

**BY ORDER OF THE COMMANDER JOINT
OKLAHOMA/ARKANSAS WING ENCAMPMENT**

**CIVIL AIR PATROL
OKLAHOMA/ARKANSAS WING
Operating Standards 60-70.1
1 June 2019
Cadet Programs**

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These Operating Standards (OS) extends and further defines the guidance of Civil Air Patrol Pamphlet (CAPP) 60-70, *Cadet Encampment Guide*, dated March 2017. These OS establish the Joint Oklahoma/Arkansas Wing (Jt-OK/ARWG) cadet encampment, which support CAP objectives. These OS does not supersede any Civil Air Patrol regulation, other official publications or common sense. The purpose of these OS are to further explain information found in CAPP 60-70, *Cadet Encampment Guide*, and provide clarification and guidance to personnel staffing and attending the Jt-OK/ARWG Wing Encampment. The paragraph numbers listed in these OS match a corresponding section of CAPP 60-70. These OS are only active for the duration of the encampment.

1.2.h.1. Equal Access. From the Encampment Commander (CC) *“Discrimination and Sexual Harassment will not be tolerated at encampment. Consider this the only warning.”*

1.2.h.2. If at any time during encampment you feel you are a victim of discrimination or sexual harassment (whether committed by a staff member, fellow cadet, or host base personnel), notify any encampment staff member immediately.

1.2.h.3. Maltraining and Hazing. If you suspect that you or a fellow cadet has experienced maltraining and/or hazing, immediately notify the encampment chain of command starting with your FTO. If the FTO is part of the problem, notify the COC or CD or ask the Chaplain for assistance.

From the CC *“Maltraining and Hazing will not be tolerated at encampment. Consider this the only warning.”*

1.2.h.4. Fraternalization. The encampment fraternization policy follows the policy found in CAPR 60-2, *Cadet Protection Policy*, paragraph 2.2. The following additional guidelines apply.

1.2.h.4.1. Description. Fraternalization in a nutshell is defined as "undue familiarization." It contradicts "good order and discipline" because it is destructive. Fraternalization doesn't necessarily imply a male-female relationship, either. A female group commander who is "chummy" with a female flight commander (especially under their supervision) is potentially guilty of fraternization- the "undue familiarization." When the supervisor or staff member and cadet become too friendly, even the perception that "playing favorites" is occurring is destructive to unit morale. Although relations between officer and enlisted are the only legally liable ones in the military, the concept is extended at encampments. Male-female relationships, (of boyfriend-girlfriend nature) on any level, are contrary to good order, because the individuals will ALWAYS concentrate on one another, or how they are going to "beat the system", or sneak around, instead of doing their jobs at one point or another. It is VITALLY important for cadet staff to monitor themselves with this matter, since cadet staff are historically the worst offenders at encampment (because of their freedom).

1.2.h.4.2. Cadet staff monitoring themselves is of utmost importance. Although seniors will supervise for fraternization, other cadets are aware of it before seniors because the offending parties will go where there aren't any seniors. This is a matter of personal integrity. Knowing someone is breaking the rules, but tolerating it, shows poor personal integrity. Thinking that it is "OK" because "I don't want to betray my friends" makes allowing your friends to break the rules more important than accomplishing the mission of the encampment. The bottom line is for each person at the encampment to have some self-control. Find "opportunities" elsewhere, or at least after, because it is not appropriate at encampment.

1.2.h.4.3. To ensure that cadets remain professional at all time, and focused upon their training, fraternization shall not be allowed as outlined in this policy. Cadets may not show "public displays of affection" at any time prior to graduation. Anytime that a cadet of the opposite gender is in the room of another cadet, the door MUST be opened fully. If a private matter must be discussed, the cadet shall ask a Senior Member to stay in the room while the door is closed. Cadets must travel in groups of three or more whenever there are members of the opposite gender present. Cadets of opposite gender are not allowed to be "alone" at any time with one another, this includes secluded areas outdoors, closet spaces, or remote areas of the base or training area. Noncompliance may result expulsion from the encampment.

1.4.c.1. Building Inspections (Acceptance/Turn-In). All facilities to be used during encampment will be inspected with a representative of the hosting organization and the CC prior to use. Photographs, video, and written notes should be taken to ensure an accurate assessment of the state of the facility is determined. Any discrepancies should be reported immediately and corrected or otherwise dealt with. Upon completion of the activity, the CC shall try and ensure the same inspector is used for out processing inspection as was used for the arrival. The CC shall ensure all buildings are cleaned and meet at least the same level of upkeep or better.

1.4.c.2. Sleeping Assignments. Encampment staff will assign beds to cadets during in-processing. If bunk beds are used, all lower bunks will be used first then top bunks. The CC, or designee, will designate which building(s), floors, and rooms will be used for which members. Once bed and building assignments are made, no changes in location

(building, room, or bed) may be made without notification and approval from the encampment staff (FTO, CoC, CC).

