

The Standard Operating Procedures (SOPs)

Of the

Leesburg Composite Squadron
MER-VA-117

Cadet Program



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John J. White, 1st LT, CAP
Deputy Commander - Cadets

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Chapter 1

General

- 1.1 Cadets will be familiar with the contents of this SOP and will be able to answer questions on this material in one month's time
- 1.2 Welcome to the Leesburg Composite Squadron, VA-117, Civil Air Patrol (CAP). In joining CAP you have become a part of the largest effective cadet training corps in the country. As a cadet, you will be fully immersed in the threefold mission of CAP: The Cadet Program, Aerospace Education, and Emergency Services. You will also be fully briefed on CAP's new and emerging mission for Homeland Security.

As a member of the cadet program, you will receive all of the latest news in the world of Aerospace, as well as aerospace history and principles of flight and aerodynamics. You will also be trained and qualified as an Emergency Services (ES) worker in the largest ES network in the country. It is the objective of VA-117 to advance its members into the exclusive Cadet Officer corps of the CAP and to prepare all cadets for life both in and out of the military.

- 1.3 Transportation to and from squadron meetings and activities is the responsibility of the cadet (unless arrangements are made by the squadron for a given activity). If transportation is a problem, the cadet should either arrange a car pool with another cadet in his/her area of residence or consult the commanded staff via the chain of command to arrange transport. For activities outside the local area, transportation arrangements will be made prior to the action date.
- 1.4 Regular weekly meetings will be held every Tuesday night at the Leesburg – Virginia National Guard Armory. Uniform requirements and meeting activities are noted later in this manual. If there is a fifth Tuesday during a given month, cadets will be advised in advance of the uniform required for activities on that evening.
- 1.5 The Command Staff is made up of the Squadron Commander, Deputy Commander - Cadets, Cadet Commander, Cadet Executive Officer, other Cadet Staff Officers, Cadet Flight Officer(s), Cadet Flight Sergeant(s) and the Cadet First Sergeant. The Command Staff meets to plan meetings and activities and to solve problems and provide leadership for the squadron.
- 1.6 Contact information and web site. The official web site for the Leesburg Composite Squadron can be found at www.leesburgcap.org. In order to disseminate information in a rapid fashion; the squadron has established a private e-mail service. This service requires the users to subscribe and this can be accomplished by going to the following site: <http://lists.reichertech.com/mailman/listinfo/va117-cadets>

Chapter 2

Safety

- 2.1 It is the responsibility of every cadet and senior member to promote and observe all safety precautions
- 2.2 Safety violations may be reported through normal channels or a cadet may go directly to squadron Safety Officer.
- 2.3 Meeting Place - The following is a partial list of general safety rules for use at meetings or activities
 1. Running is not permitted at any time (the lone exception being during physical fitness training and testing).
 2. All personnel will be aware of exits at all times in the event of a fire.
 3. All windows will be closed and all rooms secured with the lights off and the fire doors closed before the last man may leave facility.
 4. All fires or hazardous conditions will be reported to the safety officer and your immediate supervisor.
 5. When on an active flight line at any airport, a cadet shall not wear his/her cover. These may be sucked into aircraft intakes or propellers and become **Foreign Object Damage: Think FOD!**
 6. Horseplay will **NOT** be permitted at any time – **NO EXCEPTIONS!**
- 2.4 Cadets will attend the monthly Squadron Safety Briefing given by the Squadron Safety Officer or designee.

