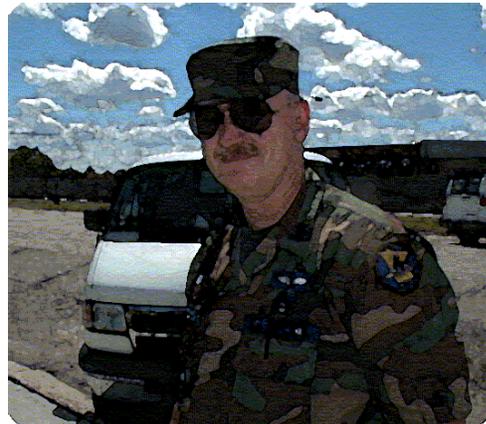
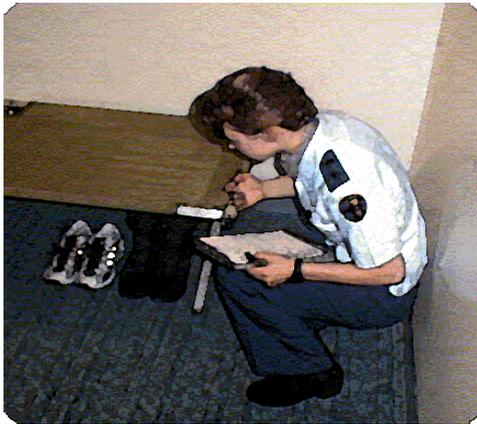


**Minnesota Wing – Civil Air Patrol
Cadet Programs Directorate**

**SUMMER ENCAMPMENT
SUPPORT STAFF HANDBOOK**



01 May 2002

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CHAPTER ONE – OVERVIEW

1-1 General. Just as every good Broadway production has a great stage crew, every good encampment has a great Support Staff. As a member of the Support Staff you will work primarily behind the scenes getting the less-than-glorious yet critical aspects of the encampment ready and done. The Support Staff role is very important to the encampment experience. Without the Support Staff cadets cannot be transported; fed; given haircuts or receive graduation certificates. As you can see the Support Staff has a very important role in the encampment program.

Senior members do not solely fill this role. In fact the same philosophy of encampment being a “living leadership laboratory” that applies to the Command and Executive Staffs also applies to Support Staff. As you read through this handbook you will review many different staff positions. Each position has its own specific tasks and expectations to complete and meet. As a general rule, the CADETS of the Support Staff are expected to make the position work! On occasion there will be duties that are only to be done by Senior Members, but the lion’s share of the work and responsibility should lie with the cadet.

1-2 Cadet Support Staff. The Cadet Support Staff is subordinate to the CTG Executive Officer. However they will also work very closely with their senior member counterparts who will act as mentors and guides for the cadet staff member. The job of a CTG Support Staff member starts well before encampment. Each CTG Support Staff member will be expected and required to perform duties and complete tasks prior to arriving at encampment. You should feel comfortable calling, talking, and working with your Senior Member counterpart even before you arrive at encampment. They are there to support you.

1-3 Senior Support Staff. The Senior Support Staff is subordinate to the Encampment Executive Officer. Senior Support Staff members do not hold direct supervisory authority over their cadet counterparts, but they do hold the accepted level of authority and guidance as would befit any Senior Member and mentor. In essence, when operating within the assigned field area the Senior Member should be able to direct the cadet member to complete a task or action (i.e. The Senior Administration Officer suggests to the Cadet Admin Officer about setting up personnel files for each cadet). However if moving significantly outside of the assigned field, the senior should check with the CTG Executive Officer before assigning a task (i.e. The Senior Admin Officer assigns the Cadet Admin Officer to go out and teach the Flight Sergeants how to call commands.)

1-4 Lateral Coordination. The entire point behind Support Staff is to get things done. From certificates to

transportation – the Support Staff makes it happen. To that end, members of the Support Staff must coordinate with each other without constantly going through the Executive Officer for approval. If a contested issue arises then the Support Staff members should feel comfortable taking the matter to the respective Executive Officer for assistance in resolution.

1-5 CAP-RAP. Most Minnesota Wing encampments will have a Reserve Assistance Program officer assigned to them. This person is an Air Force Reservist who is part of the CAP-RAP program. Traditionally this person assists the encampment by locating necessary items (paper towels, cups, ice, air conditioners, fans, etc) that the Base has for use but requires knowledge of the appropriate channels. Each Encampment Commander will set their own policy on utilizing the CAP-RAP officer, but staff members should feel comfortable approaching him/her with reasonable requests.

1-6 Base Liaison. If the encampment is held on a military installation, the installation will assign a liaison to work with the encampment. This person will typically be the one to arrange most of the tours, presenters, and officials from the installation. Interaction with the person is usually at a premium as they also have their day-to-day Active Duty assignment to take care of. He/She is simply volunteering their time to help out Civil Air Patrol. Due to the time constraints, contact with this person is usually limited to the Encampment Commander or members of the Senior Executive Staff. Each Encampment Commander will set his/her own policy on this issue. However, Support Staff members should plan on funneling requests for the Base Liaison through the Senior Executive Officer.

1-7 Use of this handbook. This handbook has been written to provide guidance and suggested actions for each staff position. For those positions where there is both a cadet and senior staff member (e.g. Administration, Logistics, etc...) then both cadet and senior share the same job description. Special attention should be paid to the “Senior Counterpart Notes” section in each of these joint descriptions. Positions are described in the order listed under paragraph 1-8- Positions that exist only as senior member positions (Medical, Finance, etc...) are listed after these.

1-8 Typical Cadet Support Staff positions. The following are the traditional cadet support staff roles. This list is in no way designed to limit or require certain positions to exist (office symbols are provided for easy reference):

- Cadet Administration Officer (C/DA)
- Cadet Logistics Officer (C/LG)
- Cadet Public Affairs Officer (C/PA)

- Cadet Leadership Officer (C/LD)*
- Cadet Stan/Eval Officer (C/SET)*
- Cadet Stan/Eval Assistant (C/SETA)*
- Cadet Operations Officer (C/DO)
- Cadet Duty Officer (C/DU)*
- Cadet Duty NCO (C/DUA)*

*denotes no senior member counterpart to that position

1-9 Typical Senior Staff positions. The following are the traditional senior support staff roles. This list is in no way designed to limit or require certain positions to exist (office symbols are provided for easy reference):

- Administration Officer (DA)

- Logistics Officer (LG)
- Public Affairs Officer (PA)
- Operations Officer (DO)
- Safety Officer (SE)**
- Information Systems Officer (MIS)**
- Medical Officer (MO) **
- Finance Officer (FM)**
- Training Officer (TO) – reports to Commandant**
- Professional Development Officer (PD)**
- Encampment Chaplain

** denotes no cadet counterpart to this position

CHAPTER TWO – ADMINISTRATION OFFICER

. The Administration Officer is responsible for ensuring the smooth operation of all administrative matters for the encampment. At a minimum this requires the following (*tasks that are not authorized for completion by cadets are italicized*):

Pre-encampment tasks:

- Ensure a set of current CAP regulations and manuals are available for staff use
- Ensure an adequate supply of CAP forms are available for staff use
- Provide sufficient basic office supplies for staff use
- Ensure a sufficient supply of encampment forms are available
- Appointment of all CTG staff via a personnel authorization.
- *Appointment of all senior staff via a personnel action*

Encampment tasks:

- Provide for Orderly Room coverage from Reveille to Basic Cadet Lights Out
- Establish a mail/message center for all staff
- Provide records management to ensure that cadet records are maintained
- Ensure that week-end unit packets are completed
- Verify and update personnel data at in-processing
- Maintain a list of billeting assignments and phone numbers for all CAP personnel.
- Screen all cadets for membership card during in-processing
- Provide typing and duplication services as feasible
- Generate thank you letters for respective echelons
- Authorization for encampment ribbon wear via a personnel authorization
- Assist in the preparation of the encampment report and supplementary reports IAW CAPR 52-16

. The Orderly Room is the area where the encampment base radio station and/or phone is located. This room must be staffed at all times during the encampment. Overnight it is the responsibility of CQ, and during the day it is the responsibility of the Administration personnel. This does not mean that the Administration Officer must always be the person monitoring it – simply that someone is assigned to the responsibility. It is suggested that the Administration Officer network with the other members of the CTG Support Staff to ensure coverage and meal rotations.

