsolete or may not include the most recent forms, so be sure to always refer to CAPR 0-9 for the latest information.

CAP FORM	TITLE	GOVERNING DIRECTIVE
2	<i>Request for Promotion Action</i>	CAPM 35-5
2a	<i>Request for and Approval of Personnel Actions</i>	CAPR 35-1 CAPR 60-1 CAPM 39-2 CAPR 39-3
2b	<i>Personnel Action Request-Termination of CAP Membership</i>	CAPR 35-3
2c	<i>Personnel Action Request-Membership Nonrenewal</i>	CAPM 39-2
12	<i>Application for Senior Membership in Civil Air Patrol</i>	CAPM 39-2
15	<i>Application for Cadet Membership in Civil Air Patrol</i>	CAPM 39-2
24	<i>Application for Senior Program Awards</i>	CAPM 50-17
27	<i>Organization Action</i>	CAPR 20-3
35	<i>Civil Air Patrol Chaplain Appointment Application</i>	CAPR 265-1
45	<i>Senior Member Master Record</i>	CAPM 39-2
45b	<i>Senior Member Training Record</i>	CAPM 39-2
66	<i>Cadet Master Record</i>	CAPM 50-16
120	<i>Recommendation for Decoration</i>	CAPR 39-3

Although the unit administrative officer is ultimately responsible for ordering and maintaining forms in the unit, you, as personnel officer, should monitor the stock of personnel forms that you use and advise the administrative officer as to the number of forms required and when reordering is necessary. You should avoid keeping too large a stock on hand which will take up valuable storage space and waste should the form become obsolete prior to usage. It is recommended that you monitor the average monthly usage rate and adjust your stock levels accordingly.

4. Applicable Schools and Courses: None.

5. Summary of Requirements for the Technician Skill Level. Members must complete the following minimum requirements before being certified for award of the technician rating:

a. Complete Level 1, Senior Member Training Program.

b. Be familiar with governing directives.

c. Display ability to perform assigned duties with minimum supervision.

d. Serve at least 6 months as personnel technician trainee.

This page intentionally left blank

PERSONNEL OFFICER TRAINING GUIDE-SENIOR RATING

1. Position Description. Senior personnel officers usually continue to perform the tasks associated with personnel technicians, and at the same time, become experts in all areas of personnel management by becoming completely familiar with the overall CAP personnel program. They also develop local unit personnel policies and procedures, and provide unit commanders and other staff officers assistance as required in identifying and coping with various personnel problems as they arise. The primary difference in the technician and senior ratings is that senior personnel officers "act" and the technicians "react." That is, personnel technicians are expected to respond to the unit's personnel requirements quickly and efficiently. However, senior personnel officers recognize personnel management problems or situations in advance and, on their own initiative, ensure that required personnel actions are planned and accomplished.

2. Objective. To prepare the personnel officer to administer all phases of the CAP personnel program.

3. Functions and Responsibilities:

a. Complete Familiarity with the CAP Personnel Program. As discussed in the earlier section of this study guide, the personnel technician is required only to be able to know where to find the answer to a given personnel problem, but the senior personnel officer is expected to *know* the answer. Of course, as a volunteer member performing duty on a part-time basis, such detailed knowledge can be acquired only after considerable experience and on-the-job training.

Another primary difference between the personnel technician and the senior personnel officer is that the senior personnel officer is expected to understand the reasons-as well as requirements-for CAP personnel policy and procedures. For example, a personnel technician might know only that skill ratings earned in the Senior Member Training Program must be recorded in the member's personnel records, but the senior personnel officer knows that unless the rating is properly recorded, the individual concerned cannot qualify for promotion.

The personnel technician might know only that correction to a member's CAP grade must be submitted through wing headquarters prior to forwarding to National Headquarters. However, the senior personnel officer would understand the reason for this requirement is to ensure that the subordinate units do not submit unauthorized grade changes directly to National Headquarters without the knowledge of the wing commander. In other words, the request for grade correction must be submitted through the wing, thereby eliminating the possibility of a subordinate unit's promoting a member via data correction to the Monthly Membership Listing. One good way to test one's knowledge of the overall personnel program is to study the items listed at the end of this section from time to time.

Later, the questions on this list are to become your senior level examination, but for now, use it as a self-help learning device. If you do not know the answer to any question, go to the appropriate directive and find the answer. Don't go directly to the answers at the end of the section! You will gain much more knowledge from finding the answer yourself in the directive referenced for each question. You may know of other areas you wish to cover or would want to emphasize in your particular unit. If so, add them to the list. Make notes as required on items which you do not remember, but most of all, be tough on yourself. Remember, the questions on this list do not become an examination until you feel you are ready for it.

When you feel confident enough, ask your unit commander or unit testing officer to administer the questions at the end of this section as a closed book examination. Since the questions on the examination are available to you for study purposes throughout your training for the senior rating, you are required to achieve a passing score of at least 90% before you are certified for the senior skill rating.

b. Development of Local Personnel Policies and Procedures as Required. Throughout your training for the senior rating, make sure that you not only know when and where personnel procedures are required, but ensure that you also understand why they are necessary. You may be able to identify outdated local procedures or requirements by asking yourself "why" is this necessary. For instance, at one time, new membership applications were forwarded through the wing headquarters and then to National Headquarters instead of directly to National Headquarters with a copy to the wing. Does your unit still route new membership applications through the wing? If so, why?

There are certain areas of personnel policy and procedures which are left to the discretion of the local commanders. Some examples follow: Wing commanders determine what is considered appropriate flying clothing for members of their own wing. They may also approve special items of uniform clothing for wear by cadets in the wing on certain occasions. In each case, it would be the responsibility of the wing personnel officer to develop the local wing policy regarding such matters (to reflect the views of the wing commander, of course) and to provide guidance to subordinate units.

If the wing promotion board or awards board meet at scheduled intervals, be sure that your unit commander and subordinate unit commanders are informed. If any commander in the chain of command requires that certain information be furnished to document recommendations for awards or promotions, this requirement should be published by the personnel officer.

Some wings have special considerations for certain categories of membership. For example, there are reduced rates in some wings or squadrons for family memberships. The first family

member to join pays the full amount, whereas, the second family member might pay only half the amount in squadron or wing dues. It is emphasized, however, that these reduced rates apply to local dues only—there are no reduced rates for any category of membership at the National level. Also, National Headquarters cannot accept a membership renewal in any amount other than indicated on the membership renewal card. Therefore, if reduced rates are authorized on membership renewals, the total amount indicated on the renewal card must first be collected by National Headquarters and then the wing or unit rebates the difference to the member concerned.

Other special categories are chaplains, members of the Armed Forces, etc. If your squadron or wing desires to implement a special policy, the personnel officer would be responsible for the development of the local policy and procedures for rebating dues and for ensuring that the members of the unit and subordinate units are informed.