Chapter 3

Meetings

- 3.1 Meetings shall be held every Tuesday night at the Leesburg - Virginia National Guard Armory. Cadets shall be informed if a meeting is canceled or if there is a change to the meeting location via their chain-of-command.
- 3.2 Uniform requirements are noted in Chapter 5.
- 3.3 Upon arriving, before going out to drill, the cadets shall sign in. After signing in, cadets shall place his/her personal equipment under a vacant seat in the forward most open row. Normally, cadets will sit by flight and by element. Then cadets should arrive with sufficient time to prepare for opening ceremonies and the first assigned activity of the meeting.
- 3.4 **ALL Senior Members, Cadets, prospective cadets and visitors shall sign-in and if not in uniform, they are to obtain and wear a visitors identification badge.** This badge will readily identify the wearer as a CAP participant for security purposes within the Armory.
- 3.5 Meeting Structure (meetings 1, 2 & 3 monthly): The normal structure of weekly meetings shall be:
- | | | |
|-------|---------------------------------|-------------|
| 3.4.1 | Opening Formation | 1900 - 1905 |
| 3.4.2 | Drill and Ceremonies | 1905 - 1930 |
| 3.4.3 | Break | 1930 - 1935 |
| 3.4.4 | Class / Activity | 1935 - 2030 |
| 3.4.5 | Break | 2030 - 2035 |
| 3.4.6 | Announcements, Cadet Staff time | 2035 - 2050 |
| 3.4.7 | Closing Formation | 2055 |
| 3.4.8 | Dismissal | 2100 |
- 3.5 Meeting Structure (4th week) The normal structure of weekly meetings for the 4th week shall be:
- | | | |
|-------|---|-------------|
| 3.5.1 | Opening Formation | 1900 -1905 |
| 3.5.2 | Written testing opportunity | 1905 - 2000 |
| 3.5.3 | Physical Fitness Testing | 2000 - 2055 |
| 3.5.4 | Closing Formation | 2055 |
| 3.5.5 | Dismissal | 2100 |
| 3.5.6 | Breaks will be interspersed between testing opportunities | |
| 3.5.7 | Cadets not testing will be involved in other activities as determined by the cadet staff. | |

- 3.6 Flight Assignment. All new cadets will be assigned to Charlie Flight. The purpose and mission of Charlie Flight is three-fold: first, to provide the new cadet a proper orientation into CAP; second, to train the new cadet in basic customs, courtesies, drill and ceremonies; lastly, to prepare the new cadet for their first (Curry) achievement test. Once the first achievement is completed (and other requirements noted within these SOPs), the new cadet is promoted to Cadet Airman and they are assigned to one of the other operational flights. There is no distinction between the other operational flights with respect to standing within the squadron. This promotes a sense of competition within the squadron, leading to excellence and esprit-de-corps.

Chapter 4

Attendance

- 4.1 It is the responsibility of each cadet to attend each meeting, if possible. Cadets should receive a call from their element leader by the Sunday preceding each meeting to verify attendance. If a cadet does not receive a call from his/her element leader it is that cadets responsibility to contact the clement and tell them whether or not he/she will be attending. If a cadet is unable to attend a meeting, he/she must justify the reason to their element leader.
- 4.2 Absences. It is essential that a cadet attend every meeting because the material covered in a given meeting may be essential to advancement and may not be covered again for a period of time. In the event that a cadet cannot attend a meeting for legitimate purposes, it is the cadet's responsibility to contact their element leader to learn what was covered and what, if anything, could be made up. Unwarranted absences will be noted during consideration of future promotions and/or awards.

Chapter 5

Uniforms

5.1 The proscribed uniform schedule for regular meetings shall be:

Week 1 - Air Force Class B (Blue Uniform)

Week 2 - Air Force Class B (Blue Uniform)

Week 3 - Utility uniform (woodland camouflage BDUs)

Week 4 - Utility uniform (woodland camouflage BDUs)

Week 5 – uniform of the day will be announced in advance and based upon the activity to be covered.

5.1.1 Wearing of the appropriate uniform is mandatory. If a cadet does not have a uniform, he/she shall wear modest civilian attire (white tee shirt or polo style shirt, blue shorts or slacks). Until the cadet has obtained both style uniforms, they may wear the single type they possess. All uniforms worn shall be complete, neat and in compliance with CAPM 39-1. (This usually occurs with new cadets who obtain their Utility uniform (BDU) before receiving or obtaining their Air Force Class B uniform. Under these circumstances, the cadet should wear their BDUs to each meeting. It is more important to be recognized as part of the organization than to be in the correct uniform.)