2-3 Records Management. At the conclusion of the encampment each cadet should have generated the following paperwork: a copy of their CPFT results, a copy

of their Basic Cadet Evaluation, and a personnel authorization for wearing of the encampment ribbon. These three forms are mailed to the cadet's home unit via Wing mail. One personnel authorization per unit is recommended. Administration Officers should check with other departments to see if other forms or information were generated that needs to be sent to the home unit (example: Moral Leadership attendance slips, press releases, etc...)

A second copy of the Basic Cadet Evaluation must be kept on file with the encampment. These evaluations are used in future years as a basis for selecting encampment staff.

2-4 In-processing. In-processing is the opportunity for the encampment to officially enter the new Basic Cadet into the system. During in-processing Administration is responsible for verifying database information and checking for current CAP membership.

2-5 Out-processing. On the final day of encampment each cadet is out-processed. At that time each cadet receives his or her graduation certificate from Administration at the conclusion of the out-processing line. Also a critique is collected from each cadet at this time. Often the graduation certificate is not given until the critique is collected.

2-6 Senior Counterpart Notes. The Senior Administration Officer should mentor and guide their CTG counterpart in learning tasks such as completing correspondence, establishing files and managing an office. There are a few select "senior-only" duties that the Administration Officer should be familiar with.

2-7 Applicable Publications. The Administration Officer should be familiar with the following CAP publications:

- CAPR 0-2, Numerical Index of CAP Regulations, Manuals, Pamphlets, and Visual Aids
- CAPR 0-9, Numerical Index of CAP Forms, Test Materials, and Certificates
- CAPR 5-4, Publications and Blank Forms Management
- CAPR 10-1, Preparing and Processing Correspondence
- CAPR 10-3, Administrative Authorizations
- CAPR 900-2, Use of Civil Air Patrol Name, Seal and Emblem; Use, Display, and Ceremonial Destruction of the United States Flag and Civil Air Patrol flag

CHAPTER THREE – LOGISTICS OFFICER

3-1 General Tasks. The Logistics Officer is responsible for all property assigned to the encampment; for moving people to and during the encampment; and for ensuring proper use of Air Force facilities. At a minimum this requires the following (*tasks that are not authorized for completion by cadets are italicized*):

Pre-encampment tasks:

- *Develop a transportation plan for getting all personnel and necessary vehicles to base*
- *Ensure that all POV drivers understand the required documentation for bringing their vehicles on base*
- *Contact Unit Commanders to reserve their corporate vehicles for use*
- *Ensure that all Senior Staff have CAP Driver's Licenses and that they are current*

Encampment tasks:

- Maintain a property locator file that lists property, owner, and use for all property handled by encampment supply
- Obtain/issue expendable items as needed
- Ensure that all excess property is secured
- Secure sport/recreation equipment
- Operate a "Logistics Box" selling small uniform items
- Schedule CAP transportation requirements for the next day no later than 1700 hrs daily
- Safety checks for vehicles done by 0800 hrs daily
- Spot check/cleaning of vehicle interiors by 2000 hrs daily
- A thorough interior and exterior cleaning of each corporate vehicle prior to departure from encampment
- Monitor/enforce usage of vehicle sign-out slips
- *Secure keys to cadet POV's – do not release without authorization of the Commandant or Encampment Commander*
- *Coordinate major repairs through CAP-RAP with Civil Engineering*
- *Issue billeting keys to staff*

3-2 Van Coordination. It is the Senior Logistics Officer responsibility to ensure that the encampment has sufficient van support. A general estimate on numbers of vans to requisition is that the entire encampment should

be movable all at one time if need be. Also remember that CAP members must have a CAP driver's license to operate corporate vehicles.

3-3 Transportation Plans.

a. Day 1 Plan. Traditionally Minnesota Wing provides transportation to and from the encampment from a select number of hub points around the state.

b. Final Day Plan. Traditionally Minnesota Wing provides transportation from the encampment to a select number of hub points around the state.

c. Daily transportation plans. Depending on the needs of the schedule there may or may not need to be transportation each day. It is always a good idea to ensure that backup transportation is available any time that base-provided transportation is promised in the event that those assets become unavailable. To help plan these needs the Logistics Officer should sit in on the 1500 briefing each day.

3-4 Vehicle Safety Checks. By 0800 hours daily each corporate vehicle needs to have been inspected and checked out by an authorized staff member. Special attention should also be paid to the vehicle usage logs located in every van's binder.

3-5 Senior Counterpart Notes. Due to the nature of responsibility for corporate assets much of the pre-encampment work is entrusted to the Senior Logistics Officer. However the Senior LG should feel comfortable with utilizing the CTG Logistics Officer in completing tasks and include the cadet in planning sessions.

3-6 Applicable Publications. The Logistics Officer should be familiar with the following CAP publications:

- CAPR 77-1, Use and Maintenance of Civil Air Patrol vehicles
- CAPR 147-1, Army and Air Force Exchange Privileges of Civil Air Patrol Members
- CAPR 900-7, Vehicle Self Insurance

CHAPTER FOUR – PUBLIC AFFAIRS

4-1 General Tasks. The Public Affairs Officer is responsible for ensuring that the word gets out to the public about the encampment. Additionally the PAO is expected to meet the internal needs to the encampment with newsletters and other information resources. At a minimum this requires the following (*tasks that are not authorized for completion by cadets are italicized*):

- Complete press releases for every cadet and send home in unit packets.
- Create a weekbook for distribution during out-processing.
- Generate appropriate thank-you letters
- Generate a daily newsletter for the encampment
- Film footage of encampment as time allows.
- Plan and coordinate the graduation banquet including awards, decorations and speakers.
- Contact and work with the Base Public Affairs Officer for local coverage.

4-2 Website. The Information Systems Officer handles the website design and implementation. However, much of the content will be generated by Public Affairs. The Encampment Executive Officer must approve all material before being disseminated for public viewing.

4-3 Weekbook. As the Basic Cadets out-process on the final day, each should receive a copy of the weekbook. This book is designed as a memory book of

the encampment experience. It typically contains pictures of activities, flights, staff, etc.

4-4 Banquet. The encampment concludes with a banquet on the final night. It is the PAO's responsibility to meet with the dining location, finalize food requirements and dining room layout. Programs are not required but can add a nice touch to the event. A script for the emcee as well as escorts for VIP's are recommended.

4-5 Senior Counterpart Notes. Unlike other cadet Support Staff positions, the Cadet Public Affairs Officer really must work constantly with their Senior Member counterpart. Because of the inherent problems of having two Public Affairs shops operating – the encampment must only have one official “spokesperson.” That person is the Senior Public Affairs Officer, thus the cadet counterpart must work closely to support his/her efforts.

