

Minnesota Wing - Cadet Programs Directorate

Summer Encampment Non-Commissioned Officer Handbook



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Foreword

What is the CAP Cadet NCO? That is a difficult question to answer, and it becomes doubly difficult in the encampment environment. Unlike the career military NCO, the cadet NCO does not have decades of experience doing the same job, nor are they the technical experts in their field that their military counterparts are. Instead cadet NCO's are learners who are practicing "participant-leadership" to the fullest by being both fully engaged with their followers yet maintaining supervision and authority over them. They provide a bridge between the cadet officers, who are likely older and more removed from the life of a basic cadet. They also provide a more accessible avenue for the basic cadet who needs help or assistance. It is not easy being all of these things and also living in an environment that is "officer-heavy" with "brass" running around all over the place. It takes a unique cadet to not only be, but to succeed at being, an encampment NCO.

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CHAPTER 1 THE ENCAMPMENT NCO

1-1 Overview. Cadet NCO's play a very important role at encampment. NCO's are part of a leadership team, they act as administrative assistants, they teach, they represent their Commander and they motivate. This handbook will review the three primary NCO positions in the encampment structure: Flight Sergeant, CTS First Sergeant, and the Cadet Command Chief Master Sergeant.

1-2 The Role of an NCO. Encampment is a "living leadership laboratory" where staff and cadets can experiment with being a leader. As an NCO you are experimenting with being a "participant-leader." You are in command but never too far away from your troops. You will have responsibilities but they are usually completed while "participating" as well as leading. As an NCO you will have some authority, but you must never forget that you are an NCO. You are still subordinate to all officers, senior and cadet, and must take and execute orders. The basic cadets will look to you because you are "real" to them. As an NCO you are in a position the basic cadet also be in, in only a year or two. If you set a good example then that is what the basic cadets will learn, and unfortunately the reverse of that is true as well.

1-3 The NCO and the leadership team. As an NCO you will always be part of a leadership team. Usually you will be teamed up with an officer and perhaps a senior member and together all of you will give input into the final decisions that are made.

Leadership Teams:

- *Flight Level: Flight Sergeant, Flight Commander, and Tactical Officer*
- *Squadron Level: First Sergeant, Squadron Commander, and Senior Tactical Officer*
- *Group Level: Command Chief Master Sergeant, CTG Executive Staff, Chief Tactical Officer, and Commandant*

In each of these leadership teams you will not be the one making the final decisions. As an NCO you are in a great position to watch and learn from the other members of your leadership team to see how they go about making decisions and developing processes. But what then is your purpose as a decision-maker?

If you look back at the makeup of the leadership teams you will probably notice one important fact – it has been some time since any of the leadership team, other than you, have been a Basic Cadet! Just like the NCO in the military, you are the spokesperson for your troops at every level. In the flight, the Flight Sergeant likely spends more time with the flight members than any other staff person. Therefore when the Flight Staff has discussions about why things are occurring or what should be done – the Flight Sergeant should give input

and ideas to the other staff members. This process repeats itself at the Squadron level – as the First Sergeant spends time with the troops and the Flight Sergeants and gets their input and ideas, and then again at the Group level as the Command Chief gets input and ideas from the First Sergeants and Flight Sergeants. It also means that you do not wait to be asked about how your troops feel or are performing. You should constantly be giving feedback and information to your commander so that he/she knows you are engaged and active. This will make you first in the mind of your commander when he/she needs information about the status of the troops.

1-4 The NCO as an Administrative Assistant. Not all paperwork is bad and evil, and much paperwork and other administrative duties exist for a very real purpose. In CAP, as in any organization, the further up the chain of command the more paperwork and administration there is. This happens because at the lowest levels (the flight for example) you can get reports from people as necessary because you see them all the time. However at the top of an organization (the Group for instance) this is usually not possible since you are responsible for so many people. Organizations replace face-to-face discussions with written documentation.

One of the less glamorous but most important duties an NCO can do is to help their commander with the burdens of administration. This will be far less noticeable at the Flight level than it is at the Group level. But no matter what level you are at it is the NCO's duty to handle routine administrative tasks for their commander. As an NCO you may be asked to gather information, complete forms, and write reports. It is very important that you fully understand what is expected of you. If you don't know, ask questions until you do!