5.1.2 The uniform reflects the solidarity of the squadron and the Civil Air Patrol and shall be worn at all times in a manner that reflects positively on the unit and the individual (complete, clean, pressed, shoes/boots shined, etc.)

5.1.3 The uniform shall be worn with all necessary and authorized patches, tapes, ribbons, rank, etc. affixed per CAPM 39-1. The uniform shall only be worn with appropriate EARNED accouterments as outlined in CAPR 39-3 and other regulations, including being noted on CAPWATCH. No other patches or insignia may be worn unless SPECIFICALLY authorized.

5.1.4 The authorized tee shirt for the utility (BDU) uniform for cadets is a black tee shirt. These may be plain or CAP issued encampment or activity tee shirts. The authorized tee shirt for Air Force style blue short-sleeve uniform is the V-neck white tee shirt. Crew neck white tee shirts may be worn if wearing the long sleeve-shirt or short-sleeve with tie.

- 5.2 Flight: The proscribed uniform schedule for flight activity shall be either BDUs or CAP flight suit (CAPM 39-1) unless otherwise directed. Boots shall **not** be worn while flying gliders.
- 5.3 Emergency Services: The proscribed uniform for emergency services (ES) activities is the utility (woodland camouflage BDU) uniform unless otherwise directed.
- 5.4 PFT: The prescribed uniform for physical fitness testing (PFT) is the black tee shirt (see 5.1.4), or other CAP tee shirt or sweatshirt meeting similar standards, blue or gray shorts or sweatpants and running or athletic shoes. Shorts should be of modest length, neither overly short (the hem should be below the extended fingers of the hand when the arm is at rest along the outside seam of the shorts) nor long (e.g. below the knee). The utility uniform without blouse and cover may also be worn for PFT and other activities as authorized by the staff.
- 5.5 Grooming: Cadets shall exhibit proper grooming according to CAPM 39-1 at all times.
- 5.6 All cadets shall have their BDU uniform before they obtain their first promotion (Amn). The uniform must also have all the necessary accouterments and patches. All cadets should have their Air Force Class B uniform (“Blues”) as a requirement to attain their second promotion (Al C). Cadets unable to meet these requirements for financial reasons should contact the DCC directly.

Chapter 6

Testing

- 6.1 Testing shall be administered by the Squadron Testing Officer or other qualified and designated senior member.
- 6.2 Testing will be provided for the following:
 - 6.2.1 Leadership Tests
 - 6.2.2 Aerospace Education Tests
 - 6.2.3 Cadet Physical Fitness Tests (CPFTs)
 - 6.2.4 Promotional Review Boards
 - 6.2.5 Emergency Services related tests (Basic ES, CUT, CPR, etc.)
- 6.3 Requesting Tests.
 - 6.3.1 Tests in categories 6.2.1-4 may be requested at the opening ceremony of the 4th meeting of the month. Cadets may not test ahead of any achievement. That means for each promotional period, the cadet may only take single leadership and aerospace tests. The cadet may not take additional written tests until they have fulfilled the requirements for promotion, including the minimum two-month in-grade requirement. The lone exception to this is Cadet Physical Fitness Testing, where the cadet may test at each opportunity as a form of conditioning. One CPFT pass will be posted each promotional period. Additional passes will not count.
 - 6.3.2 Category 6.2.5 tests are routinely administered at the end of the corresponding class.
 - 6.3.3 Additional testing opportunities may be requested by making personal arrangements with the Squadron Testing Officer and may be approved on a case-by-case basis.
 - 6.3.4 Administration of Drill and Ceremonies components of Phase I and II Leadership Tests will be given by a member of the cadet staff generally on the 4th meeting night of the month.

- 6.4 The Promotional Review Board (PRB). In addition to other testing requirements, successful performance during a Promotional Review Board is required for advancement to the ranks of: Staff Sergeant, Chief Master Sergeant and all Officer grades. A candidate cadet must request convening of a PRB. The PRB consists of a panel of senior members and cadet staff (superior in rank to the candidate cadet) that asks the advancing cadet various questions in order to determine whether or not the cadet is fit and ready to assume a position of higher authority and responsibility.