4-6 Applicable Publications. The Public Affairs staff should be familiar with the following publications:

- CAPP 190-1, Guide to Civil Air Patrol Public Affairs

CHAPTER FIVE – CADET LEADERSHIP OFFICER

5-1 General Tasks. The Leadership Officer position is a “cadet only” position with no direct senior counterpart. It is likely that the Leadership Officer will work closely with the Commandant of Cadets and any seniors who are assigned to advise and assist with Pass-In-Review preparation. At a minimum the following tasks are required of the Cadet Leadership Officer:

- Develop and distribute a Pass-In-Review script to all necessary staff
- Hold effective and efficient rehearsals during Key Personnel Formations each day
- Participate as directed by the Stan/Eval Officer when serving as an adjunct member of the Stan/Eval Team
- Constantly monitor for incorrect execution in drill or customs and courtesies by staff – correct immediately
- Be a resource for CTS and CTG staff regarding uniform issues, drill issues and parade questions
- Serve as Adjutant for the Pass-In-Review
- Educate Guidon Bearers by the close of Day 1-

5-2 Stan/Eval Team participation. The Cadet Leadership Officer serves as an adjunct member of the Stan/Eval Team. In this capacity you participate in the daily inspections. Your role in the team is at the direction of the Stan/Eval Officer.

5-3 Drill Monitoring. Ideally all staff will come to encampment with a thorough and complete mastery of the Drill & Ceremonies manual. However, inconsistencies and regional variations will happen to even the best cadet staff member. The Cadet Leadership Officer must be constantly vigilant in finding errors, discrepancies or inconsistencies in the teachings of the cadet staff. When there are found they must be addressed immediately but with the proper tact and professionalism.

5-4 Pass-In-Review. The graduation parade at the end of the week is the Cadet Leadership Officer’s bread and butter. Having an impressive and well-rehearsed parade is one of the Leadership Officer’s primary responsibilities during the encampment! It is strongly recommended that

a Pass-In-Review script be decided upon and approved PRIOR to the start of encampment. It is best if the script can be distributed prior to the arrival of cadet staff at encampment, and/or rehearsals be held during staff training days.

Rehearsals during encampment occur in two places. First, there are daily scheduled rehearsals called “Key Personnel Formations.” During these KPF sessions, the Flight Commanders and Squadron Commanders will be made available to the Leadership Officer for rehearsal. Second, there will be a select number of opportunities (usually no more than three) where the entire encampment rehearses the event. Maximum efficiency must be used during these times.

The Leadership Officer is also responsible for ensuring that music and other logistical challenges are realized for a successful Pass-In-Review.

5-5 Utilizing Stan/Eval Staff. The Stan/Eval Officer and Assistant also have the responsibility of policing drill and drill education/execution. The Cadet Leadership Officer should consult with them frequently to ensure that everyone is utilizing the same standards and teaching the same things.

5-6 Senior Counterpart Notes. There typically is no senior counterpart to this position. The Commandant, Training Officer, or Chief Tactical Officer can provide mentoring and advice.

5-7 Applicable Publications. The Cadet Leadership Officer should be familiar with the following publications:

- CAPM 39-1, CAP Uniform Manual
- AFMAN 36-2203, Drill & Ceremonies Manual
- CAPP 151, Customs, Courtesies & Standards
- Manual of the Guidon (AFMAN 36-2203)

CHAPTER SIX – CADET STANDARDIZATION/EVALUATION OFFICER & ASSISTANT

6-1 General Tasks. The Standardization/Evaluation Officer is a position with no specific senior counterpart. The Stan/Eval Officer and Assistant (referred to as Stan/Eval for the remainder of this chapter) are responsible for handling the duties of setting specific standards for inspection, uniform wear, rooms, bunks, and other items for the Commander. These standards are then evaluated through an inspection program that is purposely designed to be difficult yet educational and positive in results. At a minimum this requires the following duties:

Pre-encampment tasks:

- Establish specific standards for rooms, bunks, clothing, closets, uniforms, etc...
- Develop diagrams and written standards for basic cadets
- Ensure complete mastery of AFMAN 36-2203
- Ensure supplies and uniforms for establishing a “mock inspection room”
- Develop an intake and final examination

Encampment tasks:

- Conduct an inspection program as outlined by the CTG Commander
- Post inspection results within three hours of the completion of a formal inspection
- Be available and interact on a daily basis with the flight Stan/Eval Specialists
- Communicate with Flight Staff, Squadron Staff, and Executive Staff regarding cadets who need assistance in achieving satisfactory results
- Monitor drill and staff drill education for consistency and adherence to published standards
- Correct and post scores for intake exam and final exam
- Educate Flight Staff and Squadron Staff on Day Zero regarding standards for rooms, etc...
- Be available to assist in enforcing/educating regarding standards in the OI (e.g. Dining Hall, formations, etc...)

6-2 Inspection Program. On almost each day of the encampment there will be a formal inspection. This inspection will be conducted by the Stan/Eval Team which is comprised of the Stan/Eval Officer, Stan/Eval Assistant, Cadet Leadership Officer, and Cadet Command Chief Master Sergeant. These inspections will each have a necessary (yet varied) level of intensity, education and message. The driving goal of these inspections is to inspire teamwork and meeting standards. No formal inspection will occur without a member of the Senior Executive Staff present.

After each inspection is complete the Stan/Eval staff are required to post and make available the inspection results. Results should be distributed first to CTG and Senior Executive Staffs and then posted to Flight Boards. Results must be posted prior to lights out for the evening

or within three hours of the conclusion of the inspection (whichever comes first).

6-3 Walk-through inspections. As time allows, but at least once/day, the Stan/Eval staff (note not the team) should conduct a walk-through inspection of the barracks areas. Notes should be prepared for flight/squadron staff regarding areas that need attention or that are particularly good. Areas that are egregiously below standard should be brought to the attention of the CTG Deputy Commander or CTG Commander immediately. At least once during the week a detailed walk-through should be done utilizing post-it notes to mark unsatisfactory items.

6-4 Academic Examinations. The Academic Education portion of the encampment is a critical component. The tool used to measure success of this component is the Intake Exam and the Final Exam. By comparing scores we can see how cadets have improved and in what areas the encampment was effective. These tests are also the basis for the Distinguished Graduate selection at the end of the encampment. For these reasons the examinations must be kept secure and not distributed to any unauthorized person. The Stan/Eval Officer is responsible for writing the tests prior to the start of encampment and developing correction keys. It is recommended that the tests be limited to multiple choice to make correction manageable.

When seeking critiques and review of the tests, the Stan/Eval Officer may only distribute the tests to the following personnel for comments:

Encampment Commander
Commandant of Cadets
CTG Commander
CTG Executive Officer
CTG Deputy Commander

Unauthorized distribution to any other persons will be considered a breach of test security and the test will be voided and destroyed. Furthermore the individuals involved will be held accountable for violating test integrity.

6-5 Senior Counterpart Notes. There is no senior member counterpart for this position.