1.4.c.3. Cleaning, Maintenance, and Upkeep. The duty flight of the day will be responsible for public area cleanup. Public areas include classrooms, latrines, and other public areas not including the dining facility or flight sleeping quarters. All members will ensure all rooms, buildings, and workspaces are cleaned up daily. Trash will be emptied daily. All floors will be swept or vacuumed daily and mopped when directed.

1.4.c.4. Baggage & Property Storage. Buildings with secured closets, rooms, or lockers should be utilized to store valuable property. Confiscated encampment property will be secured in a locked environment at all times. Cadet property not needed throughout encampment but not considered contraband may be placed in these storage areas. The CAPF 37 will be used or a carbon copy or two part property receipt will be utilized. Complete property accountability must be maintained and the member turning in property must receive documentation that will ensure the property can be located and returned during out-processing

1.4.c.5. Unoccupied Beds. Beds not assigned will not be used. Cadets are required to sleep in their assigned beds. When bed makeup is an evaluated component, cadets caught sleeping in an unassigned bed will be in violation of the Honor code for cheating. Additionally, to ensure all members are locatable and accounted for, all members will sleep in their assigned bed.

1.4.c.6. Building Custodian. Each building or floor used by encampment will have a senior member designated as the custodian. The custodian is responsible for ensuring the building/floor is being used in accordance with published guidelines and authorized uses as well as ensuring that all maintenance needs are addressed or reported. FTOs will be the building custodian of their flight's building or area; support staff senior members will be the custodian for their building or area (medical building is the medical officer's responsibility, etc). The LG will ensure all buildings are assigned custodians and will additionally serve as the custodian to buildings where no other senior is available. All buildings will be first inspected by the custodian before first use and at the end of encampment prior to CC final out review.

1.7. Non-Commissioned Officer Academy (NCOA). The intention of the Non-Commissioned Officer Academy is to teach cadet NCOs the critical skills they need for developing their mentoring, teamwork, and leadership skills. NCOA students will get real world chances to interact with serving NCOs from the U.S. Armed Forces, team up with others on practical and theoretical leadership challenges, and develop partnerships to begin lifelong leadership excellence.

1.7.a. Program Goal: The goal of the NCOA is to provide the cadet with a foundation for the intermediate phases of the cadet training in Civil Air Patrol. NCOA stresses the fundamental aspects of instructional techniques, evaluation methods and intermediate leadership laboratory skills.

1.7.b. Eligibility: Because NCOA addresses skills relating to indirect leadership and non-commissioned officer topics, participating cadets need to be cadet NCO's.. Therefore, students attending NCOA should have completed an encampment and hold the grade of C/SrA to C/MSgt.

1.7.c. Duration: Schools must offer at least 42 hours of instruction.

1.7.d. Authorization: The NCOA is considered an advanced student encampment, and as such the authority to conduct rests with the host wing.

1.7.e. Funding: Individual wings are responsible for funding the NCOA, either through wing funds or tuition

1.7.f. Lesson Plans: The lesson plans for NCO are based on USAF Airman leadership school curriculum as well as other CAP sourced curriculum such as RCLS.

1.7.g. Graduation Requirements: As with other activities, cadets must satisfactorily complete at least 80% of the program to graduate, as judged by the encampment commander.

2.3.a. Uniform General Guidelines. The individual member is responsible for their own uniform procurement. Participants will be required to bring certain additional items at your own expense. Other items may be issued to you at encampment. All issued (uniform and equipment) items are your responsibility; you are liable for their replacement.

2.3.b. Prescribed Uniforms. The following uniforms are allowed for wear by both cadets and seniors during encampment: USAF Blue Uniform, Corporate Dress Uniform, Battle Dress Uniform (BDU), Airman Battle Uniform (ABU), Blue Corporate Field Uniform (CFU), Blue Polo Shirt, and authorized physical training uniform.

2.3.b.1. Uniform of the Day. The uniform of the day (UOD) will be worn by all personnel during the defined duty day. The CC may authorize wear of an alternate uniform if necessary for performance of duty requirements. The physical fitness training uniform, referred to as "Skittles," shall be worn when another CAP uniform is not prescribed for wear. Civilian attire will not be worn during encampment unless specified by the CC.

2.3.b.2. Utility uniforms. Utility uniforms must be worn in accordance with CAPM 39-1, Civil Air Patrol Uniform Manual, and any CAP Supplements to CAPM 39-1. When worn, the ABU/BDU top and bottoms should match (i.e. light weight top with light weight bottom or heavy weight top with heavy weight bottom) but either cap may be worn with both uniform types. BDUs and ABU components will not be mixed. If bringing BDUs, ABUS, or CFUs, all must have complete insignia and accouterments IAW CAM 39-1 and supplements. Wear guidance is found in CAPM 39-1. Additionally, the sleeves of utility uniforms will be worn down (not rolled) at all times unless authorized by the CC. If the temperature or weather dictates the need to reduce the thermal stress, the ABU/BDU/CFU shirt may be removed if approved.