The cadet should prepare for the PRB by making sure his/her appearance is proper and in accordance with CAP and USAF standards. Answers to PRB questions should be brief, to the point, respectful and appropriate. When called to the PRB, the cadet should report in the following manner. The cadet should knock once on the door and wait until admitted. Once admitted, the cadet should enter rapidly, face the senior officer of the Board squarely, two paces away from the desk or table, salute and give the appropriate reporting statement. The cadet shall stay at Attention and hold the salute until returned. The cadet shall also stay at attention until given instruction to stand-at-ease or seats.

When the PRB is concluded, the cadet shall rise, stand at Attention, salute, and ask, "Will that be all Sir/Ma'am)?" When the affirmative response is given, the cadet shall take one step back, execute the appropriate facing movement towards the exit, and leave rapidly. PRB results will be announced that evening.

6.5 Cadet Chief Master Sergeant Essay and Speech Requirements

6.5.1 Topic must meet CAPR 52-1 6E guidelines (2-5e)

6.5.2 The grading standard follows:

- Subject: clearly defined, appropriate
- Organization: logical; flows naturally; examples are used and CITED (footnotes or endnotes)
- Mechanics: spelling; correctly documented; grammar and sentence structure should not be written with all "to be" verbs.
- Style: easy to read; relevant; substantive
- 300-500 words

6.5.3 Required speech: same topic as the paper

6.5.4 Delivery of speech

- Not hurried
- Do not read notes; speak from notes
- Easy to understand

6.6 Cadet Staff Duty Analysis Reports

- 6.6.1 Cadet Officers, in order to complete achievements 9 through 16, must complete a Staff Duty Analysis (SDA) Report in accordance with CAPP 52-14. It is the purpose of SDAs to have the Cadet Officer learn each CAP staff position so as to have a better understanding of the entire organization and to be able to serve as a senior member upon completion of the Cadet Program.
- 6.6.2 These reports shall be prepared neatly and submitted to the Deputy Commander – Cadets (or designee). The reports may be submitted for grading electronically (e-mail), however, it is the cadet’s responsibility to maintain all originals in the required SDA binder.
- 6.6.3 The SDA reports will be evaluated using the criteria found in CAPP 52-14 **including style, spelling, and mechanics.**
- 6.6.4 The completion date for the SDA will be recorded by the DCC as the date graded and returned to the cadet.
- 6.6.5 Where an SDA Report calls for an interview, it is the expectation that the interview be conducted **in person**. This not only benefits the cadet in obtaining greater amounts of information for the report, but also enhances CAP’s understanding and image in the community and can furthermore be a recruiting tool for prospective members.

Chapter 7

Activities

- 7.1 In addition to the National, Regional and Wing Activities mentioned in CAPR 52-16 Cadet Program Management, the Squadron may organize activities to further the educational, public service or ceremonial aspects of the cadet program. Activities that are offered outside of regular meetings are an indispensable part of your membership in Civil Air Patrol. Some activities provide training opportunities; others are required for progression through the cadet program. Some activities are solely for the benefit or enjoyment of our membership. A regular participation in various activities is a strong indicator of a motivated and dedicated member. In many cases, these activities are the only available vehicle for members to receive a sufficient level of training required to participate in many of Civil Air Patrol's myriad of operational missions.
- 7.2 Cadets are encouraged to take advantage of as many activities as possible to enhance their cadet experience.
- 7.3 Cadets are required to sign-up in advance for all activities on forms appropriate for the activity and as designated by the staff. Procedures for applying for various types of activities are outlined as follows: National Special Activities will use CAPF 31 as the activity application form. It will be filled out on-line via the Nation Headquarters web site (e-Services), including making marks such as N/A in areas of the form that do not apply to your situation. An example of this would be at the top of page 2 of CAPF 31. The section is entitled "To be completed by flight and ground instructor applicants." A cadet who is applying for activities will, most likely, not fall into this category. A bold N/A mark on this section would be appropriate.
- 7.4 National Cadet Special Activities (NCSA) require that a cadet have attended a basic encampment as a prerequisite. Many NCSAs have additional prerequisites that may require a cadet to have no physical limitations or have reached a certain achievement within the cadet program. A matrix of these requirements may be found in the Cadet Programs section of the National HQ website. Applications will be filled out on-line and printed in triplicate. Once signed by the DCC or Squadron CC, the cadet will retain one copy. The squadron will keep one copy and one copy will be forwarded to the appropriate approving authority. Applications will be presented to the Cadet First Sergeant or XO or Cadet admin officer as identified by the cadet staff. Cadet staff will present applications to the appropriate senior staff for approval and processing.
- 7.5 Virginia Wing Basic Encampments or special activities will also use the CAPF 31. CAPF 31s are the application forms for the Virginia Wing Basic Encampment or special activities. They should be filled out with three (3) copies and submitted to the DCC for approval. Group and squadron activities may require various methods of application. Specific information on the process and procedure for each activity will be offered along