6-6 Applicable Publications. The Stan/Eval Staff should be familiar with the following publications:

- CAPM 39-1, CAP Uniform Manual
- AFMAN 36-2203, Drill & Ceremonies Manual
- CAPR 52-16, Cadet Program Regulations
- CAPR 52-10, Cadet Protection Policy
- CAPP 151, Standards, Customs, and Courtesies

CHAPTER SEVEN – OPERATIONS OFFICER

7-1 General Tasks. The Operations Officer position will only exist if an Orientation Flight program is run in conjunction with the encampment. The Operations Officer is responsible for scheduling flights, ensuring logistical support, and for the efficient execution of the Orientation Flight Program. At a minimum this requires (*duties reserved for Senior Members are in italics*):

Pre-encampment tasks:

- Obtain a current listing of all encampment cadets orientation flight status

Encampment tasks:

- Schedule cadets for orientation flights paying close attention to eligibility for those flights
- Completing proper documentation and submissions for reimbursement of flights
- Obtain daily weather reports from Base Operations
- Ensure that o-flight cadets have CAP cards and are briefed on procedures and expectations prior to flight
- Coordinate box lunch orders with Flight Kitchen each day for next day's flights
- Strive for a fair distribution of flights amongst cadets
- *Act as Flight Release Officer for the encampment*
- *Ensure adequate number of alternate FRO's are available at the encampment*
- *Coordinate with Base Operations (through the CAP-RAP) for aircraft housing during severe weather*
- *Conduct daily safety briefing for pilots*
- *Ensure adherence to crew duty day standards*

7-2 Orientation Flight Program. The Orientation Flight Program is conducted on an "as needed" basis and at the direction of the Wing Commander. As a general rule the Orientation Flight Program is not included in the encampment planning unless Wing-wide orientation flight numbers (and thus aircraft usage rates) are below norm. The primary hesitation for including orientation flights in the encampment curriculum is their effect on the training program.

To minimize the orientation flight program's impact on the encampment curriculum, the Operations staff must pay close attention to the scheduled training for each day. Every effort should be made so cadets do not miss critical flight time, inspection prep time or other group-building opportunities. Also there are usually two to three "marquee" activities at each encampment (e.g. weapons range, confidence course, aircraft tours, etc...) and orientation flights should not be conducted during these activities if at all possible.

7-3 Extending Encampment into orientation flights.

It is understandable that during an orientation flight the level of stress will not be the same as it is during the rest of the encampment day. For some cadets flying is an uneasy experience and stress would only augment that. For others, teaching in a stressed environment is difficult. However, while a relaxation of the stress level is expected during a flight, pilots need to still be cognizant and abide by the Encampment OI.

Cadets should not be allowed to relax their customs and courtesies at any time before, during, or after the flight. Also candy, soda or other snacks should not be purchased for or consumed by the cadet. To do so sends mixed messages about which standards are important and leaves a bad impression. The orientation flight should be enjoyable for the cadet, but should not be a complete "escape" for the encampment world.

7-4 Pre-flight briefing. Each cadet who will be going on an orientation flight should be given a pre-flight briefing. This briefing may be done by the Operations Staff to make the actual flight process go faster. During this briefing cadets should be told what to expect, the training that will be covered, and verification of possession of their CAP card must be made.

7-5 Flight lunches. Due to time constraints cadets will miss meal times on occasion because of the flight schedule. Arrangements can be made with the Flight Kitchen in advance to purchase box lunches.

7-6 Senior Counterpart Notes. Because this position deals with the use, maintenance and protection of corporate aircraft there are certain responsibilities that the Senior Operations Officer is solely responsible for. Safe flying and the safeguarding of corporate aircraft are paramount. Also close attention should be paid to proper documentation and submissions of orientation flight paperwork.

7-7 Applicable Publications. The Operations Staff should be familiar with the following publications:

- CAPR 60-1, CAP Flight Management

CHAPTER EIGHT – CADET DUTY OFFICER/NCO

8-1 General Tasks. The Cadet Duty Officer position typically exists to fill the role of constant helper and pinch hitter. During the encampment few staff members will do as varied a number of jobs as the Duty Staff. Like the Operations Officer position, this position only need exist if there is sufficient demand/need. Often times if there are no candidates that are likely to be successful the position will go unfilled. Only in extreme cases will there be a need for both a Duty Officer and a Duty NCO.

Typical duties include:

- Establish a communications plan and assign temporary callsigns
- Establish a Charge of Quarters (CQ) plan including a written standard of patrols, emergency notifications, and expectations.
- Be ready and willing to assist all other staff departments in any capacity at any time
- Assist the Logistics Officer in stocking, opening, operating and closing the Day Room

8-2 Communications Plan. Minnesota Wing encampments use a “tactical call sign” plan for communications. This plan utilizes the staff member’s position as their callsign. For example:

- Encampment Commander = “Encampment Commander”
- Commandant of Cadets = “Commandant”
- CTG Commander = “Cadet Commander”
- CTG Deputy CC = “Cadet Deputy”
- CTG Executive Officer = “Cadet XO”
- And so on...

The plan should include equipment accountability and tracking.

8-3 Charge of Quarters. Each night of encampment there will be a Charge of Quarters detail. This duty should be rotated between flights. A few basic concepts must be included in any CQ plan:

- Males and females should not be placed on shifts together
- Sufficient staffing must be provided so that the base station can be monitored AND cadets can patrol in pairs of TWO
- A written standard must be provided that is easy to read and understand (remember, cadets will be attempting to follow this in the middle of the night on short sleep)
- Emergency wake-up and notification procedures
- Expectations of conduct
- Use of log to record observations
- In the event that a Duty Officer is not assigned to the encampment the CQ duty falls to the Command Chief Master Sergeant.

8-4 Senior Counterpart Notes. There is traditionally no senior counterpart to this position.

8-5 Applicable Publications. The Duty Officer/NCO should be familiar with the following publications:

- CAPR 52-16, Cadet Program Regulation

CHAPTER NINE – SAFETY OFFICER

9-1 General Tasks. The Safety Officer will monitor training conditions at all times to ensure the safe and efficient conduct of training. He/She shall immediately report any unsafe conditions and /or direct personnel to immediately cease activity if a serious safety threat is posed. The Safety Officer shall also be responsible for compliance with safety regulations, base safety requirements, and mishap reporting. At a minimum this requires the following (*tasks that are not authorized for completion by cadets are italicized*):

- Educate staff on heat safety system
 - Monitor heat conditions and ensure appropriate flag color is displayed
 - Check all parade fields, PT areas, and other outdoor spaces for hazards – mark hazards where appropriate
 - Ensure CAPF 78's are displayed properly
 - Spot check vehicles for safety requirements
 - Complete inspection of barracks for safety issues
 - *Investigation and reporting of safety mishaps or accidents*
 - Posting and briefing on severe weather precautions
 - Posting and briefing on fire evacuation
- Traditionally the CTG Executive Officer, or his/her designee, will serve as the Cadet Safety Officer rather than having an entirely separate position exist.

9-2 Heat Safety System. At a minimum, Minnesota Wing encampments will utilize the safety precautions outlined in the June 2000 policy released by Air Education and Training Command, USAF. This policy is recreated in Attachment One. This system uses a color-coded flag system for different warning levels. Arrangements must be made for the display of the safety flag and to ensure that the staff is educated on the different heat levels.

9-3 Severe Weather. All encampment personnel should be briefed by the close of Day 1 as to where to go in the event of a tornado or other severe weather.

9-4 Fire Evacuation. Traditionally one fire drill is scheduled with the Base Fire Department to test the encampment's fire plan. Maps showing evacuation routes must be posted on each flight's bulletin boards. In addition, spot inspections to check for knowledge of the fire plan is appropriate and encouraged.

9-5 Barracks Safety Inspection. Upon arrival at any facility where the cadets will be housed for the encampment, it is expected that the Safety Officer will do a complete check of the building. Items that pose a danger or threat must be noted and either removed from service or marked and the information provided to the host unit so repairs can be made.

9-6 Field Inspections. Any open field or area that will be used by the encampment for activities (PT, drill, etc) should be checked prior to its first use. Any unsafe conditions should be noted and reported.