2.3.b.3. Dress Uniforms. AF style blue and CAP Corporate (white shirt) dress uniforms will be worn in accordance with CAPM 39-1. All badges are optional except chaplain and aeronautical badges. Ribbons will not be worn.

2.3.b.4. Skittles Uniform. The "Skittles" uniform will consist of a Staff T-shirt (or polo) or flight specific colored T-shirt and dark blue or black athletic shorts and authorized headgear (when directed). Staff members may wear dark blue or black sweat pants, dark blue or black long athletic pants or khaki long pants in lieu of wearing shorts when this uniform is prescribed.

2.3.b.5. Headgear. Only the BDU, ABU, CFU, Flight Cap, or authorized encampment ball cap will be worn at encampment. Other forms of headgear (Unit ball caps, Berets, Boonie hats etc.) are not authorized at encampment. Functional hats/caps may be worn if designated by the CC. Rank insignia will not be worn on encampment ball caps. All caps must be clean and fit properly. Hats/caps will be worn unmodified, as designed, at all times (i.e. not "ranger rolled"). The BDU/ABU/CFU/Ball cap will be placed inside the left cargo pocket if not being worn. The cap will not be visible while in the pocket. Flight Caps, when not worn or stored, will be tucked under the left side of the belt between the first and second belt loops. The cap will be flush with the top edge of the belt, on the left side of the body, with the open end of the cap facing the wearer's left pocket.

2.3.b.6. Physical Fitness Training Uniform (PTU). The PTU (aka "Skittles") will consist of black/dark blue athletic shorts with no or limited markings and authorized CAP activity t-shirt or solid black T-shirt (when designated). Hats will not be worn with this uniform

2.3.b.7. Grooming standards. All members will in-process non-compliance with grooming standards found in CAPM 39-1. Additionally, the following grooming and uniform standards apply:

2.3.b.7.1 Make-up is not authorized while at encampment. Exception, Female cadets may wear make-up for the graduation ceremony.

2.3.b.7.2. Each member must maintain his/her personal hygiene and shower at least once per day. Showers are mandatory whenever personal hygiene time is scheduled, and all members must wash hands after using the latrine. All members will change undergarments daily. Laundry facilities may be provided while at encampment. Cadets are responsible for implementing a laundering schedule amongst flights and squadrons (within provided scheduling guidance). All members are recommended to wear shower shoes or "flip-flops" when showering.

2.3.b.8. Hydration System. A hydration system (web belt and canteen or hydration bladder) is required at encampment. Your hydration system is always worn with ABUs and PTUs unless otherwise directed.

2.3.b.8.1. While in blues, carry the hydration system in the left hand.

2.3.b.8.2. When sitting, store your hydration system under the seat and even with the front of the chair. Do not wear the hydration system where you are resting on the full bladder. This has caused many to burst/leak and has resulted in damaged property. Exception: While in PTUs or BDUs/ABUs at the Dining Facility (DFAC), removal of the hydration system is not required.

2.3.b.9. Eyewear. Sunglasses are not authorized at encampment unless prescribed for medical reasons (must be annotated on medical form). Cadets who require vision correction should bring at least one pair of eyeglasses with eyeglass straps (plain black or dark blue without logos or advertisements) that conform to CAPM 39-1. Note: eyeglass straps are required to be worn at all times. As constraints on time and sanitation in field conditions make proper care of contacts difficult, contacts are not recommended during any portion of encampment.

2.3.b.10. Sleepwear. As a minimum, sleepwear will consist of PT shorts and PT T-shirt. Cadets may wear flip-flops in the dorms in the evening at FTO discretion.

2.3.b.11. Jewelry. In the interest of safety, jewelry will not be worn at any time, except watches, medical alert necklaces/bracelets and wedding rings/bands. These items must be worn in accordance with CAPM 39-1. It is highly recommended that cadets do not bring any jewelry to encampment. Watches may be worn at all times, unless otherwise directed by encampment staff. Hourly chimes and alarms on watches will be turned off at all times.

2.4.a.1. Dining Facility Behavior. Behavior in the dining facility will remain professional and should have no change in standards of encampment norm. Cadets may be permitted to talk during meals to those cadets seated at their table. Encampment staff will permit cadets to consume their meal without harassment or interruption.

2.4.a.2. Meal Times & Flow. Cadets will be given a minimum of 15 minutes to consume their meal. Where practicable, a “flow-demand” system will be used to help gauge eating times during meals. Cadets will continuously enter the dining facility. Ideally, tables seating four to eight people will be used. Cadets will fill the tables in the specified order. After all tables are full, the first table seated should be completed with the meal and leaving the facility. This continuous cycle will continue until all personnel have eaten. A member of the Kitchen staff will direct seating of cadets to ensure the correct order of seating is maintained and that all members have adequate meal time.