One word of caution concerning development of local policy: Always be sure that any local policy developed is not contrary to National Headquarters policy. In years past, some wing commanders have required their members to meet additional requirements beyond those required by National Headquarters directives. For example, members of ABC wing are penalized since a neighboring state which abides by National Headquarters regulations requires only 3 years in the grade of captain. The National Commander has expressed concern over nonstandard application of National Headquarters policy on numerous occasions, and you will note that CAP Regulation 35-5, regarding CAP officer promotions specifies that the National Headquarters policy will not be made further restrictive by local promoting authorities.

c. Advance Planning. As mentioned earlier, the senior personnel officer acts, where the personnel technician reacts. Some typical examples follow:

Example 1:

There is an annual award designed to recognize the most outstanding senior member of the year. Eligibility criteria and recommendation procedures are outlined in CAPR 39-3, *Award of CAP Medals, Ribbons, and Certificates*. Personnel technicians might not even be aware that such an award exists until they are approached by the unit commander and requested to nominate one of the unit members, in which case they would proceed to research the appropriate directives and prepare the recommendation. On the other hand, senior personnel officers would be expected to be aware of the award and be prepared to remind unit commanders when nominations are due. Even more importantly, they should also be prepared to recommend some outstanding member to the unit commander and be prepared to develop the justification for the nomination. Personnel officers could

prepare a suspense system for such possible actions and always be prepared.

Example 2:

Another example would be an act of heroism by one of the unit members. Unless it were specifically pointed out to them, personnel technicians might not know that such actions are even recognized by CAP. However, senior personnel officers would immediately recognize such an act and would set about preparing a commendation for one of the medals of valor.

Example 3:

The personnel officer can also assist the unit commander by advance planning in the area of promotion actions. Senior personnel officers are expected to monitor each senior member's promotional eligibility and when all of the criteria are met, they should inform the unit commander to determine if the commander desires to recommend the individual for promotion.

Example 4:

From time to time, there are changes in personnel policy and procedures at the National level (increase in membership dues or new application forms, for example). In which case, the senior personnel officer should ensure that his unit and any subordinate units are aware of the impending changes and that they have the proper forms on hand by the effective date of the change.

These are just a few examples of where advance planning is used to ensure that personnel actions are initiated in a timely manner and that the unit commander is not put into the position of having to request actions which could be handled routinely by the personnel officer.

d. Advice to the Unit Commander and Other Staff Officers on all Areas of Personnel Management.

The senior personnel officer is responsible for advising the unit commander or other staff members on any and all areas of personnel management.

One particularly important area of concern is the proper wear of the CAP uniform. Although unit commanders are ultimately responsible for ensuring that all members of their unit observe the standards of dress and appearance, personnel officers should be the most knowledgeable members of the squadron regarding CAP uniform matters. If a discrepancy is noted, the personnel officer should point it out to the member concerned. If members repeatedly violate the regulation or do not correct the problem when it is pointed out to them, the personnel officer should bring it to the attention of the unit commander. The personnel officer is responsible for ensuring that all unit members are made aware of any special uniform requirements when attending wing or region functions. If you do not know, contact your counterpart at the next higher echelon.

If the unit commander or unit member is traveling to another area on CAP business, the personnel officer should determine the proper uniform for the area in which the members will be traveling. The best way is to ask the CAP liaison officer in your state for guidance. Liaison officers can usually call an Air Force installation in the area for the information if they do not know.

The personnel officer also advises on a multitude of other personnel management areas such as subordinate unit activations or deactivations; membership termination and appeal proceedings; eligibility for promotions, awards, and decorations, etc.

In summary, personnel officers who achieve the senior ratings are considered experts in the personnel field. They should not only be completely familiar with all CAP personnel policies and procedures, but are expected to exercise sound judgment in applying the same. Passing the senior level examination reflects a thorough knowledge of the entire CAP personnel program and is an achievement of which one should well be proud.

4. Applicable Schools and Courses. ECI Course 13, *CAP Officer Course*.

5. Additional Study References:

a. CAP Regulations: 10-2, *Files Maintenance & Records Distribution*; 10-3, *Administrative Authorizations*; 123-2, *Complaints*; 265-1, *The CAP Chaplain Service*; and 900-5, *The CAP Insurance/Benefits Program*.

b. CAP Manuals 50-16, *CAP Cadet Training Program*, and 50-17, *CAP Senior Member Training Program*.

6. Summary of Requirements for the Senior Skill Level.

Members must complete the following minimum requirements before being certified for award of the senior rating:

a. Complete Level II, Senior Member Training Program.

b. Be completely familiar with all CAP personnel policies and procedures.

c. Achieve a passing score of at least 90% on the senior level examination.

d. Display ability to perform assigned duties without supervision.

e. Serve at least 6 months as personnel technician

This page intentionally left blank

PERSONNEL OFFICER TRAINING GUIDE-MASTER RATING

1. Position Description. In many instances, master personnel officers continue to perform the administrative tasks associated with the technician and senior skills ratings at the same time they are monitoring the overall personnel program in a managerial capacity; this is especially true in smaller units. In some cases, personnel officers may be fortunate enough to have other staff members assisting them so that they are able to devote most of their time to management functions. In either case, however, the primary difference between senior personnel officers and master personnel officers is managerial ability. The most important function of personnel officers at the master level is to monitor the overall personnel program within their jurisdiction. This includes monitoring membership trends, unit activations and deactivations, and the organization and manning of their own headquarters and subordinate units (if applicable). Master personnel officers assist in the establishment of new membership units and provide guidance in the personnel area to new unit commanders. They identify problems and potential problems in their own unit and subordinate units and seek ways to improve morale. They assist the unit commander and other staff members in developing and implementing recruiting campaigns to increase membership. If at wing or region level, master personnel officers are expected to conduct personnel training seminars at wing or region conferences as required. They provide personnel management assistance visits to subordinate units as required.

2. Objectives. To prepare CAP personnel officers for supervisory and managerial functions associated with the CAP personnel program.

3. Functions and Responsibilities:

a. Monitors the Overall Personnel Management Program. The simplicity of the preceding statement could be deceiving. If properly conducted, this function requires considerable time and effort and is of inestimable value to the unit commander. On the other hand, if significant trends and problem areas are not identified and coped with as they arise, the phrase becomes meaningless. Some particularly important personnel management areas requiring considerable thought and attention are outlined below:

(1) The Membership Status Report

published monthly by National Headquarters is an excellent management tool for monitoring membership trends at the region level in that each wing's membership is compared each month. A region personnel officer can simply review the stat report each month to determine how each wing is progressing. This report is also a good tool for use by the wing headquarters; however, the report gives only the total wing strength. If the wing commander desires to monitor individual unit progress within the wing, the management situation becomes considerably more complex; however, it can be done. A variety of membership data can be derived from the

Monthly Membership Listings furnished by National Headquarters each month. If your wing or squadron does not currently have meaningful membership data for previous months or years, it might mean that you have no basis for comparison initially. In which case, you should simply record the unit totals from the Monthly Membership Listings until a trend can be discerned. In just a few months, it will become apparent how your unit is performing membership wise—increasing, decreasing, or holding its own.