with the information on the activity itself. As with every other procedure, it is the responsibility of the individual cadet to make sure that they have followed procedure to ensure their eligibility to participate.

- 7.6 During each activity, cadets are to wear the uniform proscribed for the activity and MUST have their CAP ID with them at all times.
- 7.7 Activities away from Leesburg require parents to complete a CAPF 9 – Release for non-CAP members. The bottom portion of this form is a parental release form for minors participating in CAP activities.
- 7.8 Copies of CAPF 9 and CAPF 31 are available at <http://level2.cap.gov/index.cfm?nodeID=5470>

Chapter 8

Awards

- 8.1 Earned awards (Rank, Ribbons, and Certifications) for achievements completed at the squadron or at a squadron activity will be awarded to the deserving cadet at a meeting, special assembly or activity.
- 8.2 Basis for Awards. Awards are granted to a cadet upon completion of an activity or achievement that merits said award. Such activities or achievements include: satisfactory completion of a phase I or II achievement, completion of training for a specialty rating, completion of an activity that merits a ribbon, completion of a distinguished tour of duty that qualifies a cadet for distinguished service (awarded by Group or Wing), or outstanding actions that merit awards as outlined in CAPR 39-3, CAP Awards Manual.
- 8.3 Milestone Awards. CAP bestows a milestone award to cadets who complete each major phase of the Cadet Program. These requirements for these awards are outlined in CAPR 52-16. **It is the cadet's responsibility to complete the appropriate documentation (CAPF 52-1 through 4 as appropriate) and to transmit it (send or fax) to National Headquarters.** These awards are the Wright Brothers' Award (for C/SSgt), the General Billy Mitchell Award (for C/2nd LT), the Amelia Earhart Award (for C/Capt.), and the General Ira C. Eaker Award (for C/Lt. Col.). These promotions only take effect upon the posting of these awards on the CAPNHQ web site. Once posted the cadet may wear the insignia of their new rank. Certificates of Award will be presented at an appropriate ceremony later.
- 8.4 Display of Awards. Earned awards (ribbons) may be displayed on the ribbon bar of the Air Force style blue uniform as defined in CAPM 39-1. Ribbons are to be worn according to the proper order of precedence. Badges earned from specialty training (e.g. Ground Team member) may be worn in the proper fashion on the appropriate uniform as outlined in CAPM 39-1. Other awards, ribbons, devices, patches, etc. not listed in CAPM 39-1 may not be worn. Proper order of precedence for ribbons can be found in CAPM 39-1 or at the Middle East Region web site: <http://www.mer.cap.gov/>
- 8.4 Reception of Awards. When receiving an award, the cadet shall, upon being summoned, shall proceed directly to the front of the formation in front of the awarding officer, render the hand salute and give the reporting statement. Upon receiving the return salute, the cadet shall shake the hand of the awarding officer with his/her RIGHT hand and receive the award in the LEFT hand (if appropriate). After receiving the award (and being photographed if available), the cadet shall salute, wait for a return salute, make an about face movement and return to his/her original position in formation.