2.4.a.3. Snacks. Cadet students will have the opportunity for snacks (e.g. fruit, granola bars etc) between meals and after the evening meal daily and prior to lights out. Cadets will not be penalized or chastised for asking their Flight Commander or FTO for a snack.

2.4.c.1. Sleep. Between Taps and Wake-up, cadet students are not authorized to engage in any activities other than sleeping (e.g., writing letters, reading, talking, etc.) Cadet staff will be afforded an additional 30 minutes after TAPS for a “hot wash” staff meeting or to prepare for the next day. Cadets will not leave their bed except in the event of an emergency or to use the latrine. Talking in the latrine is prohibited after lights out. All cadet staff members will be in bed by 2230 hours. The Senior staff may conduct bed checks to ensure complete accountability. Lights out violations by any cadet will result in CAPF 60 series counseling.

2.4.d.1. Personal Time. Personal time is free from constructive training; this is your time. Staff members may walk through the area but will not initiate meetings with cadets. During personal time, cadets must remain in the flight area unless performing official duties related to your assigned position (cadets must sign in/out of flight area). Additionally, cadets may perform details, conduct meetings, or prepare uniforms. Female hair may be left down in the PTU to allow it to dry and prevent mold growth. Meetings concerning additional duties or special projects will not be held during personal time if they require staff member involvement. Immediately prior to lights out, TAPS will sound. Cadet students must be in bed with lights out by the time TAPS is finished.

2.4.h.1. Staff Meetings. All staff meetings will normally happen during the duty day. A nightly “hot wash” staff meeting may be conducted by the staff after lights out for cadet students. Cadet Staff will not hold any additional staff meetings or activities after the “hot wash.” Any meetings with cadets in attendance will be terminated by 8 hours before wake up the next day.

2.7.1. Contraband Shakedown. The contraband shakedown will be conducted only by the senior staff. This duty will not be delegated to the cadet staff. The shakedown will be conducted in a non-threatening, professional manner. The cadet staff/cadre will escort the cadet to and from the inspection area, emphasizing the sense of urgency, but at no point cause a sense of hazing to the cadet. See paragraph 6.5 for general guidelines for conducting inspections paying specific attention to paragraph 6.5.e.

2.7.a.1. Confiscation of contraband items. Any property found not authorized at encampment will be confiscated using encampment furnished contraband bags, containers, and labels. A CAPF 37, *Temporary Issue Receipt*, will be used to document the transaction. Cell phones should have their batteries removed or powered off by the property owner to ensure the device does not activate during encampment. All electronic devices and cell phones shall be turned off. Cadets will observe the property placed in the bag. The senior will sign the receipt verifying the property that was confiscated then the cadet will sign the receipt. The cadet will be given a copy of the receipt or a property claim ticket. The cadet must have documentation showing what property was confiscated and who confiscated it. Two part receipts with printed control numbers should be used. The encampment staff will take reasonable precautions to ensure confiscated property is secured safely and accounted for; however, the encampment staff, the Oklahoma wing, and the Arkansas wing is not responsible for confiscated property brought to encampment contrary to the encampment packing list. Confiscated items will be returned at the end of encampment. If parents are still present during inspection, contraband items may be given to them.

2.10.a.1. Van clean-up. No participant will be dismissed (special circumstances will be handled on an individual basis) until all corporate vehicles have been cleaned and cleared by the encampment transportation officer.

3.2.b.1. Operational Risk Management. Operational Risk Management (ORM) is a logic based, common sense approach to making calculated decisions on human, material and environmental factors associated with any type of activity. CAP uses the six step ORM process (1-Identify the hazards, 2-Assess the risks, 3-Analyze the risk control measures, 4-Make control decisions, 5- Risk Control Implementation, 6-Supervise and review). All encampment staff will complete the basic and intermediate ORM courses available online at <http://www.capmembers.com/orm> prior to encampment. It is highly recommended that all cadet attendees complete the basic course before arriving at encampment.

3.2.b.1.a. Activity ORM Plans. All activities that cadets will participate in shall have an ORM assessment survey completed. Recommendations will be provided to the CC for implementation. Activity surveys should be completed as soon as practical to ensure time for proper briefing of the staff. Example activities include: rappel tower, confidence course, leadership reaction courses, group leadership projects, etc.

3.3.b.1. Sick Call. The encampment medical officer will provide care for any cadet who feels he or she needs to go to sick call for medical or dental reasons. Sick call hours and procedures will be provided to cadets upon arrival at encampment. Emergency care for threat to life, limb, or eyesight will be available on a 24/7 basis for emergency situations that may arise.