As mentioned above, the monitoring of individual unit goals within the wing is no small task, but it is an extremely worthwhile one. There are several ways to accomplish this. For example, one way of ensuring that the overall wing membership goal is reached or surpassed is for the wing headquarters to establish specific goals for its subordinate units at the beginning of the year which would be sufficient to reach the overall wing objective by the end of the year. That is, at the beginning of the year, a large wing might have a membership growth goal of 105 seniors and 119 cadets (this represents 7 percent growth rate for a wing with 1500 seniors and 1700 cadets). If the wing has 112 units, each might be requested to recruit at least two new members to achieve this goal.

It is emphasized that there are numerous variables which must be taken into consideration when assigning individual unit membership goals. For example, some units are considerably larger than others; therefore, unit size is a consideration. It would not be reasonable to expect a squadron of 17 members to recruit the same number of members as a 50-member squadron. One way to ensure an equitable distribution of wing membership goals would be to assign goals by a percentage. That is, in a wing of 1000 members, a 50-member squadron would represent 5 percent of the overall wing membership. Therefore, if the total wing membership goal for the year is 120 new members, then this squadron would be expected to recruit its fair share—5 percent or six new members. The unit should keep in mind, however, that if three members are lost during the year, they must recruit three members to replace the lost three, plus the six new members in order to achieve its membership growth goal.

Also, the wing headquarters should be mindful that if any unit deactivates during the year, the remaining units must absorb the goals for the deactivated unit.

If you are assigned at group or squadron level, monitoring membership trends is simplified considerably in that there are less units and members to be concerned with, but this in no way detracts from your responsibility for monitoring membership for your own unit and units under your jurisdiction. Group and squadron personnel officers must be just as conscientious in monitoring their own unit's progress to ensure that unit and wing membership goals are achieved as are their counterparts at higher echelons.

A sample chart is attached (Attachment 4) which might be used by the wing personnel officer to monitor individual unit membership trends. This particular chart depicts membership data on the three types of squadrons within a wing. Development of such a chart at wing or group level will require considerable time and effort initially. However, once the charts are developed, it will be simply a matter of updating each unit's progress once a month for the duration of the year. Group or squadron personnel officers would use a similar chart to monitor membership trends within their own jurisdiction.

It is emphasized that this chart is only one suggested method of monitoring membership in your wing or squadron—you may have a better idea. If so, put it to use. The important thing to remember is that you should employ every means possible to be constantly aware of your unit's monthly progress. This way, there will be no "surprises" when the year-end results are tallied. A master personnel officer should be able to tell the unit commander in a glance, which subordinate units are experiencing problems and more importantly WHY they are experiencing problems. Detecting potential management problems is further amplified in subparagraph 3d of this section.

(2) Unit Activations and Deactivations.

Monitoring unit activations and deactivations is very similar to monitoring overall membership trends. For example, if you as a wing personnel officer note that a particular group has had several unit deactivations in a short period of time, it would be your responsibility to inform the wing commander so that the problem can be identified and assistance rendered to the group wherever necessary. Again, the key is awareness. Stay on top of it at all times—no surprises.

b. Advises on CAP Organizational Matters.

Another very important function to be performed by the master personnel officer is assisting the unit commander and subordinate commanders (if applicable) concerning CAP organizational matters. In training for the technician's rating, you were required to study organizational structure of CAP as outlined in CAPM 20-1. To attain the senior skill rating, you were required to become even more familiar with this manual as it relates to your own unit headquarters. To attain the master rating, you will be required to know the organizational structure of CAP so well that you can outline any organizational chart at any level without reference to CAPM 20-1. Before certifying your master's rating, the unit commander or unit testing officer will require you to do just that! As a final test of your knowledge of the CAP organizational structure, you will be required to sketch (without reference to CAPM 20-1) an organizational chart for your own headquarters and for one other organization level (to be selected at random by the officer administering the examination). This is not intended to be a memory exercise, but rather is a tool to ensure that you completely understand the organizational structure of CAP and are qualified to advise the unit commander and other staff officers

on organizational matters. Since attaining the senior skill rating qualifies you as a personnel expert, the only "test" to be administered at the master's rating is the requirement to outline the two organizational charts mentioned above.

Therefore, in training for this rating, it is recommended that you test yourself by sketching the different organizational structures from memory.. It is recommended that you first master the organizational structure at which you are assigned and then progress to the structure of the next higher echelon and to the units subordinate to you (if applicable). For example, if you are assigned to region headquarters, you should first learn the regional organizational structure, then the National Headquarters structure, and finally the wing headquarters staff structure. If you are on the wing staff, you would first learn the wing headquarters structure and then the region and subordinate unit structures, etc. Note the variations in duty titles at the different levels. For example, at the region level, the major staff functions are called deputates, but these same staff functions become directorates at the wing level; that is, a deputy for operations at region is the director of operations at wing, etc.

Although complete familiarity with your own organizational structure and that of the echelons immediately above and below you is your immediate concern, you should not stop there. It is especially important that personnel officers—at all levels—understand the three basic squadron types: cadet, senior, and composite.

When you feel you have grasped the organizational structures well enough, close CAPM 20-1 and test yourself. Try sketching your own organizational structure without reference to the manual. It should be interesting to see which functions you leave out the first time. This might be an indication that this particular function or staff section is not as active as it should be, therefore, it slipped your mind, or it might mean that you have not placed proper emphasis on an important unit function. Do not be alarmed if your first attempt falls short, but rather use each mistake as a barometer to measure your own understanding—or lack of it. You will be able to tell in a glance which areas require additional emphasis.

Since proper organizational alignment and duty assignments are of utmost concern to all unit commanders and since you, as personnel officer, are expected to advise the commander on these matters, it is imperative that you become expert in this area. You will no doubt be called on many times to clarify functional responsibilities, that is, "who" does "what." For example, make sure that you know that the maintenance officer, and not the operations officer, is responsible for ensuring that the unit's aircraft are painted and properly identified. While there are going to be instances in smaller units where the operations officer is also the maintenance officer, you should still be aware of the proper responsibilities in each position should the unit become fortunate enough to recruit additional members so that one member is not required to hold several positions.