1-5 The NCO as a teacher. This responsibility will vary with your level in the encampment structure. As a teacher you have an obligation to be thoroughly familiar with your subject matter. This means you come to encampment already knowing the Uniform Manual, Drill & Ceremonies Manual, customs & courtesies, and the knowledge required of the Basic Cadets.

You also will need to use different teaching approaches at different points in the week. As a general rule positive reinforcement usually works better than negative reinforcement. A complete discussion of these strategies can be found in the Encampment Training Manual, Chapter 4-

1-6 The NCO as a Representative. Often times NCO's are sent by their commanders to ask officers to do certain things. Examples might be a First Sergeant asking the Flight Commanders in the Squadron to be ready for

formation 10 minutes early. Or perhaps the Command Chief asking the Squadron Commanders to have the cleaning details do a better job on the Squadron Training Rooms. But since the First Sergeant and the Command Chief are NCO's, how can they be giving orders to officers? The answer is that in reality the NCO's are not giving orders – they are simply repeating orders that their commanders asked them to relay. So really the First Sergeant is simply repeating the Squadron Commander's order to have the flights ready for formation 10 minutes early; and the Command Chief is simply relaying the Group Commander's order for better cleaning.

As a Squadron First Sergeant you will often carry messages and execute plans that were designed by your Squadron Commander. However you must never forget that you are an NCO and only carry as much authority as an NCO will have. You may be bringing a direct order from your Squadron Commander to one of his Flight Commanders, but you do not have the authority to enforce it. If the Flight Commander ignores the order then leave the enforcing to your Squadron Commander. Review the following example:

C/MSgt Plum is the First Sergeant for CTS 12. His Squadron Commander, C/Maj Apple, tells C/MSgt Plum to go and inform the Flight Commanders that she is adding a brief staff meeting into the schedule at 1000 hours. C/MSgt Plum goes and tells each Flight Commander about the additional meeting. While telling the Romeo Flight Commander, the Romeo Flight Commander tells C/MSgt Plum that Romeo Flight is busy and he won't be at the meeting. How should C/MSgt Plum handle this?

As the Squadron First Sergeant, Plum cannot order the Flight Commander to attend the meeting. Plum can

repeat the information and can tell the Flight Commander that C/Maj Apple seemed very concerned about everyone being there. However if the Flight Commander still chooses to not attend, then it is not Plum's concern. Cadet Plum simply needs to return to C/Maj Apple and inform her of who will be and will not be attending. Ensuring that her orders are followed is C/Maj Apple's issue.

In the above example Cadet Plum could have attempted to “flaunt his authority” but since he really had no authority it would have been an empty bluff. Instead he stayed within his boundaries and executed his duties as requested. He did not get into a showdown with the Flight Commander or make a scene of it.

The above example was for a First Sergeant. However the same principles and concepts work for the Command Chief as well. Often times the Command Chief will be interacting with C/Maj's and C/Lt Col's so tact and positive communication are of the utmost importance!

1-7 The NCO as a Motivator. Despite all the teaching, reinforcing, caring, and explaining you do there will still be times when you have to simply reach down inside and motivate your cadets to do better than they think they can. Earlier there was discussion about how the cadets will have an easier time relating and interacting with the NCO's than the officers. This also means that as an NCO you have a responsibility to motivate and encourage the cadets to exceed the limits that they think they have. Having been a Basic Cadet only a year or two ago, you have fresher memories and recollections about what motivated you and made you want to succeed. It is these same motivators and messages that you should use in motivating your cadets.

CHAPTER 2 THE FLIGHT SERGEANT

2-1 Overview. The Flight Sergeant is directly responsible for the personal implementation of the encampment training program. The Flight Sergeant reports to the Flight Commander and also receives advice and instruction from the First Sergeant and the Cadet Command Chief Master Sergeant.

Objectives. The Flight Sergeant will:

- Implement the flight-level academic, physical fitness and training programs
- Instruct and reinforce the Cadet Operating Instructions.
- Satisfy the daily training goals and objectives established by the Flight Commander.

Examples of Tasks.