3.4.a. Wingman Concept. The wingman concept will be utilized at all times during encampment and is applicable to all encampment personnel. This concept is that generally no person will be alone at any time and that everyone has a designated person for accountability. The following standards will be used based on the given situation:

3.4.a.1. Seniors. Do not require a wingman unless traveling outside of the encampment facilities. Seniors at night will have a wingman when not in the visual presence of another senior. Exceptions may be authorized by the CC.

3.4.a.2 Cadets. Cadets will have a wingman at all times regardless of time of day. Cadet staff may have this requirement waived during daylight hours if they will be within the encampment facilities.

3.4.b. Hydration. Commanders at all levels are responsible for ensuring member hydration throughout encampment. Procedures shall be in place that ensures everyone at the encampment is hydrating properly. Based on the encampment weather, hydration standards and goals shall be published to all encampment participants.

4.1.c.1. Organization. The encampment has two distinct organizational elements: Senior Member Staff and the Cadet Group.

4.1.c.2. The Senior Staff is responsible for directing, supporting, implementing and supervising the training program for the cadet group. The Senior staff is intended to mentor the cadet leadership and their staff and allow the cadets to “lead” the cadets at encampment.

4.1.c.3. Cadet Group Organization. The cadet group is organized into two training elements: Cadet Training Group/Wing and NCO Academy.

4.1.c.3.1. Cadet Squadron. Cadet Squadrons (CS) are where first time students and returning non-NCOA students will be assigned. These squadrons will follow the curriculum developed for first time students attending encampment. Cadet Squadrons will use the symbol “CS” for organizational designation.

4.1.c.3.2. NCO Academy. The NCO Academy (NCOA) will be composed of cadets that have graduated from encampment and selected for NCOA. Cadets assigned to the NCOA will follow a modified USAF Airman Leadership school curriculum that focuses on leadership instruction and skills. Cadets not selected for the NCOA, will be assigned to a CS. The NCOA will use the symbol “NCOA” for organizational designation. The NCOA C/CC reports to the CoC.

4.1.c.4.1. Cadets enrolled in NCOA will attend an advanced leadership school designed to grow and develop the selected cadet’s leadership skills and traits. NCOA Cadets will attend separate academic classes and activities designed to hone their leadership skills. NCOA cadets will participate in all tours and military experience events provided during the encampment curriculum.

4.1.c.4.3. In an effort to promote leadership growth, the Cadet Squadron Commander (if needed), Cadet Flight Commander, Flight Sergeant, and Element Leader positions will rotate to a new NCOA cadet each day. Each Flight Commander, Flight Sergeant and Element Leaders will be responsible for the flight operations from TAPS until just prior to TAPS to following day. Just prior to TAPS, the new Flight Commander, Flight Sergeant and Element Leaders will assume duties at that time. The incoming and outgoing positions will have a good handoff to ensure seamless operations.

4.1.c.4.4. The NCOA FTO(s) will document Flight Commander, Flight Sergeant and Element Leader performance on a CAPF 60 series and will debrief the cadets after their leadership tour has finished. The CAPF 60 will be forwarded to the cadet’s home unit after encampment.

4.1.c.4.5. The NCOA is limited to cadets in the grades of C/A1C to C/MSgt and is limited to 30 cadets (2 - 15 person flights). Cadets must have graduated encampment to attend the NCOA.

4.1.d. Cadets attending the NCOA are afforded “Gentleman’s Course” status while in training. Cadets enrolled in these programs will be exempt from the Cadet Group inspections and other encampment rigors as defined in the encampment curriculum. However, cadets assigned to the NCOA are expected to set the highest example for encampment students to emulate. They are to serve as role models for the encampment students. If this privilege is abused, the “Gentleman’s Course” status will be revoked.

4.3.g.1. Vector. “Vector” is the time designated in the evening prior to lights out for encampment personnel to speak with a chaplain individually or in a group format about the day. “Vector” is a chance for personnel who may be experiencing stress or a difficult time adjusting to encampment to relax and discuss their day and the events in the day. Cadets will not be prevented from attending “Vector” when it is offered and will not be penalized or chastised for attending instead of performing another encampment function. The ultimate goal for “Vector” is to help struggling personnel realize that encampment is an achievable feat and then help the individual make it to the end of

encampment and graduate. This time will be led by the Chaplain or Commandant of Cadets. It is not a religious service, however, cadets with spiritual needs may speak with the Chaplain at this time.

5.1.a.1. NCOA Contact Hour requirement. The NCOA requires the same contact hour requirement than that of the encampment curriculum. Graduation requirements remain the same for NCOA as stated in paragraph 5.1.e.

6.2.d.1. Standardization and Evaluation (Stan/Eval). The Stan/Eval team may create the standards for inspection and scoring procedures (6.4.h). Stan/Eval will not be the inspecting party during inspections, but may assist the inspecting officer. Stan/Eval will be responsible for tallying and keeping track of the flight performance during these events.