It is the responsibility of the master personnel officer to assist the unit commander and other staff officers in developing detailed job descriptions for each staff officer as required in CAPM 20-1. This does not mean that you will be solely responsible for developing the job descriptions for the staff officers under his supervision. - However, you should be knowledgeable enough of the overall organizational alignment and functional responsibilities to aid and assist the individual who is responsible for developing the job descriptions.

c. Assists in the Establishment of New Membership Units and Provides Guidance to New Unit Commanders. Master personnel officers assigned to wing or group level are in a position of knowing when new membership units are being established within their jurisdiction. When requests for charters are received, they should contact new unit commanders and offer whatever assistance they can to assure that squadrons are established with minimum difficulty. They should advise new unit commanders on the proper squadron organizational alignment as to whether the squadron -should be a cadet, senior, or composite squadron. They should also render assistance by directing the new members to local purchase sources for CAP uniform items. If there are no USAF clothing sales stores in the area, they should direct them to the nearest commercial outlet or to the mail-order sales store at Wright-Patterson AFB. They can also be of great assistance in advising new units on ways and means of recruiting new members and advertising the new unit. (Ideally, key members of the wing or group staff, including the personnel officer, should visit all new units to render assistance until the unit becomes self-sufficient.)

In the case of squadron personnel officers, master personnel officers should be prepared to assist group or wing personnel officers in assisting new membership units being established in their own area.

d. Identifies Personnel Management Problems and Seeks Ways to Improve Morale. The master personnel officer should be able to identify potential personnel problems and recommend corrective action to the unit commander before the situation deteriorates beyond repair. For example, if you have members assigned to jobs they obviously do not enjoy, such as unit administrative officers who do not enjoy a desk job, you should discuss the problem with them to determine where their interests lie. Then discuss the possibility of changing their duty assignments with the unit commander. However, be sure that you do not present your commander with just the problem-it is also your responsibility to suggest a solution, or at least give the alternatives in a given situation. Also, keep in mind when you recommend changing a member's duty assignment that while you are correcting one problem, you may create another-it will be up to you to help the commander find a suitable replacement for the reassigned member.

Another potential problem area where the personnel officer could assist the unit commander is membership retention.

Master personnel officers should immediately detect declining membership trends and keep the commander so informed. They should also set about determining the cause for the decrease in membership and recommend possible corrective measures to the commander. For example, if the group or wing personnel officer notes that cadet membership in ABC Squadron is down some 30 percent since last year, that particular unit should be contacted to determine the reason. If the overall wing or group membership is down, the group or wing personnel officer would contact all subordinate unit commanders. If some particular program or problem is obviously causing the downward trend, the commander should be so informed. If several wing commanders present the same problem to the region commander, then this would be a certain indication of a problem. The region commander could point out the problem to the National Commander or perhaps air the situation at one of the National Executive Committee meetings.

Keep in mind that your ideas have greater impact if they are submitted locally or through the chain of command. If an individual squadron or group commander writes directly to National Headquarters, this will not solve the problem. It is not that National Headquarters would not be interested or concerned, but the National Headquarters staff would not be in a position to offer guidance or assistance on the local problems, whereas the wing or group commander could personally investigate the problem and many times initiate on-the-spot corrective action. Also, the commander at the lowest echelon should first be given the opportunity to work out a problem before referring the problem to the next higher level.

e. Recruiting. The master personnel officer should continuously consider ways and means of attracting new members for CAP. Recruiting is everybody's business, but membership is the responsibility of the personnel officer; therefore, the personnel officer is very involved in recruiting.

One good source of prospective members is the letters of inquiry which are forwarded by National Headquarters. When letters are received from individuals throughout the United States, National Headquarters sends the inquirers a package of information describing the cadet and senior programs, and directs them to the CAP wing headquarters in their state for additional information. Periodically, National Headquarters will send lists of those individuals who recently inquired about CAP to the wing headquarters for follow-up action. The wing personnel officer may wish to acknowledge these letters of inquiry or promptly forward them to the unit commander nearest the individual making the inquiry.

The personnel officer at the local unit is responsible, in turn, for ensuring that individuals requesting information are promptly contacted and invited to attend the squadron meeting. If the inquiries are from youngsters, it might be more effective to have some of the cadets from the squadron visit them personally. It would also be good to have some of

the adults from the squadron accompany the cadets to meet the parents and to answer any questions they might have concerning the organization. It is important that each and every inquiry be followed up promptly. If individuals are interested enough to write a letter, chances are they are really interested in becoming members.

One word of caution; however, be careful not to overdo the "glamour" role. Each prospective member should understand that CAP represents a lot of hard work. A youngster should not be given the impression that all one has to do is sign up in order to start flying lessons or go to Europe on an IACE visit. You may lose some initial prospects, but you will gain friends for CAP in the long run. Each time a disillusioned member quits, we not only lose a member, but also gain a critic. Today's generation thrives on challenge. Play it straight from the start.

There are numerous ways to attract prospective members: posters in the local airports and high schools, public service announcements, etc., but the prospective member will be gained or lost at the squadron meeting, so be sure that prospective members are greeted properly and made to feel welcome at their first meeting. First impressions are lasting impressions--make it a good one.

f. Conducts Personnel Training Seminars.

Master personnel officers at region and wing levels will be called upon annually to conduct training seminars for subordinate personnel officers at the annual region and wing conferences.

4. Additional Study References. CAPP 4, *How to Organize a Civil Air Patrol Unit.*

5. Summary of Requirements for the Master Skill Level. Members must complete the following minimum requirements before being certified for award of the master rating:

a. Complete Level III, Senior Member Training Program.

b. Demonstrate extensive knowledge of CAP organizational matters as outlined in paragraph 3b of this section.

c. Display ability to perform assigned duties under all conditions.

d. Serve at least 1 year as a senior personnel officer.

DOs and DON'Ts

(Applicable to All Three Levels)

DOs

1. Ensure that you know who your counterparts are-both at higher and lower echelons. Make a list of those you must contact frequently.
2. Ensure that an organizational chart is posted in the unit headquarters as required by CAPM 20-1.
3. Ensure that all required boards and committees for your unit are appointed and that personnel authorizations on such appointments are on file. For example:
 - Unit Membership Board (CAPM 39-2)
 - Promotion Board (CAPR 35-5)
 - CAP Awards Review Board (CAPR 39-3)
 - Regional Advisory Council (Bylaws, Section 31)
 - Wing Advisory Council (Bylaws, Section 32)
4. Ensure that unit dues have been approved by proper authority and that your unit has such authorization on file.
5. Establish a suspense system to ensure that personnel actions are submitted in a timely manner. (Remember the mail system-don't mail the letter the day before it is due; chances are it will be late.)
6. Initiate follow-up action as soon as you suspect a problem in processing a personnel action at higher headquarters. Follow the chain-of-command when initiating tracer action unless the problem concerns a membership application submitted directly to National Headquarters.
7. Refer to the appropriate governing directives when processing personnel actions to ensure that all documents are properly prepared and bears the signature of the proper approving authority to dispatch.
8. Screen the Monthly Membership Listings and submit data corrections to HQ CAP/DP as soon as noted.
9. Periodically screen unit personnel files and extract extraneous or outdated material as required.
10. Provide guidance to subordinate units relative to local wing or squadron policies.