9-7 Other Safety Issues. In an environment as hectic and fast-paced as encampment there are always safer ways of doing things. Areas of special note are whether Flight Staff are using road guards correctly; sufficient water and rest breaks for cadets; safe driving conduct by seniors; and many other areas.

9-8 Cadet Counterpart Notes. Traditionally there is not a stand-alone position for Cadet Safety Officer. The CTG Executive Officer or his/her designee often assumes this position.

9-9 Applicable Publications. The Safety Staff should be familiar with the following publications:

- CAPR 62-1, CAP Safety Responsibilities and Procedures
- CAPR 62-2, Mishap Reporting and Investigation

CHAPTER TEN – INFORMATION SYSTEMS OFFICER

10-1 General Tasks. The Information Systems Officer is responsible for setting up, managing, and troubleshooting the Local Area Network (LAN) for the encampment. As technology improves so does the encampment's ability to produce a professional looking product. A solid technological core is critical to that mission. At a minimum this requires the following (*tasks that are not authorized for completion by cadets are italicized*):

- Prior to encampment arrange for sufficient computer support
- Prior to encampment arrange for sufficient printer support
- Establish a LAN
- Nightly backup of critical encampment data
- Establish an internet connection via a local ISP or free ISP
- Provide technical support and training in basic applications (MS Word, Access, Excel, etc)
- Print off incoming email messages and forward to Commander. Ensure distribution once approved.

10-2 Computer & Printer Support. There is no set number of computers or printers that are required to be successful. However sufficient systems are needed so

that all personnel can complete necessary work within allotted timeframes. At a minimum one color inkjet printer will be required for printing of certificates.

10-3 Website and ISP support. Website management is co-managed between Information Systems and Public Affairs. Public Affairs generates necessary content while Information Systems manages the technical aspects of the site. Care should be given to upload times so as to not tie up phone lines.

10-4 Cadet Counterpart Notes. To avoid unnecessary duplication of effort there is traditionally only one IS Officer. This person may be either a cadet or senior member, but traditionally reports to the Encampment Executive Officer, even if a cadet.

10-5 Applicable Publications. The Information Systems Officer should be familiar with the following publications:
CAPR 110-1, Internet Operations

CHAPTER ELEVEN – MEDICAL OFFICER

11-1 General Tasks. The Medical Officer is responsible for manning the Treatment Room, ensuring adequate supplies of basic medical items; providing on-site medical support for hazardous activities; and advising the Commander on health and safety related issues. Through networking with local medical providers, to include base hospitals or clinics, the Medical Officer also can assist in providing more advanced medical services if the situation warrants. At a minimum this requires the following (*tasks that are not authorized for completion by cadets are italicized*):

- *Be on-call at all hours for medical needs*
- *Review all applications for medical conditions*
- *Inventory and ensure ample supplies of basic medical items (moleskin, lozenges, etc)*
- *Provide basic medical treatment*
- *Meet with base clinic or hospital personnel to establish protocols for advance illnesses/injuries*
- *Review all medications brought by cadets*
- *Educating staff on preventive medicine*

11-2 Treatment Room. The Medical Officer will operate a room or area where members can come for treatment of various ailments and injuries. This room is used to treat cadets who are actually injured or ill, but should not be used as a “haven” for cadets seeking a respite from the training environment.

When cadets report to the Treatment Room they must have their Operating Instructions (OI) with them. In the back of the OI is a Medical Visit Log. The cadet must have had their Flight Commander/Sergeant sign authorizing them to leave the flight area and visit Medical. The Medical Officer logs the time the cadet comes into the Treatment Room and the time the cadet exits. Prior to having the cadet return to their flight, the Medical Officer should note any treatment information or training restrictions in the Medical Visit Log. This log is reviewed by the Flight Staff when the cadet returns to flight.

11-3 Advanced Care. Occasionally personnel will become so ill or injured that they will need care above and beyond what the encampment can provide. In these cases the individual will be taken to either the Base or local hospital for consultation and/or treatment. Base hospital responsibilities are outlined in CAPR 160-2-

11-4 Chronic Treatment. CAPR 52-16 stipulates that cadets must complete 80% of the encampment training. There are no provisions for illness or injury. Cadets who are in Medical for extended periods can quickly come in jeopardy of not meeting the 80% standard. The Medical Officer should be regularly reviewing the log and keeping the CTG Commander and Commandant abreast of any issues.

11-5 Transporting Injured/Ill cadets. The Medical Staff should network with the Logistics Staff to ensure that van transportation is available for them and any injured/ill cadets who are in treatment at meal times, to mandatory activities, etc...

11-6 Cadet Counterpart Notes. Traditionally there is no cadet counterpart to the Medical Officer position. Due to the confidential and private nature of some medical information it is preferred to keep that documentation in the hands of Senior Members. However if other cadet staff are medically trained (nursing students, EMT's, paramedics, medical students, etc...) the Medical Officer should feel comfortable utilizing them for basic treatments, assistance with intake or other medical tasks within the limits of their training.

11-7 Applicable Publications. The Medical Officer should be familiar with the following publications:

- CAPR 160-2, Authorized Medical Care at Air Force Hospitals
- CAPR 900-5, The CAP Insurance/Benefits Program

CHAPTER TWELVE – FINANCE OFFICER

12-1 General Tasks. The Finance Officer serves as the custodian of the encampment checkbook, monitors the budget and assists encampment staff by processing reimbursements and payments. At a minimum this requires the following (duties not recommended for assignment to cadets are italicized):

Pre-encampment tasks

- *Secure the encampment checkbook, Wing phone card, and gas cards from Wing Finance/Admin*
- *Ensure that the following persons are authorized signatories on the encampment checkbook: Encampment Commander, Commandant, Executive Officer, and Finance Officer*

Encampment Tasks

- *Ensure that the checkbook and two signatories are available for each meal*
- *Ensure that all checks have two signatures*
- *No checks are made out for “cash”*
- *Assist members in completing MNWGF 16d’s to request reimbursements*
- *Monitor spending by staff*
- *Ensure that a MNWGF 16a is completed for all checks issued to non-CAP persons/companies*
- *Provide an accounting system for tracking cadet monies deposited with the encampment*
- *Secure cadet monies in a locked space with only the Finance Officer and Encampment Commander having access*
- *Complete an income audit to ensure that all persons have paid the encampment fee*
- *Complete a final encampment expense report showing profit/loss*

12-2 Encampment Checkbook. Wing Headquarters will provide the Encampment Checkbook to the encampment. Checks must be recorded as they are written. All checks must have two signatures and cannot be made out for “cash.” At a minimum the Commander, Commandant, Executive Officer and Finance Officer should be signatories for the checkbook. Other persons are at the discretion of the Encampment Commander.

12-3 Cadet Banking. Cadets are encouraged to bring no more than \$20.00 to encampment. However some cadets will bring more than the recommended amount. To reduce exposure to theft and theft claims the encampment will bank amounts in excess of \$20.00 if the cadet requests it at in-processing. If the cadet chooses not to bank excess amounts they must sign a waiver stating they do not wish to bank the money.

A ledger must be kept that records each cadet’s deposit and any subsequent withdrawals. Monies must be stored in a secure space with a lock. Only the Finance Officer and Encampment Commander should have access to this space. When cadets withdraw monies from amounts deposited with the encampment there should be a written record and signed forms.

12-4 Cadet Counterpart Notes. Because of the nature of controlling finances cadets are not typically used in the Finance role.

12-5 Applicable Publications.