6.4.h. Living Area Standards. The Standardization and Evaluation team, under the guidance of the C/CC, will determine how the living areas will be setup and property displayed. During the pre-encampment staff training time, Stan/Eval will identify potential issues, develop feasible solutions, and provide the recommended method to the C/CC and CoC for evaluation. Areas of consideration include: beds, shoes, uniforms (not being worn), personal property, etc. The purpose of living area standards are to provide a standard for cadets to meet that can be used to evaluate attention to detail and following instructions. The intent is not to take training time away from CAPR 60-1 training requirements or otherwise burden the cadets with menial work. Excessive or intricate setups will be avoided.

7.2.c.1. Eligibility. To be eligible, a cadet must be selected to serve as a Cadet NCO and satisfactorily complete all cadet staff duties. Nominated cadets must have demonstrated leadership in encampment positions and projects, and demonstrated qualities of dependability, good character, patriotism, and military discipline.

7.2.c.2. Description. Award consists of a certificate to be presented at graduation.

7.2.c.3. Selection Authority. The selection authority for this award rests solely with the C/CC.

7.2.d.1. Eligibility. To be eligible, a cadet must be selected to serve as a Cadet Officer and satisfactorily complete all cadet staff duties. Nominated cadets must have demonstrated leadership in encampment positions and projects, and demonstrated qualities of dependability, good character, patriotism, and military discipline.

7.2.d.2. Description. Award consists of a certificate to be presented at graduation.

7.2.d.3. Selection Authority. The selection authority for this award rests solely with the CoC.

7.2.e.1. Eligibility. To be eligible, a Senior Member must be selected to serve as a Senior Staff member and satisfactorily complete all staff duties. Nominated Senior members must have demonstrated leadership in encampment positions and projects, and demonstrated qualities of dependability, good character, patriotism, and military discipline.

7.2.e.2. Description. Award consists of a certificate to be presented at graduation.

7.2.e.3. Selection Authority. The selection authority for this award rests solely with the CC.

7.2.f.1. Warrior Flight. One flight in the Cadet Group will be designated as the encampment Warrior Flight every day. Warrior flight is based on competitive sports, fitness test, and flight participation in physical training events. A streamer will be added to the guidon to the flight that earned Warrior Flight for that day. An encampment warrior flight will be recognized at graduation.

7.2.f.2. Warrior Spirit Award. This award recognizes the cadet in each flight who best exemplifies the Air Force warrior spirit as determined by the Flight Training Officer (FTO). Criteria should include appearance, attitude, enthusiasm in duty performance, and physical fitness, as well as teamwork, impact on flight morale, impact on flight performance, motivation, and contribution to team events (such as Group Leadership Problems, Confidence Course, or flight physical activities). Award to one cadet in each flight. Award will consist of a certificate presented at graduation.

7.2.f.3. Encampment Distinguished Graduate Award. Encampment Distinguished Graduate (DG) Award. Cadets graduating encampment in the top 15 percent of encampment, as determined by the encampment staff, will be designated as a distinguished graduate. Award will consist of a certificate and cadet staff position preference consideration (other than C/CC, C/CD) at the following encampment.

7.2.g. Encampment Ribbon. Awarded to cadets for satisfactory completion of an encampment (to include the NCOA) and to senior members for service as a member of an encampment staff. Award of the ribbon is retroactive and clasps may be attached for repetitive awards.

APPENDIX A - HONOR CODE & REVIEW BOARDS

A.1. Purpose. The Honor Code establishes standards for cadet behavior during encampment and establishes procedures for violations of the cadet honor code.

A.2. Core Values. Core values are essential in the character development of CAP leaders. Cadet behavior should reflect the CAP core values of integrity, respect, excellence, and volunteer service.

A.3. Expectations. The following serve as examples of desirable and expected behavior:

A.3.1. A cadet's word can be trusted until proven otherwise.

A.3.2. A cadet respects the property of others.

A.3.3. A cadet competes fairly and takes credit only for personal achievement.

A.3.4. A cadet strives to ensure that his or her personal bearing and behavior reflects credit upon the individual and the Cadet Corps.

A.3.5. A cadet readily accepts responsibility and carries out that responsibility to the best of his or her ability.

A.3.6. A cadet is loyal to peers, superiors and subordinates.

A.3.7. A cadet understands that adherence to orders in letter and in spirit is the heart of discipline.

A.3.8. A cadet recognizes that this code serves as a bond of trust which exists among all cadets

A.3.9. A cadet strives always to practice the concept of leadership and discipline through respect and example.

A.4. Review Board Appointment. Honor Code violations may be submitted by any member to their direct supervisor. When the allegation is against a person's direct supervisor, the next higher person in the chain of command will be notified. The C/CC, CoC, or CC may convene a review board anytime the infraction is deemed to be serious and other corrective measures have not resolved the situation.