- Teach the various drill movements.
- Constantly reinforce the immediate tasks at hand (e.g. the right way to fold a T-shirt).
- Constantly quiz the flight members on their assigned memory work.
- Practice drill and ceremonies.
- Enforce customs and courtesies (“yes sir” and “no ma’am”).

2-2 The Leadership Team. You will spend more time with the basic cadets than any other staff member at encampment. Because of this your input into the daily decisions of your Flight Commander is critical! The entire training program of the encampment is predicated each day on how the flights are progressing. If the Flight Commanders are making decisions based on inaccurate or improper evaluations of their flights, then the entire encampment training program will be misguided. Each day your Flight Commander is required to prepare a Flight Time Activity Planner which is a document that shows how flight time for the next day will be utilized. You must be ready to give constructive and positive input into this document each day. Monitor the flight and share with your Flight Commander what the flight needs more work on and what the flight has already mastered.

As the week progresses you will have additional input. Along with the Flight Commander and the Tactical Officer you will help select cadets for special honors and recognition. You may also be asked to give input and statements if there are cadets who are struggling or not choosing to succeed in the encampment environment.

You also have your own subordinates to utilize in making the flight a success. You should make every use of your element leaders in every phase of the encampment. Utilize them, as you would like your Flight Commander to utilize you. Ask their opinions and get their feedback. Use them to instruct element members and to help cadets who need individual assistance.

2-3 The Administrative Assistant. The administrative duties that are placed on your boss, the Flight Commander, are usually not too extreme. You will be asked to complete some routine tasks such as:

- verifying the spelling and grades of all your cadets for Administration
- distributing mail and email to your cadets
- administering academic exams
- other duties as assigned

2-4 The Teacher. Flight Sergeants do a lot of teaching. During the encampment you will teach your cadets about a lot of different things. You are responsible for knowing the material you will be teaching as well as presenting a positive example for your cadets.

In the Academics area you will be teaching all of the information that is contained in the SOP and the Workbook. Your cadets must achieve a passing score on the final exam in order to graduate. As their NCO you want them to succeed. Each day your Flight Commander will appoint a new Knowledge Specialist. Work with this person to ensure that the flight members are quizzed and tested. Cadets who have difficulty with the materials may need one-on-one help and effort.

A second area of responsibility is drill. By the end of the week your flight members need to be proficient at drill. It is your job to teach them the correct drill maneuvers. To do this you must know AFMAN 36-2203, and you must ask questions. As an NCO you are still learning and will not know every aspect of the drill manual. However teaching based on assumption is not acceptable. If you don’t know – ASK! This also goes for customs and courtesies. You must execute these with precision each and every time just as you expect your cadets to.

The final area of instruction is “encampment skills,” which refers to bunk making, room preparation, ironing, cleaning, etc... Your cadets will likely not arrive at encampment with these skills; hence you will need to teach. Work with your Flight Commander to ensure that every cadet gets the level of attention and instruction that the cadet needs.

2-5 The Commander’s Representative. Fortunately as a Flight Sergeant you will not be put in the sometimes awkward position of representing your Commander to other officers. As Flight Sergeant you carry the will and decisions of your Commander to the basic cadets in your flight. You should establish a good working relationship with your guidon bearer and element leaders. They will help you if you let them.

2-6 Being a motivator. Perhaps more than any other NCO position at encampment, the Flight Sergeant must motivate. You are the NCO “in the trenches” every day and each day you must push your flight members to do better than the day before. You should review the ETM and pay close attention to the Encampment Phases. By knowing what phase of training your cadets are in, you will know how much external motivation you need to apply. Hopefully at some point during the encampment your cadets will no longer need much external motivation and will instead provide motivation for each other from within the flight.

Motivating is not only about yelling loudly. It is about encouraging and at times pushing your people to go beyond their perceived limits. The term “comfort zone” is a term you should be familiar with. At encampment we push cadets outside of their comfort zones so that they can do more than they think they can. We do this through a variety of tactics including positive and negative reinforcement. You should review the ETM for more information on proper reinforcement methods.