DON'Ts

1. Do not submit new member dues and renewal dues under the same squadron check; these are processed separately.
2. Do not hold membership applications for batch processing; send them in as they are received.
3. Do not wait several months to initiate tracer actions on missing personnel transactions (especially membership applications).
4. Do not ignore suspense dates and effective dates established by higher headquarters. For example, if National Headquarters announces that a dues increase becomes effective on 1 July, do not send in dues at the old rate after that date. The action from the unit must be *postmarked* prior to the effective date, regardless of when the transaction was initiated or approved by the unit commander.
5. Do not correspond directly with National Headquarters on internal wing or squadron policies. Complaints should be submitted through channels or in accordance with CAPR 123-2.

PERSONNEL ACTIONS LOG

Unit Control Number	Type Action Requested	Member's Name	Charter Number	Date Submitted	Transaction Completed
96-1	New Member	Whitney Williams	01016	16 Jan	✓ 9 Feb
96-2	Transfer	Erik Wright	01123	20 Jan	✓ 12 Feb
96-3	Promotion	Ken Baker	01046	16 Feb	✓ 18 Feb
96-4	Transfer	Joy Whitley	01072	1 July	
96-5	New Member	Donald Barbee	01016	15 July	
96-6					

SAMPLE

ABC Squadron
123 Wing, CAP
4261 West Park Ave
Anyplace, AL

DRAFT

DRAFT

MEMORANDUM FOR HQ AL WING, CAP

FROM: ABC Squadron

SUBJECT: Request for Tracer Action - Recommendation for Decoration

1. On 3 March 1996, this squadron (charter number 01016) forwarded a recommendation for the Meritorious Service Award for FO Frances S. Butler, CAP, Serial Number 419524902, to your headquarters for approval and forwarding to the region headquarters. A copy of the CAP Form 120 is attached for your information.

2. Please advise this unit if this recommendation has been received by your headquarters. In the event the recommendation was approved and forwarded to region, request your assistance in determining if the recommendation has been received by region headquarters and final disposition.

SUSAN P PARKER, Major, CAP
Personnel Officer

SAMPLE

ABC Squadron
123 Wing, CAP
4261 West Park Ave
Anyplace, AL

DRAFT

DRAFT

MEMORANDUM FOR National Headquarters, CAP/DPPS

FROM: ABC Squadron

SUBJECT: Missing Membership Application - John P Jones

1. On 30 June 1996, new senior member applications were submitted for Robert E. Williams, Lois L. Little and John P Jones (charter number 01016). Membership cards for Mr Williams and Ms Little have been received; however, Mr Jones has not received a card and his name was not listed on the July membership listing.
2. The check to cover the above members was number 342, dated 30 June 1996, and was in the amount of \$114.00. The canceled check indicates that it was deposited by National Headquarters on 17 July 1996. A duplication CAP Form 12 for Mr Jones is attached for your information.
3. Request your assistance in obtaining a membership card for Mr Jones as soon as possible.

SUSAN P PARKER, Major, CAP
Personnel Officer

SAMPLE

Alabama Wing

Unit Goals:
10% increase over
Dec 95 Strength

1996 Wing Goals:
Cadets 467
Seniors 990

Senior Squadron		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
01032	1995 Members	32	30	28	28	27	26	26	27	25	24	23	24
	1996 Members	22	22	21	23	24	24						
	1996 Goal	26	26	26	26	26	26	26	26	26	26	26	26
Composite Squadron													
01007 Cadets	1995 Members	32	32	34	34	33	35	37	36	35	35	38	40
	1996 Members	38	38	35	36	37	34						
	1996 Goal	44	44	44	44	44	44	44	44	44	44	44	44
01007 Seniors	1995 Members	19	18	18	19	20	21	22	22	24	25	24	20
	1996 Members	20	22	22	26	25	28						
	1996 Goal	22	22	22	22	22	22	22	22	22	22	22	22
Cadet Squadron													
01016	1995 Members	40	40	42	42	43	45	50	48	49	47	46	50
	1996 Members	46	48	48	47	50	53						
	1996 Goal	55	55	55	55	55	55	55	55	55	55	55	55
TOTAL													
Cadets	1995 Members	541	526	515	498	482	491	486	459	461	454	456	425
	1996 Members	435	409	427	427	397	396						
	1996 Goal	467	467	467	467	467	467	467	467	467	467	467	467
Seniors	1995 Members	773	809	808	819	829	876	898	888	883	877	901	900
	1996 Members	905	870	868	854	851	915						
	1996 Goal	990	990	990	990	990	990	990	990	990	990	990	990

SAMPLE

SENIOR LEVEL EXAMINATION

(NOTE to the examinee: This examination was not designed to record the answers on this sheet. Please use a separate sheet of paper for this purpose.)

1. The National Board is the governing body of Civil Air Patrol. List the officers which comprise this body. [CAPM 20-I]
2. The National Executive Committee (NEC) governs the Corporation when the National Board is not in session. This committee is comprised of all the members of the National Board except . [CAPM 20-1]
3. Name the three types of CAP squadrons. [CAPM 20-1]
4. What is the minimum membership for a CAP squadron? [CAPR 20-3 and CAPM 20-1]
5. What happens if a squadron's membership falls below the minimum required? [CAPR 20-3]
6. What is the smallest CAP unit authorized? What is the minimum number of members required? [CAPR 20-3 and CAPM 20-1]
7. True or False. A flight must be assigned to a sponsoring CAP squadron for supervision. [CAPM 20-1]
8. A group is usually not established unless a minimum of _____ squadrons is placed under its control. [CAPM 20-1]
9. Which CAP regulation governs organizational actions such as requests for charters, unit deactivations, etc.? [CAPR 0-2]
10. Which CAP form is used to request charters and other organizational actions? [CAPR 20-3 and CAPR 0-9]
11. What is the charter fee for a new unit? [CAPR 20-3]
12. If a unit desires to be named for a deceased person, is it still necessary to obtain permission? If so, from whom? [CAPR 20-3]
13. What is the purpose of the annual charter review? [CAPR 20-3]
14. When is the annual charter review conducted? [CAPR 20-3]
15. If a CAP unit is deactivated, what is the disposition of those active members remaining in the unit? [CAPR 20-3]
16. During the temporary absence of the commander, who acts as temporary commander? [CAPM 20-1]
17. If a squadron commander must be replaced, who makes the appointment? [CAPM 20-1]
18. True or False. During the temporary absence of a wing commander, the CAP liaison officer takes charge. [CAPM 20-1]
19. Name the seven categories of CAP membership. [CAPM 39-2]
20. What are the three classifications of membership within the senior membership category? [CAPM 39-2]
21. How many years must a member serve in order to become eligible for retirement from Civil Air Patrol? [CAPR 35-1]
22. True or False. Retired members continue to pay membership dues. [CAPR 35-1]
23. How long are records retained on former members? [CAPM 39-2]