- CAPR 173-1, Financial Procedures and Accounting for Units Below Wing level

CHAPTER THIRTEEN - TRAINING OFFICER

13-1 General Tasks. The Training Officer plays a critical role in a successful encampment by creating, modifying and sometimes doing small miracles with the training schedule. The Training Officer is not truly a member of the Support Staff because he/she reports to the Commandant and serves on the same staff as the Tactical Officers. This relationship exists because of how closely related the success of the encampment and the cadet training are to the success of the Training Officer. At a minimum this requires (*duties reserved for Senior Members are in italics*):

Pre-encampment tasks

- In conjunction with the Commandant and Commander, develop a Block Schedule (Attachment 4)
- Schedule instructors for CAP topics
- Coordinate with instructors for equipment needs
- Coordinate with Logistics to secure equipment
- Ensure block schedule plans meet curriculum requirements as outlined in CAPR 52-16
- Coordinate with instructors to ensure lesson plans are prepared
- Coordinate with CTG Executive Staff for quality training during pre-encampment training days

Encampment tasks

- Develop a schedule for the following day by 1500 hours daily (Attachment 6)
- Attend the 1500 Briefing daily
- Have a finalized schedule distributed by dinner daily
- Ensure that schedule changes do not effect the meeting of required curriculum
- Create and distribute schedule changes as needed
- Assist Squadron Staff with academic instruction and preparation
- Serve as custodian of training facilities (Base Theater, etc...)
- Introduce all guest speakers & instructors
- Manage, schedule and coordinate all Day 4 and other disciplinary appointments for the Commandant

13-2 The 1500 Briefing. Each day at 1500 hours the Encampment Commander, Commandant, Executive Officer, Logistics Officer, Chief Tac, Training Officer, CTG Commander, and CTG Logistics Officer will meet for a 15-20 minute meeting. During this time the schedule for the subsequent day will be reviewed and changes suggested. Once the meeting is concluded the Training Officer should immediately begin making final changes so that the next day's schedule can be distributed at dinner. Obviously for this briefing to be successful the

Training Officer must have the first draft of the next day's schedule ready for the 1500 Briefing.

13-3 Lesson Plans & Instructors. There is a lot of academic material to cover during encampment. To make the material interesting to the cadets a variety of instructors should be used. Each instructor should be encouraged to develop written lesson plans in advance of encampment and to work with the Training Officer to ensure that their lesson plan is the best possible.

13-4 Block Schedule. Prior to the start of encampment a block schedule should be developed showing when most training will occur, meal times, etc... This schedule is not a concrete one, but rather a start for planning purposes and to ensure that all curriculum items are met. As the week progresses and changes are made to the Block Schedule, the Block Schedule should be updated and reposted. An example of a block schedule is included in Attachment 4-

13-5 Schedule Changes. Frequently forces beyond the encampment's control (weather, transportation, USAF availability, etc...) force the encampment to change plans. When this occurs it is necessary to change the day's schedule. To ensure that all personnel are working from a current schedule a Schedule Change Form (found in EFD) will be distributed.

13-6 Pass-In-Review. Jointly with the Chief Tactical Officer, the Training Officer advises and mentors the Cadet Leadership Officer in readying the encampment for the Pass-In-Review. The Training Officer should acquire a copy of the script and study it carefully to be familiar with the execution of this important event.

13-7 Non-specific training. Besides being the "scheduling guru" the Training Officer also provides valuable training assistance. The Training Officer should feel comfortable being involved in many aspects of the Encampment and correcting cadets when errors are encountered.

13-8 Cadet Counterpart Notes. There is no cadet counterpart for this position.

13-9 Applicable Publications. The Training Officer should be familiar with the following publications:

- CAPR 52-16, Cadet Program Regulation

CHAPTER FOURTEEN – PROFESSIONAL DEVELOPMENT OFFICER

14-1 General Tasks. The Professional Development Officer plays an important role by providing Senior Member training to senior members who attend the encampment. This training can be instrumental in attracting Senior Staff and providing incentive for new persons to become involved in the encampment program. This position only exists in the Senior Staff and should only be filled by a Senior Member. The following duties are necessary for success:

Pre-encampment tasks

- Secure a copy of the AEPSM examination
- Secure either a CLC or SLS curriculum
- Receive permission from the Wing Professional Development Officer to conduct either an SLS or CLC
- Encampment tasks
- Offer the AEPSM exam to senior members
- Provide tutoring and/or materials for the AEPSM
- Arrange and conduct a CLC or SLS

14-2 Conducting the CLC/SLS. It is recommended that either a Corporate Learning Course or Squadron Leadership School be held during the encampment. Not all encampment staff will need this training, but for those who do it is a great bonus to complete this and help out the encampment at the same time. It is recommended that one or the other is conducted, not both. It is possible to do both, but students become tired, stressed and are often removed from their encampment duties for too long a period of time. Which course is run should be decided

upon after reviewing the training completed by the Senior Staff members and reviewing what training is already being offered in the Wing.

14-3 Securing instructors. One of the biggest challenges in conducting either a CLC or SLS will be finding different instructors to teach the topics. It is recommended that the Professional Development Officer attempt to secure as many instructors as possible and pull from as many encampment staff as he/she can. The availability of non-encampment instructors will likely be limited due to distance and transportation issues. Also any “guest instructors” will need to be coordinated with the Encampment Executive Officer so that they may be included in the MSA and extended meal privileges and billeting if need be.

14-4 Joint Position. This position has no cadet counterpart. It may be possible to join this position with another position such as Finance, Training, or other role depending on the training that will be done and the number of students that will be enrolled in the training.

14-5 Applicable Publications. The Professional Development Officer should be familiar with the following publications:

- CAPR 50-17, CAP Senior Member Training Program

CHAPTER FIFTEEN – ENCAMPMENT CHAPLAIN

15-1 General Tasks. The Encampment Chaplain plays a very unique role in the encampment environment. As a general rule the encampment environment is a tough and hard-nosed place. The staff, while always seeking to help the basic cadet succeed, do so in an environment of high stress and discipline. For many cadets this experience can be difficult or even overwhelming. Feelings of homesickness, stress and other issues can easily affect even the most stalwart cadet. However because of the nature of the encampment, often times the only ear that can afford to be “sympathetic” is the Encampment Chaplain. While the remaining staff do care about the stresses and problems facing the basic cadet, it often creates a confusing atmosphere when the Flight Commander who is initially tough and hard-nosed is now forced to be soft and reassuring. To help alleviate those conflicting messages the encampment often turns to the Chaplain. During encampment the Chaplain will likely fulfill the following duties:

- Provide counseling on an as-needed basis to all encampment participants
- Provide Moral Leadership instruction as required by CAPR 52-16
- Arrange for religious services and/or attendance at religious services for encampment personnel who wish to do so
- Ensure proper documentation is given to Administration regarding attendance at Moral Leadership and/or service as Discussion Leader/Recorder.
- Assist the Encampment Commander in relaying news of family emergencies, illnesses, or deaths or other items of a critical nature to encampment personnel

15-2 Counseling. The handbook does not portend to tell Encampment Chaplains about how to conduct counseling sessions. Chaplains are a critical part of the encampment program based on the fact that they are counseling experts. However it is encouraged for the Encampment Chaplain and the Commandant of Cadets to establish a relationship early on in the encampment. By utilizing this relationship the Commandant can keep the Chaplain abreast of developing personnel issues and the Chaplain can keep the Commandant updated on the

emotional well-being of cadets in question. As a general rule the encampment staff wants every cadet to succeed and graduate, and most often cadets are encouraged and supported to stay at the encampment and complete the training program.