2-7 Getting help. There will be times during the encampment that you feel overwhelmed. Your cadets won’t be performing well, an inspection goes bad, or you can’t seem to connect with a certain cadet. Throughout this chapter you have been told to seek help and ask questions when faced with challenges. This is very important. Throughout the encampment you should feel

comfortable going to your Commander or Tactical Officer for advice and guidance, both of these persons are there to assist you. You may also use your NCO Support Chain and get informal help from your First Sergeant and from the Command Chief Master Sergeant.

2-8 Position-specific tasks. The following are tasks specific to the Flight Sergeant position and guidelines/suggestions for completion.

a. Reinforcing encampment tasks. This involves teaching the “basic encampment skills” such as folding T-Shirts, hanging uniforms, making bunks, etc... You should work with the Stan/Eval staff to ensure you have an accurate and correct understanding of the standards. When reinforcing and making corrections you should always be using the “Four F’s” of Fast, Firm, Fair, and Follow-up.

b. Distributing email. Email may be sent to cadets via the encampment website. Prior to being given to you for dissemination it will have been reviewed by other staff to make sure the messages are appropriate for the encampment environment. However, at times sensitive messages can get through the screening process and you should watch for adverse reactions.

c. Formations. During formation you are responsible for falling the flight in, taking report, and reporting to the First Sergeant. After the command “Post” is given you move by the most direct route to your position at the rear of the flight.

CHAPTER 3 THE FIRST SERGEANT

3-1 Overview. The Cadet First Sergeant is responsible for ensuring that the noncommissioned officers of the Cadet Training Squadron (CTS) are familiar with their duties and responsibilities. The Cadet First Sergeant reports to the Squadron Commander and receives advice and instruction from the Cadet Command Chief Master Sergeant. The First Sergeant does not exercise direct authority or supervision over the squadron's Flight Commanders. However, the First Sergeant will carry out the directives and instructions of the CTS Commander.

Objectives. The Cadet First Sergeant will:

- Maintain and reinforce the ideals and performance of the NCO
- Implement the Cadet Training Squadron physical fitness program.
- Provide feedback to the Squadron Commander regarding the effectiveness of the NCO's of the CTS.
- Provide feedback and counsel to the Flight Sergeants regarding their effectiveness and performance as NCO's.
- Relieve the Squadron Commander of any routine administrative or informational tasks.

Examples of Tasks:

- Personally execute the squadron's morning PT routine
- Reinforce the image and performance of the NCO at all times.
- Serve as Chief judge during the squadron volleyball competition.
- Perform all formation/ceremony duties with flawless execution
- Forward schedule changes for acknowledgment to all Flight Commanders.
- Assist the C/CCMSgt with monitoring adherence to the Dining Facility SOP and efficient use of the Dining Facility.
- Assist in the training of the Flight Sergeants.

3-2 The Leadership Team. Of the three members of the CTS leadership team (CTS Commander, Senior Tactical Officer, and the First Sergeant) you have the most flexibility and "free time." This means that you are with the squadron more than any other member is and have the most freedom to move through the squadron, to observe flights and flight staff, and to compare the progress of the flights in your squadron. Your squadron commander and the Senior Tactical Officer both have many responsibilities that put demands on their time, and prevent them from constantly monitoring the progress of the flights.

Besides spending the most time with the cadets of the squadron, you also must establish a positive relationship

with your flight sergeants. The flight sergeants are the "front-line troops" of the cadet staff and they will have the most timely sense of how the basic cadets are doing. By using your flight sergeants to gather information for you, you will be a valuable member of the Squadron Leadership Team.

3-3 The Administrative Assistant. As a member of Squadron Staff you will have a significant portion of administrative duties. Daily the Flight Commanders are responsible for a number of reports including their Daily Flight Plan, In-Flight Position Tracking Sheets, and other administrative reports. Ideally your Squadron Commander will not have to ask you to collect these reports from the Flight Commanders. Create a process for collecting the necessary reports at the same time each day. You should also establish a positive rapport with the Flight Commanders so that you can point out incomplete or incorrect items in their reports. The more of the routine administrative duties you can take care of for your commander, the more freedom you give your commander to lead.