A.5. Review Board Members. The convening authority will appoint three members to the board. Board members must be cadet officers and the board chair will be a Phase IV cadet. Boards should be comprised of cadets not in the direct chain of command of the cadet in question, where possible. The CC or CoC, or other senior designated by the CC, will be present during all review boards.

APPENDIX C – FORMATIONS, CUSTOMS AND COURTESIES

C.1. General Information. This Appendix augments what is found in CAPP 60-33. This appendix does not supersede the guidance found in CAPP 60-33, but adds clarity and instruction where appropriate.

C.1.1. Formations. A primary training objective at encampment is to improve the drill knowledge and proficiency level of cadets. To give cadets the greatest opportunity to practice drill, movement of cadets attending encampment should always be done through standard drill movements unless it will create a problem or is not effective for a specific situation. Flight Commanders are primarily responsible for the movement of their flights. However, experienced cadets within the flight may be used during specific training times and when the flight staff determines an educational benefit will be received.

C.1.2. General Guidance

C.1.2.1. The Cadet Flt/CC's first responsibility is the safety of the formation. Therefore, situational awareness of the surroundings is critical and must be maintained at all times, even when stationary.

C.1.2.2. Cadets will not talk while in formation.

C.1.2.3. Cadets will double-time when wearing the PTU, except within one hour after a meal and if the Wet Bulb Globe Test (WBGT) flag conditions do not support. Cadets may double time on paved surfaces to and from physical conditioning activities except when crossing the street. Cadets will not double time during hours of darkness for safety reasons (Exception: Approved formation runs may take place during dawn and dusk, and if the formation is carrying flashlights or reflective gear).

C.1.2.4. All cadets will move on sidewalks, parking lots, troop walks, and other improved surfaces. When there are none available, use unimproved surfaces with caution and while marching at ease. The Flt/CC will act as road guard for flights with 10 or fewer cadets. If traveling along a roadway, march with as few elements as practical (usually two) and in the designated running lane. If no designated running lane exists, cadets will march against the flow of traffic.

C.1.2.5. All members of a formation must carry operable flashlights during hours of darkness and period of reduced visibility. (Exception: Reflective gear is a suitable substitute during formation runs.)

C.1.2.6. Cadet flight members do not have the authority to place flights "at ease" or "at rest" at any time. If a flight member wishes to address the flight, he/she must first request permission from the Cadet Flt/CC to address the flight and then do so from the position of attention. The flight will also be at the position of attention. Individual flight members cannot address the flight while the flight is in transit. However, flight members may request from the Cadet Flt/CC permission to ask a question or to make a statement in order to address a safety concern.

C.2. ROAD GUARD PROCEDURES.

C.2.1. General Information.

C.2.1.1. Road Guard Definition. Cadet designated to stop traffic when cadets cross a road or parking lot.

C.2.1.2. Required safety equipment (only when pulling road guard as a detail): fluorescent/reflective vest (worn by road guards) and flashlight (during hours of darkness).

C.2.1.3. Cadets will not "piggyback" units (i.e. march more than one unit across the street without allowing traffic to proceed between them) when crossing streets unless directed to do so by encampment staff.

C.2.1.4. The Cadet Flt/CC will render all courtesies for the flight. If an officer (on foot) or staff vehicle passes (from the front) the person in charge will render courtesies. If a staff vehicle approaches the flight while crossing an intersection the road guard will not salute (due to safety). The person in charge will march the flight across the street, halt the flight, call in the road guards, and then render courtesies to the staff vehicle. Safety is the priority in this situation.

C.2.2. Procedures.

C.2.2.1. For safety reasons, flights will always be halted six paces from the roadway so the Cadet Flt/CC can ensure the safety of the posting road guards. To post road guards, the Cadet Flt/CC will use the verbiage **“ROAD GUARDS, POST.”** At that time, the required number of road guards will fall out of the flight and post as a detail six paces in front of the flight. The required number of road guards is determined by the number of lanes of traffic that must be halted to safely cross the roadway.

C.2.2.2. The Cadet Flt/CC will move forward, post in front of the flight at the roadway edge, salute and ask permission from their FTO to enter the roadway with the verbiage:

“Sir/Ma’am, _____ Flight requests permission to enter the roadway.”

C.2.2.3. The Cadet Flt/CC will then look both ways to ensure there is no traffic and enter the center of the roadway. The Cadet Flt/CC is only required to extend arms if traffic is visible (only when halted). They will then perform an about face (to face their flight) and command **“ROAD GUARDS, OUT.”**

C.2.2.4. On the command, **“ROAD GUARDS OUT,”** the left road guard will go to the closest lane, and the right road guard will go to the farthest lane, face oncoming traffic at parade rest with the right arm up, palm flat with the fingers pointed upward. If carrying a flashlight, road guards will hold the flashlight in the extended arm with the beam pointed down.

C.2.2.5. The Cadet Flt/CC will move out of the path of the flight, command the flight to march across the intersection, and perform the necessary facing movements so they can observe the flight at all times.