24. Who is responsible for reporting the death of a member to National Headquarters? [CAPR 35-2]
25. How should the Report of Death be transmitted? [CAPR 35-2]
26. What is the minimum age for initial cadet membership? Maximum age? [CAPM 39-2]
27. What is the minimum age for senior membership? [CAPM 39-2]
28. When a cadet desires to transfer to senior membership, what procedures are employed? [CAPM 39-2]
29. Are members of the Armed Forces under 19 eligible for cadet membership? [CAPM 39-2]
30. If an individual received a general discharge from the Armed Forces under honorable conditions, is he eligible for CAP membership? [CAPM 39-2]
31. What are wing dues for cadet and senior members? [CAPM 39-2]
32. National Headquarters collects national, region, and wing dues for renewing members. What procedure is used for new member dues? [CAPM 39-2]
33. Are dues reduced for certain special member categories, such as family memberships, members in the Armed Forces, chaplains, etc.? [CAPM 39-2]
34. Which categories of members do not pay membership dues? [CAPM 39-2]
35. Who is the approving authority for wing dues? [CAPM 39-2 and *Constitution and Bylaws of the Civil Air Patrol*, Article II, Section 2]
36. Who is the approving authority for squadron or group dues? [CAPM 39-2 and *Constitution and Bylaws of the Civil Air Patrol*, Article II, Section 2]
37. Changes to the wing dues structure are permitted only once a year. When does the change become effective? [CAPM 39-2]
38. If a wing desires to change its dues, when must National Headquarters be notified? [CAPM 39-2]
39. What is the membership renewal period? [CAPM 39-2]
40. If a member does not renew prior to his membership expiration date, is he permitted to renew late? [CAPM 39-2]
41. Is it permissible to submit new member dues and renewal dues under the same squadron check? [CAPM 39-2]
42. What happens if a member submits his renewal dues 90 days after his membership has expired? [CAPM 39-2]
43. If a member allows his membership to lapse without renewal, is his former grade restored when he rejoins as a new senior member? [CAPR 35-5]
44. What is the minimum annual membership dues for business members? [CAPR 173-4]
45. Are business membership dues paid to the local squadron in the business member's community? [CAPM 39-2 and CAPR 173-4]
46. True or False. Since nonrenewal is not a termination action for which a right of appeal exists under the *Constitution and Bylaws of the Civil Air Patrol*, the unit commander is not required to notify the member concerned regarding the reasons for nonrenewal. [CAPM 39-2]
47. Who is the minimum approving authority for all nonrenewal actions? [CAPM 39-2]

- 48. True or False. A cadet who enters a military service academy must transfer from cadet status to senior member status. [CAPM 39-2]
- 49. If a member desires to transfer to another membership unit in the same locality, who approves such a transfer? [CAPM 39-2]
- 50. If one commander approves a local transfer, but the other does not, who makes the final determination? [CAPM 39-2]
- 51. Can members be transferred to another membership unit against their will? [CAPM 39-2]
- 52. When a member transfers to a new membership unit, who initiates the CAP Form 2a requesting reassignment? [CAPM 39-2]
- 53. Who is responsible for transmitting personnel records to the gaining unit when a member transfers? [CAPM 39-2]
- 54. Data changes to the Monthly Membership Listing are made by submitting a correctly annotated listing directly to National Headquarters as soon as an error is identified. What is the one exception to this rule? [CAPM 39-2]
- 55. Name the four methods of appointment or promotion to CAP officer grade. [CAPR 35-5]
- 56. Who qualifies for professional appointments in Civil Air Patrol? [CAPR 35-5]
- 57. Who is the approving authority for promotions to the grade of lieutenant colonel? [CAPR 35-5]
- 58. List the four minimum eligibility requirements for all promotions to CAP officer grade. [CAPR 35-5]
- 59. List the minimum skill levels for promotion to the grades listed below (duty performance method). [CAPR 35-5]

Grade	Minimum Skill Level
a. 2Lt	_____
b. 1Lt	_____
c. Capt	_____
d. Maj	_____

- 60. What are the four categories of mission-related skills? [CAPR 35-5]
- 61. What initial grades are authorized for commanders at the following levels? [CAPR 35-5]

Position	Initial Grade Authorized
a. Wing Commander	_____
b. Group Commander	_____
c. Squadron Commander	_____

- 62. What CAP form is used to recommend senior members for promotion to officer grade? [CAPR 35-5]
- 63. Members may be promoted to a grade commensurate with their grade in the Armed Forces not to exceed the grade of _____ . [CAPR 35-5]
- 64. What is the primary difference between a membership termination and a nonrenewal action? [CAPR 35-3 and CAPM 39-2]
- 65. Senior member flight officer grades are limited to what age group? [CAPR 35-5]

66. Who is the approving authority for flight officer promotions? [CAPR 35-5]
67. What CAP forms are used to recommend members for CAP awards and decorations? [CAPR 39-3]
68. Name the eight CAP decorations in their proper order of precedence. [CAPR 39-3]
69. Who is the approving authority for the Meritorious Service Award? [CAPR 39-3]
70. What is the highest CAP recognition for duty performance? [CAPR 39-3]
71. Three recommendations for CAP decorations must be accompanied by a sample citation. Name these three. [CAPR 39-3]
72. Where are military and ROTC ribbons worn on the CAP uniform-before or after the CAP ribbons? [CAPM 39-1]
73. The Red Service ribbon is awarded at the end of _____ years. [CAPR 39-3]
74. True or False. All CAP awards are covered by CAPR 39-3. [CAPR 39-3]
75. What CAP form is used to terminate an individual's membership in Civil Air Patrol? [CAPR 0-9 and CAPR 35-3]
76. Who usually initiates termination proceedings? [CAPR 35-3]
77. True or False. If a member is terminated during his first year of membership, he does not have the right of appeal since he is a probationary member. [CAPR 35-3 and *Constitution and Bylaws of the Civil Air Patrol*, Section 5]
78. What is the proper method of notifying a member that his membership is being terminated? [CAPR 35-3]
79. How long does the member have to appeal the action after notification? [CAPR 35-3]
80. If a group commander initiates termination proceedings against a subordinate squadron commander, who makes the final determination if the squadron commander elects to appeal this action? [CAPR 35-3]
81. If a member being terminated does not agree with the decision of the approving authority after the appeal, does he have further recourse? [CAPR 35-3]
82. True or False. The CAP uniform must be worn by all active senior members while performing official CAP duty. [CAPM 39-1]
83. What may be worn by members who do not meet the grooming and fitness standards for wear of a military-style uniform? [CAPM 39-1]
84. There are several distinguishing differences between the USAF uniform and the CAP uniform. Name at least three. [CAPM 39-1]
85. Are all members flying in corporate aircraft required to wear the CAP uniform? [CAPM 39-1]
86. CAP aeronautical badges are worn above the specialty insignia except _____. [CAPM 39-1]
87. CAP members may wear both the CAP aeronautical badge and the USAF aeronautical badge. Where are they worn? [CAPM 39-1]
88. When is wear of the mess dress uniform appropriate? [CAPM 39-1]
89. What type grade insignia is worn by senior members on the female overblouse with epaulets? [CAPM 39-1]
90. The female skirt length should be no longer than _____ and no shorter than _____. [CAPM 39-1]