3-4 The Teacher. You have two specific groups that you will be teaching to - the basic cadets and your Flight Sergeants. For the Basic Cadets you are a very real authority figure. Your cadets will come to rely on you because they see you frequently but in a different sense than they see their Flight Sergeants. Most of your teaching will be of the "immediate correction" kind where you see an incorrect action and immediately correct it. You should review the ETM and pay specific attention to the sections on reinforcement and the four F's (Fast, Fair, Firm, and Follow-up). While in reality you cannot be watching every cadet all of the time, your cadets must believe that if they err you will see them and teach them. If you are teaching the cadets then you must also first know what you are teaching! As a First Sergeant you are expected to take responsibility and know the manuals, SOP's, and regulations that apply to what you are teaching. Simply guessing is inexcusable and unacceptable.

You may also be called upon to assist in teaching in a more formal sense. Your Squadron Commander must make sure that a number of topics are taught, including Uniform Wear, Customs & Courtesies, and the Honor Code. You may be tapped to teach these or assist in teaching these. It is wise to ask early, before reaching encampment, so that you may prepare a good lesson plan. It is also possible that the Training Officer will ask you to teach one of the curriculum topics during the encampment.

Besides teaching the basic cadets of your squadron, you will also need to teach the Flight Sergeants. It is unlikely that you were ever a Flight Sergeant at encampment because of the way the CAP Cadet Program is structured. However, that doesn't mean you can't give valuable advice and help. During the staff training days watch your Flight Sergeant closely. Let them know you are there for them and want to help them. When you see them make a mistake – teach them the correct way. Also, your Flight Sergeants are likely to be a year or two younger than you are. They may have trouble, at times, understanding the differences between positive and negative reinforcement. Take time to teach them these valuable skills. Set aside “Squadron NCO time” during Personal Time or during training days where you and your Flight Sergeants sit down together and talk. Let them ask questions and get them answers. They are your most valuable assets in the field – you need them to succeed.

3-5 The Commander's Representative. If there is one place that First Sergeants tend to run into trouble, it is in the area of representing their Squadron Commander. And it is not hard to understand where the problem can develop from when you consider these common conditions:

- You are likely the same age or similar in age to the Flight Commanders you are working with
- You have likely been in CAP as long or almost as long as many of the Flight Commanders
- You may be only one or two promotions away from the grade of many of the Flight Commanders

This last point can be very true when you consider the C/CMSgt who is being promoted after encampment and the 2d Lt who was promoted just before! However none of these reasons give a First Sergeant justification for forgetting their courtesies or their purpose in the encampment. As a First Sergeant you are not in command of the Flight Commanders in the squadron - that is what the Squadron Commander is for. You do however represent your Commander and often deliver messages, requests, and directives from him or her. However should a Flight Commander choose to ignore a directive you are delivering - you do not have the authority to make it happen! That responsibility lies with the Squadron Commander.

As your Commander's representative you should always be thinking of how you can make your squadron better and show the rest of the encampment what your squadron is capable of. Work with the Flight Commanders and Flight Staff to make the squadron's pride show through. Rather than "bossing" the Flight Commanders to do things, ask them for their help and network with them to help generate ideas on how your squadron can be better than the next one.

3-6 Being a motivator. The attention of a First Sergeant, either positively or negatively, can be a great

motivating factor for cadets. The Basic Cadets often hold the First Sergeant in high esteem and thus positive attention is desired and negative attention is not. It may seem that you cannot get to all of the cadets in a day, and this is probably true. But taking time out to recognize superior performance and to correct unacceptable performance will let you send the general message that excellence is expected and desired. If your cadets see you care about their performance they will also care about their performance.

3-7 Getting help. Being a First Sergeant can be a difficult job at times. You are often expected to know information and knowledge that is not routine for an NCO to know. Furthermore you have to manage your Flight Sergeants and continuously work towards a positive and constructive relationships with the Flight Commanders. All the while you are being upbeat, demanding, and omnipresent to the Basic Cadets. It's enough to wear on a person at times. When you need assistance you should feel comfortable turning to your Squadron Commander, Senior Tactical Officer or the Command Chief. It is important that you do not take your complaints downward to the Flight Sergeants. The Flight Sergeants have their own issues to deal with, and they are not in a position usually to help with things that are troubling you.