15-3 Religious Services. The Chaplain should make contact with local churches and/or the Base Chaplain to establish times of worship and the locations of services. It is the Chaplain’s responsibility to communicate with the Training Officer and ensure that time is placed in the schedule so that personnel attending these services are not missing out on critical training.

15-4 Emergency Notifications. On occasion family emergencies will occur while an encampment participant is at encampment. In these cases the Chaplain will likely be requested to assist the Encampment Commander in notifying the participant and in providing counseling and other services if necessary. No notifications should be made with the knowledge and consent of the Encampment Commander.

15-5 Moral Leadership. CAPR 52-16 presently requires three hours of Moral Leadership instruction at encampment. This instruction may be done by the Encampment Chaplain or by a Moral Leadership Officer if the Chaplain so desires. Arrangements should be made with the Administration Officer so that documentation of Moral Leadership attendance and any service as a Discussion Leader/Recorder is sent home in the week-end packets.

15-6 Cadet Counterpart Notes. There is no cadet counterpart to the Chaplain position.

15-7 Applicable Publications. The Chaplain should be familiar with the following publications:

- CAPR 265-1, The CAP Chaplain Service
- CAPR 52-16, CAP Cadet Program Regulation

AETC POLICY ON FLUID REPLACEMENT DURING TRAINING IN HOT ENVIRONMENTS

1- Water Intake. Adequate water intake is essential to make up for water lost through sweating, respiration and elimination. Encourage personnel to begin hydrating several days prior to a lengthy and/or high performance exposure to hot conditions to ensure adequate pre-activity hydration. Advise personnel to begin water consumption at the recommended rate up to two hours prior to the start of the activity when possible. Table 1 provides guidelines for fluid replacement based upon the wet-bulb, globe temperature (WBGT) and activity level. It is better to drink small amounts of water frequently (i.e., one-fourth of a canteen every 15 to 30 minutes) than to drink larger amounts less frequently. When the activity is complete, fluid replacement at the rate specified in Table 1 should continue for approximately two hours. Alcoholic and caffeinated beverages do not make up for water loss. Carbonated beverages are not as effective as non-carbonated beverages in keeping the body hydrated because of delayed absorption. Personnel must be instructed not to exceed an hourly fluid intake of 1 ½ quarts or total daily fluid intake of 12 quarts. It is also important to educate personnel to remain hydrated during strenuous activity conducted at temperatures below the established heat categories and flags in Table 1-

Table 1- Water Intake Requirements (individual water need will vary +/- ¼ quart per hour)

Heat Stage	Temperature Range	Flag Color	Easy Work (quarts/hour)	Moderate Work (quarts/hour)	Hard Work (quarts/hour)
1	78 - 81-9° F WBGT	White	½	¾	¾
2	82 - 84-9° F WBGT	Green	½	¾	1
3	85 - 87-9° F WBGT	Yellow	¾	¾	1
4	88 - 89-9° F WBGT	Red	¾	¾	1
5	90° F + WBGT	Black	1	1	1

Table 2- Work Load Examples

Easy Work	Moderate Work	Hard Work
<ul style="list-style-type: none"> • Walking Hard Surface at 2-5 mph, □30 lb load • Weapon Maintenance • Manual of Arms • Marksmanship training • Drill and Ceremony 	<ul style="list-style-type: none"> • Walking Hard Surface at 3-5 mph, < 40 lb Load • Walking Loose Sand at 2-5 mph, no Load • Calisthenics • Patrolling 	<ul style="list-style-type: none"> • Walking Hard Surface at 3-5 mph, 40 lb Load • Walking Loose Sand at 2-5 mph with Load

CAUTION: Hourly fluid intake should not exceed 1 ½ quarts; daily fluid intake should not exceed 12 quarts. Rapid ingestion of large amounts of water (greater than 1 ½ quarts per hour) may lead to hyponatremia (acute water intoxication), which is a life threatening condition that may lead to weakness, convulsions, loss of consciousness and death if not recognized and treated promptly.

2- Electrolyte Replacement. The preferred method of electrolyte replacement after exposure to hot conditions is a solid meal, as part of a balanced diet. Salt food to taste, but do not add additional salt to the diet. Salt tablets must not be used except under special operating environments when ordered by competent medical authority. Sports drinks with high electrolyte content are acceptable as an interim measure, but should not substitute for meals.

3- Recognition and First-Aid Treatment for Heat-Related Injuries. It is important for all AETC supervisors, trainers, and trainees to recognize and initiate first aid treatment for heat-related injuries. The information contained in Table 3 should be used to educate supervisors, trainers, and trainees as required by AETCI 48-101, Prevention of Heat Stress Disorders.

Table 3- Heat Stress and Water Intoxication Warning Signs and Symptoms

EARLY SIGNS/SYMPTOMS <ul style="list-style-type: none"> • Dizziness • Headache • Dry mouth • Unsteady walk • Weakness • Muscle cramps 	ACTIONS <ul style="list-style-type: none"> • Remove from training • Allow casualty to rest in shade • Take sips of water • If signs or symptoms do not improve in 15-30 minutes transport to medical facility • If signs or symptoms worsen, call ambulance
LATER SIGNS/ SYMPTOMS <ul style="list-style-type: none"> • Hot body, high temperature • Confusion, unresponsiveness, coma • Vomiting • Involuntary bowel movement • Convulsions • Weak or rapid pulse 	IMMEDIATE ACTIONS <ul style="list-style-type: none"> • Call ambulance for immediate transport to hospital • Lay person down in shade with feet elevated until ambulance arrives • Give sips of water while waiting for ambulance • Begin active cooling, if skin is hot to touch • Undress as much as possible • Pour cool water over person and fan

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 Support Staff Handbook
 ATTACHMENT TWO – SAMPLE BLOCK SCHEDULE