91. True or False. The wing patch is worn on all Air Force-style uniform items. [CAPM 39-1]
92. True or False. Cadet members may wear either U.S. or C.A.P cutout on the lapel of the service coat. [CAPM 39-1]
93. What color T-shirt is worn with the BDUs? [CAPM 39-1]
94. There are certain occasions when the wear of a CAP uniform is not appropriate. Name at least four of them. [CAPM 39-1]
95. If there is no USAF clothing sales store or commercial uniform outlet in the member's vicinity, where does he purchase uniform items? [CAPM 39-I]
96. Are there ever any circumstances where a CAP member is authorized to shop at the base exchange on a USAF installation? [CAPR 147-1]
97. True or False. Under certain circumstances CAP members are authorized limited treatment at USAF hospitals. [CAPR 160-2]
98. What CAP regulation defines Department of Defense policy relative to the Civil Rights Act of 1964? [CAPR 0-2]
99. What CAP regulation outlines the proper procedures to follow if a member has a grievance which cannot be resolved by his immediate commander? [CAPR 0-2]
100. Sketch an outline of the organizational structure authorized for your unit. State the proper duty titles for each position and the grade authorization for each. [CAPM 20-1]

ANSWERS

(Note to the individual administering this examination. The examinee is not expected to state his answers EXACTLY as outlined below. Since the purpose of this exercise is to increase the member's knowledge in the personnel field, clarifying statements have been included with some answers to ensure that the questions and answers are understood. Therefore, if the answer given by the examinee is basically correct, he should not be penalized for stating it in a slightly different form.)

1. National Board Officers:
 - a. National Commander
 - b. Commander CAP-USAF
 - c. National Vice Commander
 - d. National Chief of Staff
 - e. National Finance Officer
 - f. National Legal Officer
 - g. National Controller
 - h. Region Commanders
 - i. Wing Commanders
2. The wing commanders.
3. Three types of CAP squadrons:
 - a. Cadet Squadron
 - b. Senior Squadron
 - c. Composite Squadron
4. Fifteen members, three of whom must be seniors.
5. The unit will be redesignated from a squadron to a flight or will be deactivated by the wing commander.
6. Flight. A flight must have at least eight members, three of whom must be seniors.
7. False. A flight may be assigned to a squadron, group, or wing for supervision.
8. Five.
9. CAP Regulation 20-3.
10. CAP Form 27.
11. Twenty dollars.
12. Yes. Permission must be obtained from the nearest living relative.
13. To ensure that each CAP unit is reviewed at least once a year to determine its continued eligibility for membership charter.
14. National Headquarters forwards each wing commander a list of all subordinate units during the month of February. The wing commander must advise National Headquarters no later than 31 March of those units which should be continued and those which should be discontinued.
15. On all deactivations, the CAP Form 27 should be annotated to specify the unit to which the current members of the deactivated unit will be assigned. In the absence of this information, National Headquarters automatically assigns the remaining members in the unit to the wing headquarters at-large unit.
16. The deputy commander and the chief of staff, in that order.

17. The wing commander.
18. False. The USAF-CAP liaison officer acts as an advisor only. He never assumes command responsibility.
19. Seven categories of membership:
 1. Cadet
 2. Senior
 3. Aerospace Education Member
 4. Business Member
 5. Affiliate Member
 6. Honorary Member
 7. Life Member
20. Three classifications of senior membership:
 1. Active
 2. Patron
 3. Retired
21. Twenty years, not necessarily continuous.
22. False. Retired members are dropped from the membership rolls and do not pay dues.
23. Five years. If they are not requested within 5 years, they may be destroyed.
24. The individual's unit commander.
25. By mail (death report).
26. A cadet must be at least 12 years of age or attending the sixth grade, but not yet 19.
27. Eighteen.
28. He applies in the same manner as a new senior applicant, except that National membership dues are not required. The application is annotated across the top: "Cadet to Senior-No Charge."
29. No. Cadets are transferred to senior membership upon joining the Armed Forces.
30. Yes. Applicants must have been discharged under honorable conditions.
31. Wing dues vary from wing to wing. (Be sure you know what they are in your wing.)
32. Wing dues and group dues (if applicable) are forwarded directly to the wing/group headquarters when National and region dues are forwarded to National Headquarters on new applicants.
33. National dues are the same for all categories of senior membership. Individual wings or units may reduce dues for certain categories, but this is an internal unit procedure which is administered locally.
34. Honorary Members and Life Members.
35. Wing commanders may establish wing dues with the approval of the region commander.
36. The wing commander must approve the group and squadron dues.
37. With the new fiscal year (October).
38. No later than 15 July.
39. The 60-day period prior and 90 days following the membership expiration date.