3-8 Position-specific tasks. The following are tasks specific to the First Sergeant position and guidelines/suggestions for completion.

a. Physical Training program. The PT program at encampment is designed and directed by the NCO's. Prior to encampment you should work with the Command Chief as well as the other First Sergeant(s) to establish a plan and to practice it before Day 1- A good PT program will include calisthenics, running, cardio-vascular exercises, and a cool-down period.

b. Volleyball Competition. The Training Officer will schedule the Volleyball Competition for a specific time period. You must ensure that sufficient resources exist for the competition (nets, balls, etc...). Rules for Volleyball can be found in CAPM 50-16 on the CAP National Headquarters Cadet Programs' website.

c. Dining Hall SOP. During meals you should “patrol” the dining area and watch for cadets who are not adhering to the SOP. You should also assist with managing lines and directing cadets to correct food lines.

d. Formations. You are responsible for falling in and taking report for your squadron. Once report is received you will report to the Command Chief as directed. At the command “POST” you move by the most direct route to your position at the rear of the squadron.

CHAPTER 4 THE CADET COMMAND CHIEF MASTER SERGEANT

4-1 Overview. The Cadet Command Chief Master Sergeant is responsible for ensuring the cadet noncommissioned officers of the Cadet Training Group are thoroughly familiar with their duties and responsibilities. *Note: Authorized at group level encampment only.*

Objectives:

- Maintain and reinforce the finest ideals and performance of the NCO.
- Ensure successful administration of the encampment physical fitness program.
- Provide feedback to the Group Staff regarding the effectiveness of the NCO's of the CTG.
- Provide feedback and counsel to the Squadron First Sergeants regarding their effectiveness and performance as NCO's.
- Relieve the Group Staff of any routine administrative or informational tasks.
- Ensure implementation of the Dining Facility SOP and efficient use of the Dining Facility.
- Supervise the execution of the Physical Training Program.

Examples of Tasks:

- Personally supervise the execution of the Physical Training Program.
- Reinforce the image and performance of the NCO at all times.
- Teach curriculum courses if asked
- Organize the CTG Volleyball Competition.
- Serve as Chief Judge during the CTG Volleyball Competition.
- Perform all formation/ceremony duties with flawless execution.
- Assist CTS First Sergeants with organizing Volleyball Competitions.
- Serve as an "adjunct" member of the Stan/Eval Team.
- Ensure that the encampment CPFT is completed.
- Organize, brief, and conduct oversight of the Charge of Quarters (CQ) program if no Duty Officer position exists.

4-2 The Leadership Team. You are the top ranking cadet NCO at the encampment. For that reason you have a duty and obligation far greater than any of the other NCO's to be strong, fair, honest, and committed. As part of the Executive Staff leadership team you have input that no other NCO and that even some officers do not have. For that reason you must be an advocate for your NCO's. The CTG Commander will rely upon you to represent the viewpoint of the NCO's. You are responsible for bringing up issues that might otherwise go unnoticed or unmentioned.

4-3 The Administrative Assistant. The further up the chain of command you go, the more paperwork and reports there usually are to be completed. As the Command Chief you are the assistant to the Group Commander. As the Group Commander sits atop the cadet structure, there are many reports, forms, and administrative duties that need to be completed. One of your primary roles is to relieve your Commander of many of those routine duties. Some examples of what you could be tasked with:

- distributing Schedule Changes
- collecting, reviewing, and critiquing In-Flight Position Tracking Forms
- creating a CQ schedule
- assisting with Inspection calculations
- assisting in the evaluation process

and there can and will be many other administrative areas for you to assist in. It is your responsibility to structure your time appropriately so that you can be "out with the troops" but also complete your tasks.

4-4 The Teacher. Unlike your other NCO companions, your position will not have nearly as much teaching involved in it. Many of your duties will require you to be interacting with staff or completing tasks which limits your time to teach the basic cadets. Furthermore, the teaching of the basics is not your primary responsibility - that belongs to the Squadron and Flight staffs. However, you still must always be aware of basic cadets and be ready to teach and correct them if mistakes are made. You should be skilled at utilizing the Four F's and be cognizant of using them when interacting with cadets. You should also be aware of the power of praise. The cadets will look up to you – and a "good job" or "attaboy" can go a long way towards educating a basic cadet.