Chapter 9

Protocol

- 9.1 When attending squadron meetings or other CAP activities, proper customs and courtesies shall be exercised.
- 9.2 The Chain of Command. The Chain of Command is essential to the operability of the squadron. The Chain of Command flows from the Commander in Chief down to the Airman Basic. It is essential that all orders go through the Chain of Command both up and down. The Chain of Command shall only be broken when there is no alternative. While certain activities will not require the Chain of Command, it is important that all orders and feedback be channeled properly. The Squadron Chain of Command begins with the Squadron Commander. For the cadet, the next in line is the Deputy Commander — Cadets. All other senior members working with cadets are under the Deputy Commander — Cadets and the Squadron Commander. The cadet Chain of Command begins with the Cadet Commander. Under the Cadet Commander are the Cadet Executive Officer and the Cadet Flight Commanders. Parallel to the Chain of Command is the NCO support channel. The Cadet First Sergeant heads the support channel. The next echelon is the flight sergeants (under the Flight Commanders) and the element leaders and then the cadets. This channel should only be breached if one link is not functional or under extenuating circumstances.
- 9.3 The Reporting Statement.
- 9.3.1 When reporting to any officer INDOORS, the cadet will knock at the door once and wait for admittance. When he/she is admitted, the cadet will enter the room, proceed to a point two-paces away from the officer to whom he/she is reporting, salute, and give the following statement: “SIR (MA’AM), CADET rank Name, REPORTS AS ORDERED.” Wait until the salute is returned and stand at Attention until permitted to stand-at-ease. When business is finished, the cadet shall salute, ask “WILL THAT BE ALL SIR (MA’AM)?”, execute a facing movement towards the door, and leave rapidly.
- 9.3.2 When reporting OUTDOORS, the cadet shall follow the same procedure and will stand two paces in front of the officer to whom he/she is reporting. Cadets shall wait in silence until said officer is finished any activity, then execute the procedure and statement in 8.3.1. For NCOs and any other outranked personnel, perform same steps WITHOUT the salute.
- 9.4 Calling Room to Attention. When cadets occupy a room (other than during an active training session or activity), the following discipline shall be practiced when an officer (senior or cadet) enters the room at that officer is senior to any officer present in the room. The first cadet to see the officer shall call, “ROOM ‘TENCH HUT!” All cadets shall stand at attention until the officer says “CARRY ON” or “AS YOU WERE”, or gives “SEATS”, “AT-EASE”, or another conditional command. The room shall not be called to attention if there is another higher-ranking officer present. When the ranking

officer leaves the room, the room shall again be called to attention until the ranking officer remaining in the room or ranking cadet permits the room to carry on. The room shall only be called to attention for cadet officers, senior member officers, and military officers. The room will not be called to attention for NCOs, enlisted or warrant officers. The room shall be called to attention for the Cadet Commander, regardless of rank.

- 9.5 Saluting. All officers shall be saluted as outlined in CAPP 151 “Customs and Courtesies of the Civil Air Patrol.” The Cadet Commander shall be saluted regardless of his/her rank. When in formation, all Training Instructors (TIs) shall be saluted (if in military uniform), regardless of rank. All officers, TIs and the Cadet Commander shall be addressed as directly by ‘sir’ or ‘ma’am’, and indirectly using their rank and last name.

Chapter 10

Memory Work

10.1 General. The cadet must memorize ALL items in this chapter WORD FOR WORD. This added task (along with academic and leadership training) is designed to give the cadet experience in thinking under pressure. The cadet may be quizzed on any of these items and any time or during inspections.

10.2 THE CADET HONOR CODE

On my honor, as a Civil Air Patrol Cadet, I will not lie, cheat, steal, commit any acts of intentional dishonesty, nor tolerate those who do.

10.3 THE CADET OATH

I pledge to serve faithfully in the Civil Air Patrol cadet program, and that I will attend meetings regularly, participate actively in unit activities, obey my officers, wear my uniform properly, and advance in my education and training rapidly to prepare myself to be of service to my community, state and nation.