	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun
430		Staff Up	Staff Up	Staff Up	Staff Up	Staff Up	Staff Up	Staff Up	
500		Revielle	Revielle	Revielle	Revielle	Revielle	Revielle	Revielle	
510		PT	PT	PT	PT	PT	PT	PT	Up @ 0600
530	MSP meet 0600	Barr Prep	Barr Prep	Barr Prep	Barr Prep	Barr Prep	Barr Prep	Barr Prep	Pack
620		Morn Form	Morn Form	Morn Form	Morn Form	Morn Form	Morn Form	Morn Form	Pack
630	MSP leave	Bkfst/FTA	Bkfst/FTA	Bkfst/FTA	Bkfst/FTA	Bkfst/FTA	Bkfst/FTA	Bkfst/FTA	Bkfst
730	DLH Leave	FTA	FTA	CATM	FTA	FTA	FTA	Drill Comp	Pack/Clean
800		FTA	FTA	CATM	Weapons/C Course	C Course/Weapons	LOAC	Drill Comp	Pack/Clean
830	STC Leave	FTA	FTA	CATM	Weapons/C Course	C Course/Weapons	LOAC/KPF	Drill Comp	Pack/Clean
900		FTA	CP2/KPF	CATM	Weapons/C Course	C Course/Weapons	Tac Vid/KPF	Drill Comp	Pack/Clean
930	GPZ Leave	FTA/STA	CP2/KPF	CATM	Weapons/C Course	C Course/Weapons	Tac Vid/KPF	CP3	Pack/Clean
1000		FTA/STA	Moral Ld/KPF	CATM	Weapons/C Course	C Course/Weapons	DDR/KPF	CP3	Pack/Clean
1030	BMJ leave	FTA/STA	Moral Ld/KPF	CATM	Weapons/C Course	C Course/Weapons	DDR/KPF	PIR Practice	out 1000
1100		FTA/STA	Recruiter	CATM	Weapons/C Course	C Course/Weapons	Fatal Vision	PIR Practice	
1130		Lunch	Lunch	Lunch	Lunch	Lunch	Fatal Vision	Lunch	
1200	Arrival	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	Lunch	
1230	In proc	FTA	FTA/STA	FTA	DDR (CAP)	KC135	Lunch	PIR Practice	
1300	In proc	FTA	Recruiters	Adopt Flt	Special	KC135	PIR Practice	PIR Practice	
1330	FTA	Moral Ldshp	Recruiters/KPF	Adopt Flt	Special	KC135	PIR Practice	PIR Practice	
1400	FTA	Moral Ldshp	Recruiters/KPF	Adopt Flt	Special	KC135	Final Exam	Pass In Review	
1430	FTA	FTA/STA	Recruiters/KPF	K9	Special	Special	ES	Pass In Review	
1500	FTA	FTA/STA	Recruiters/KPF	K9	Special	Special	ES	FTA	
1530	FTA	FTA/STA	Recruiters	Moral Ldshp	Retreat	Special	CP1	FTA	
1600	FTA	FTA/STA	FTA	Moral Ldshp	Retreat	Special	CP1	FTA	
1630	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	FTA/Pack	
1700	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner	FTA/Pack	
1730	Even Form	Even Form	Even Form	Even Form	Even Form	Even Form	Even Form	Even Form	
1740	FTA	FTA/KPF	FTA/KPF	FTA/KPF	Special	Sq Ins	CTG Insp	Banquet	
1800	FTA	FTA/KPF	FTA/KPF	FTA/KPF	Special	Sq Ins	CTG Insp	Banquet	
1830	Welcome	Flt Ins/FTA	Flt Ins/FTA	Sq Ins/FTA	Special	Gp Insp Prep	CTG Insp	Banquet	
1900	Pre-Test	Flt Ins/FTA	Flt Ins/FTA	Sq Ins/FTA	Sq Vball Comp	Gp Insp Prep	CTG Insp	Banquet	
1930	FTA	Flt Ins/FTA	Flt Ins/FTA	Sq Ins/FTA	Sq Vball Comp	Gp Insp Prep	Vball Comp	Party	
2015	Showers	SBC	SBC	SBC	SBC	SBC	Vball Comp/Gp Run	Party	
2030	Pers Time	Pers Time	Pers Time	Pers Time	Pers Time	Pers Time	Group Run/SBC	Party	
2100	Lts Out	Lts Out	Lts Out	Lts Out	Lts Out	Lts Out	Pers Time	Party	
2115	STM/SSM	STM/SSM	STM/SSM	STM/SSM	STM/SSM	STM/SSM	STM/SSM		
2145	GTM	GTM	GTM	GTM	GTM	GTM	GTM		
2215	ECDR	ECDR	ECDR	ECDR	ECDR	ECDR	ECDR		
2230	Staff Lts Out	Staff Lts Out	Staff Lts Out	Staff Lts Out	Staff Lts Out	Staff Lts Out	Lts Out @ 2130	Lts Out 2200	
							Staff Lts Out @ 2300	Stf LO 2300	

ATTACHMENT THREE – SAMPLE DAILY SCHEDULE

START	STOP	UNIT	ACTIVITY/EVENT/CLASS	LOCATION	INSTRUCTOR/SUPERVISOR
0530	0535	CTG	Reveille	Barracks	CTS CCF
0535	0600	CTG	Morning PT	PT Field	CTG CCM
0600	0630	CTS5	Barracks Prep	Barracks	Flt CC
0600	0700	CTS6	Barracks Prep	Barracks	Flt CC
0630	0700	CTS5	Breakfast	Dining Facility	CTG CCM
0700	0800	CTS5	Barracks Prep/FTA	Barracks	Flt CC
0700	0730	CTS6	Breakfast	Dining Facility	CTG CCM
0730	0800	CTS6	Barracks Prep/FTA	Barracks	Flt CC
0800	0815	CTG	Travel to Base Theater		CTS CC
0815	0900	CTG	Moral Leadership	Base Theater	Chaplain Smith
0900	1000	CTG	Cadet Programs I	Base Theater	Lt Col Hellsmuth
1000	1045	CTG	Cadet Programs II	Base Theater	C/Col Flick
1045	1100	CTS5	Travel to Lunch		CTS CC
1045	1130	CTS6	FTA	Barracks	Flt CC
1100	1130	CTS5	Lunch	Dining Facility	CTG CCM
1130	1245	CTS5	FTA/KPF	Barracks	Flt CC
1130	1200	CTS6	Lunch	Dining Facility	CTG CCM
1200	1245	CTS6	FTA/KPF	Barracks	Flt CC
1245	1300	CTG	Load USAF buses for travel	Barracks	CTS CC
1300	1500	CTG	Armory Tour	Base Armory	USAF
1500	1615	CTG	319th ARW Orientation	Wing HQ	USAF
1500	1530	Select	1500 Briefing	Barracks	Enc CC
1615	1630	CTG	USAF bus travel to barracks	Wing HQ	USAF
1630	1700	CTS5	Dinner	Dining Facility	CTG CCM
1630	1700	CTS6	FTA/Inspection Prep	Barracks	Flt CC
1700	1730	CTS6	Dinner	Dining Facility	CTG CCM
1700	1800	CTS5	FTA/Inspection Prep	Barracks	Flt CC
1730	1800	CTS6	Inspection Prep	Barracks	Flt CC
1800	1930	CTG	Standby Inspection	Barracks	CTG SET
1930	1950	CTG	Recovery/FTA	Barracks	Flt CC
1950	2020	CTG	Showers/Blister Check	Barracks	Flt CC/TAC
2020	2050	CTG	Personal Time	Barracks	Flt Sgt
2020	2100	Tacs	Tactical Officer Meeting	Training Room	Chief Tac
2050	2100	CTG	Call to Quarters/Lights Out	Barracks	CTS CC
2100	2130	Staff	Squadron Training Meetings	Training Rooms	CTS CC
2100	2130	Staff	Support Staff Meeting	Training Rooms	CTG CCE/Enc CCE
2130	2200	Staff	Group Training Meeting	Training Rooms	CTG CC
2200	2230	Staff	Senior Staff Meeting	Training Room	Enc CC
2200	2230	Staff	Cadet Staff Work Time		
2230	2300	Staff	CTG Staff Pers Time/Lts Out		CTG CC

Key to Terms, Abbreviations, and Office Symbols Used in Sample Schedule

CTG – Cadet Training Group
 CTG CC – Cadet Training Group Commander
 CTG CCE – Cadet Training Group Executive Officer
 CTG CCM – Cadet Training Group Command Chief Master Sergeant
 CTS – Cadet Training Squadron
 CTS CC – Cadet Training Squadron Commander
 CTS CCF – Cadet Training Squadron First Sergeant
 Enc CC – Encampment Commander
 Enc CCE – Encampment Executive Officer
 Flt CC – Flight Commander
 Flt Sgt – Flight Sergeant
 FTA – Flight Training Activity
 KPF – Key Personnel Formation. Used to rehearse staff role in Pass-In-Review
 PT – Physical Training

Tac – Tactical Officer
 USAF – United States Air Force

Scheduling notes to consider:
 Dining times shown are approximate and need to be adjusted for each encampment
 Travel times are approximate and will vary based upon where the Barracks are located
 30 minutes of Personal Time is mandatory each day for Basic Cadets unless superseded by the Commandant
 KPF times should be scheduled after consultation with the Cadet Leadership Officer