4-5 The Commander's Representative. You are the Group Commander's second skin at encampment. The CTG is a large organization that often can be spread from one end of the base to the other conducting training, tours, etc... Obviously the CTG Commander cannot be everyone at once. Therefore the CTG Commander will rely on you to carry out specific tasks and collect information from his/her subordinates. You must do this respectfully and with tact at all times. While you are the top-ranking NCO at the encampment, you are still subordinate to all officers. Should a Flight Commander or Squadron Commander decide to go against what you were instructed to do - let it go. You cannot fix the situation. Instead, be sure that your communication is clear with the officer, and if the problem does not resolve then notify the CTG Commander of your difficulties. Fixing those issues is the challenge of the CTG Commander - not you.

4-6 Being a Motivator. Along with the Stan/Eval positions, Command Chief is a position that many cadets admire and desire to hold some day. As Command Chief you can use this to your advantage in motivating your troops. Remember that they are ALL your NCO's and "enlisted" cadets. Their errors, mistakes, and inconsistencies are also yours. You want them to succeed because you know that they have the ability and skills to do so. As a general rule you should use positive reinforcement across the Group, but be ready to balance that when the need arises. Cadets should not be "in fear" of the Command Chief. But Basic Cadets should be reluctant to let you down or disappoint you. That concern can only come from respect for you which will only come once the cadets know you respect them.

4-7 Getting help. "It's lonely at the top" is a very accurate phrase for the Command Chief. As the top-ranking NCO you have a limited audience to whom you can turn to for help. You should not turn to your First Sergeants when you have complaints or problems with how things are being run. If you have issues with their performance then obviously you should discuss those issues with them. But if you are unhappy with a decision by the CTG Commander or the Commandant, you should not gossip and complain amongst your subordinates.

When you feel you need advice, guidance, or someone to listen you can go to the Commandant, the CTG Commander, or the Chief Tactical Officer. All of these people are here to help you and are also likely to be familiar with the issues you are facing at the Executive level.

4-8 Position specific tasks. The following items are position specific for the Command Chief along with some suggestions/guidelines for completing them.

a. Physical Training Program. You are responsible for devising and implementing a daily morning PT program. The goal of encampment PT is to limber up the basics and get them prepared physically for the day. In general you will not be able to have a great effect on their overall fitness level in only the short encampment timeframe. Therefore the goal is not to make marathon runners out of them. Rather the PT

sessions should get their blood moving and be a motivational experience.

PT should have three components at least: stretching, calisthenics, and running. Stretching exercises should be a minimum of 10 minutes in total. Be sure that the exercises you choose cover all areas of the body. Calisthenics should get the cadets motivated and awakened. The running component must be planned carefully and in advance. You should think about a pre-planned course, a safe/fair length, road guards, and surface conditions.

b. Adjunct Stan/Eval Team membership. During Stan/Eval inspections you will serve as part of the inspection team. You do so at the direction of the Stan/Eval Officer. Prior to the first inspection you will need to meet with the other Stan/Eval Team members and go over how inspections will happen. You **MUST** be well-versed in the inspection standards prior to inspecting cadets.

c. Volleyball Competition. The Volleyball Competition should be held indoors if at all possible. The Training Officer can help you with arrangements if need be. Rules for volleyball can be found on the National Headquarters website or in the ETM. When setting up the tournament be sure to consider how much time is made available to you. Shortening game times may be necessary to fit all the games into the allotted times. You are also responsible for helping the Squadron First Sergeants in planning and executing their Volleyball Competitions.

d. CPFT. Sometime near the end of the encampment a CPFT will be held. You are responsible for creating a plan for the event and for executing that plan. Review CAPR 52-18 carefully to be sure that you have the necessary components to complete the events.

e. Charge of Quarters (CQ). If there is no Duty Officer then you are responsible for setting up a Charge of Quarters system. For more specifics check the Support Staff Handbook's chapter on Duty Officer.

f. Formations. You are responsible for falling the CTG into formation and taking report. After giving report to the CTG Commander you will post to a point at the rear and to farthest left of the formation.