40. Yes, the member may renew up to 90 days after his membership expiration date. Additionally upon acceptance by the unit and higher headquarters, senior members may renew at any time within 2 years of the membership expiration date by paying retroactive dues. Cadet members may renew at any time within 6 months of the membership expiration date by paying retroactive dues provided this meets with the approval of the unit and higher headquarters.
41. No. Separate checks are required since new member dues and renewal dues are processed under separate accounting systems.
42. Membership renewal dues received 90 days after membership expiration are subject to acceptance by the unit and higher headquarters, payment of retroactive membership dues and submission of a new fingerprint card.
43. Maybe-but it is not automatic. The member must qualify for the grade under *current* criteria (including senior training criteria). In addition, the grade must be requested through channels via a CAP Form 2.
44. Five hundred dollars per year.
45. No. Business member dues are paid to the National Treasury, but the business member may request that the dues be returned to the local squadron or wing.
46. False. A letter stating reasons for nonrenewal will be personally delivered by the unit commander or his official representative or will be forwarded by certified mail. The member concerned will be given 30 days from the date of the postmark on the letter of notification in which to respond in writing to the approving authority.
47. Region commander.
48. False. Cadets who enter military service academies or join the National Guard or Reserves are not required to transfer to senior member status unless they are serving on "extended active duty." ("Basic Training" for National Guard or Reserve members is not interpreted by CAP as "extended active duty.")
49. Both the gaining and losing commanders must approve a transfer in the same locality.
50. The request will be forwarded to the commander of the next highest echelon for a decision.
51. Possibly. Commanders may initiate transfers for those members under their command to other units under their command. In the event a member objects to such transfer, the request will be forwarded to the commander of the next higher echelon for final decision.
52. The gaining unit.
53. The transferring member is responsible for handcarrying his own records to his new membership unit.
54. Requests to change or correct CAP grades must be submitted through the wing headquarters for approval prior to action by National Headquarters.
55. Four methods of appointment or promotion:
 1. Duty performance
 2. Special Appointment
 3. Mission-Related Skill
 4. Professional Appointment
56. Chaplains, moral leadership officers, medical personnel, professional educators serving as aerospace education officers, and legal personnel.
57. The region commander.

58. Minimum promotion eligibility criteria:

1. At least 21 years of age
2. High school graduate (or education equivalent)
3. Completed Level I of the Senior Member Training Program
4. Be recommended by the unit commander

59. a. 2Lt–Level I
b. 1Lt–Technician Rating (Specialty Track)
c. Capt–Level II
d. Major–Level III

60. Mission-related skills:

- | | |
|------------------|-----------------------|
| 1. Pilots | 3. Maintenance |
| 2. Communicators | 4. Ground Instructors |

61. a. Wing Commander–Col

b. Group Commander–Major

c. Squadron Commander–First Lieutenant (becomes eligible for promotion to captain at the end of one year of service as squadron commander).

62. CAP Form 2.

63. Lieutenant colonel.

64. The membership termination is more serious. A termination is effective immediately, but a nonrenewal is continued until the end of the membership year, but is not renewed for another year.

65. Senior members under 21 years of age.

66. The unit commander.

67. CAP Form 2a and CAP Form 120.

68. CAP decorations are:

- | | |
|--------------------------------|-----------------------------------|
| 1. Silver Medal of Valor | 5. Meritorious Service Award |
| 2. Bronze Medal of Valor | 6. Commander's Commendation Award |
| 3. Distinguished Service Medal | 7. Lifesaving Award |
| 4. Exceptional Service Award | 8. Unit Citation Award |

69. Region Commander.

70. Distinguished Service Medal.

71. Three decorations require citations:

1. Silver Medal of Valor
2. Bronze Medal of Valor
3. Distinguished Service Medal

72. Military ribbons precede CAP ribbons, with USAF ribbons taking precedence over other military ribbons. ROTC ribbons are worn following CAP ribbons.

73. Two

74. False. Certain special awards are covered in the appropriate functional area directives. See CAPR 39-3, Attachment 4.
75. CAP Form 2b.
76. The individual's unit commander. However, if a higher headquarters has knowledge of an incident which warrants termination of membership, that headquarters has the prerogative of initiating termination procedures or advising the individual's commander of the incident and directing that he initiate termination procedures.
77. False. Every member has the right to appeal if his membership is terminated.
78. A letter will be personally delivered by the unit commander or his official representative or will be forwarded by certified mail.
79. Thirty days.
80. The wing commander. The approving authority for appeals is always at the next highest echelon.
81. No, the decision of the approving authority is final.
82. False. Wear of the CAP uniform is optional, except for those seniors conducting the cadet program or flying in corporate aircraft.
83. The blazer combination, CAP summer uniform is optional, CAP jumpsuit or CAP flight suit with military grade insignia, the USAF flight suit or BDUs without grade insignia or civilian attire as befits the occasion.
84. Distinguishing differences:
1. CAP nameplate
 2. CAP cutout
 3. Wing/region sleeve patches
 4. Distinctive service hat emblems
 5. Distinctive ribbon and specialty insignia
85. Yes.
86. The chaplains insignia which is worn *above* the wings.
87. On the left breast. The USAF wings are worn 1/2 inch below the CAP wings.
88. The mess dress uniform may be worn at CAP functions when semiformal civilian dress (dinner jacket and black tie) is appropriate (normally not before 1800 hours) such as at evening parties, dinners, dances, receptions, and evening ceremonies.
89. Shoulder Mark.
90. The bottom of the kneecap and no shorter than the top of the kneecap.
91. False. The wing patch is worn on all outer garments except the new AF service coat. No nametag or wing patch is worn on this combination. CAPM 39-1.
92. False. Cadet members wear the C.A.P cutout on the lapels of the service coat. CAPM 39-1.
93. Black and brown T-shirts are authorized with BDUs. CAPM 39-1.
94. The CAP uniform should not be worn:
- a. More than 1 hour following the close of the activity, except for travel time to and from such activities, for which the

uniform is specified (seminars, conferences, NEC or National Board meetings). However, uniforms are not restricted at social activities or dinners on military installations (for example, members attending staff college on a military installation are permitted to socialize or have dinner on base in uniform.)

b. At any meeting or demonstration that is a function of, or sponsored by, any organization, association, movement, group, or combinations of persons that:

(1) The Attorney General of the United States has designated as Totalitarian, Fascists, Communist, or subversive.

(2) Advocates or approves the commission of acts of force or violence to deny others their rights under the Constitution of the United States.

(3) Seeks to alter the form of the United States Government by unconstitutional means.

c. When participating in activities such as public speeches, interviews, picket lines, marches, or rallies; or in any public demonstration not approved by the Air Force. Wearing the uniform may imply sanction of the cause for which the demonstration or activity is conducted.

d. When furthering private employment or commercial interests, if official sponsorship might be inferred.

e. When engaged in private employment.

f. Under any circumstances that would tend to bring discredit or reproach upon the uniform.

95. Mail orders may be sent to the AAFES Military Clothing Sales Store, Wright-Patterson AFB, Ohio.

96. Yes. Uniform clothing items may be purchased at any time by presenting a current CAP membership card. In addition, certain personal items may be purchased if the member is billeted on base while on official CAP duty. Authorized purchase items are specified in CAPR 147-1.

97. True, but coverage is limited. (Always refer to CAPR 160-2 for specific guidance.)

98. CAP Regulation 39-1, *Nondiscrimination in Federally Assisted Programs*.

99. CAP Regulation 123-2, *Complaints*.

100. Refer to the proper organizational chart in CAPM 20-1 for the correct answer.