10.4 CAP SAFETY PLEDGE

I pledge to do my part to foster a safe environment during all CAP activities, to be a responsible steward of CAP resources and to fully prepare myself for the challenging missions that serve America.

10.5 THE VALUE OF DRILL AND CEREMONIES

On the drill field the individual learns to participate as a member of a team, to appreciate the need for discipline, to respond to authority, to follow orders promptly and precisely, and to recognize the effects of their actions on the group as a whole. Learning to follow is the beginning of leadership.

10.6 DEFINITION OF LEADERSHIP

Leadership is the art of influencing and directing others in a way that will win their confidence, loyalty, and respect in achieving a common objective.

10.7 DEFINITION OF MILITARY DISCIPLINE

Military discipline is that mental attitude and state of training which renders obedience instinctive under all conditions. It is founded on respect for, and loyalty to properly constituted authority.

10.8 THE CHAIN OF COMMAND

Cadets need to know that there are actually three Chain of Commands used in Civil Air Patrol:

- Air Force Chain of Command
- CAP Chain of Command
- Cadet Chain of Command

Just as important, cadets need to know How the Chains Relate and Other Factors that influence the CAP Chain of Command, including the roles of the Wing Liaison Offices.

For details about the differences between the Air Force and the CAP command chains, visit the National CAP on-line distance learning web site, and click the "Chain of Command" button. From there, you can view or download the student's guide, instructor's guide and PowerPoint slides.

The President of the United States and Commander in ChiefGeorge W. Bush
 Secretary of Defense Donald H. Rumsfeld
 Secretary of the Air Force.....Dr. James C. Roche
 Air Force Chief of StaffGen John P. Jumpers, USAF
 Air Education & Training Command Commander..... Gen Donald G. Cook, USAF
 Air University Commander..... Lt Gen Donald A. Lamontagne, USAF
 CAP-USAF CommanderCol George Vogt, USAF

CAP

National CommanderMaj Gen Richard L. Bowling, CAP
 Middle East Region CommanderCol Charles S. Glass, CAP
 Virginia Wing Commander.....Col Timothy J. Cramer, CAP
 Virginia Group 3 Commander Lt Col James Truxel, CAP
 Leesburg Composite Squadron Commander Capt Stephen Hertz, CAP
 Deputy Commander – Seniors 1st LT Janey Gregory, CAP
 Deputy Commander – Cadets 1st LT John White, CAP
 Senior Cadet Advisor

Cadet Squadron

Cadet Commander (CCC).....
 Cadet Executive Officer (CXO).....
 Cadet 1st Sergeant
 Alpha Flight Commander
 Bravo Flight Commander
 Charlie Flight Commander

Chapter 11

Essential Reading

11.1 In addition to *Leadership: 2000 and Beyond*, *Aerospace Dimensions (6 modules)*, and the *Civil Air Patrol Drill and Ceremonies Manual*, each cadet shall read and be familiar with the following CAP documents:

11.1.1 Prior to the completion of Phase I

CAPP 52-9 *Cadet Orientation Course (3 vols.)*
CAPR 52-10 *CAP Cadet Protection Policy*
CAPM 39-1 *Civil Air Patrol Uniform Manual*
CAPR 52-16 *Cadet Program Management*
CAPP 52-5 *The Congressional Award*
CAPP 52-7 *Cadet Orientation Flight Syllabus*
CAPP 52-18 *Cadet Physical Fitness Program*

11.1.2 Prior to the completion of Phase II

CAPP 52-6 *Mentoring*
CAPP 52-12 *Required Staff Training*

11.1.3 Prior to the completion of Phase III

CAPP 52-14 *Cadet Staff Duty Analysis Guide*
Aerospace: The Journey of Flight

11.2 All CAP Regulations, Manuals, and Pamphlets may be obtained on-line from the CAP National HQ web site: <http://level2.cap.gov/index.cfm?nodeID=5211>