C.2.2.6. Once the flight has crossed the roadway and is out of danger, the Cadet Flt/CC will halt the flight and command, **“ROAD GUARDS, IN.”** The road guards will then return to their detail six paces in front of the flight.

C.2.2.7. The Cadet Flt/CC will remain in the intersection and continue to halt existing traffic while the road guards return to the rear of the flight.

C.2.2.8. To have the road guards fall back in the flight, the Cadet Flt/CC must give the command **“Road guards, secure your gear and fall into the rear of the flight.”** The road guards remove their vests, secure them and fall into the rear of the flight to continue travel.

C.2.2.9. The Cadet Flt/CC does not give further commands (e.g., **“FORWARD MARCH”**) until rejoining the flight.

C.3. GUIDON PROCEDURES

C.3.1. Description. The significance and importance of the guidon is that it represents the unit and its commanding officer. When the commander is in, his or her guidon is displayed for everyone to see. When the commander leaves for the day, the guidon is taken down. It is an honor to be the guidon carrier for a unit, known as a "guidon bearer" or "guide". He or she stands in front of the unit alongside of the commander (or the commander's representative), and is the rallying point for troops to fall into formation when the order is given. In drill and ceremonies, the guidon and commander are always in front of the formation.

The guidon is a great source of pride for the unit, and several military traditions have developed around it, stemming back from ancient times. Any sort of disgrace toward the guidon is considered a dishonor of the unit, and punishment is typical. For example, should the guidon bearer drop the guidon, they must fall with it and perform punishment, often in the form of push-ups. Other units may attempt to steal the guidon to demoralize or antagonize the unit. Veteran soldiers know not to give up the guidon to anyone outside their unit, but new recruits may be tempted into relinquishing it by a superior, especially during a unit run.

C.3.2. General Procedures.

C.3.2.1. Each flight of six or more cadets will carry their guidon from start to end of academic day while marching from one location to another during encampment, except when specifically instructed by staff to do otherwise, or due to weather advisories. The guidon will be carried to all events unless directed by encampment staff. If there is no guidon holder at the event, the guidon bearer will make every effort to ensure the guidon is stored/displayed properly and will not become a safety hazard. Guidons will not be posted by jamming them into the ground.

C.3.2.2. Storage of the Guidon. Flight guides are responsible for storing the guidon in the appropriate rack when not in use. Guidons will not be placed with the tip of the ornament on the ground or with the pennant wrapped tightly around the staff. If entering a building that does not have a storage rack, cadets will take the guidon inside with them and place it out of the way, leaning into a corner so that it will not fall. (NOTE: When entering a building with a guidon, cadets will announce “GUIDON” in order to alert others in the area to the hazard.)

C.3.2.3. Cadets will take care of the guidon. If any part of the guidon breaks, cadets will not attempt to repair it. They will take the guidon to their FTO for repair.

C.3.3. Guidon Rules of Engagement (ROE).

C.3.3.1. Issuing: Guidons will be issued to the Cadet Commander at the beginning of encampment. The Cadet Commander has the authority to issue guidons to the flights but should rely on input from the command staff. NCOA and RCLS guidons will be issued by the Commandant of Cadets.

C.3.3.2. Unsecure. As the guidon represents the flight and as a result the entire flight is responsible for its upkeep and safety. At no point will a guidon be left unsecure.

C.3.3.3. Posting. During classroom periods, the guidon will be posted in a designated area. All properly posted guidons are considered “safe”. Posted guidons do not need to be manned, as ALL cadets will participate in every phase of training. EXCEPTION: if a guidon is properly posted, and the unit leaves the training area, this guidon is considered abandoned and thus is “unsecure.” Guidons held by another flight will be posted and will align to the rear of the flight’s guidon while in formation. Flights that have another’s guidon but lose their guidon will NOT be able to use the stolen one as their own.

C.3.3.4. Senior Members. Senior members are NOT responsible for securing guidons. Senior members will not actively attempt to “steal” guidons. However, Senior Members may passively participate by letting a cadet’s flight know another guidon is left unsecure.

C.3.3.5. Defacing. The flight that secures another flight’s guidon CANNOT do any permanent damage to it. NO TAPE will be placed on a guidon where damage can be done getting the tape off (sticky side OUT is OK). A guidon will not be dirtied whereas it will need to be washed to be properly displayed when returned.

C.3.3.6. Dispute. In the event of a theft that is disputed, the arbitrator will be the CC, CD, CoC, or CCF. Their decision will be final.

C.3.3.7. Distress. Guidons may be placed in distress. BUT paragraph C.3.3.5. applies. Guidons may be placed in distress by any Senior Member, or the flight that secures another flight’s guidon. If a senior member places a guidon in distress, he or she alone (and the chain of command above them) has the authority and responsibility to remove the distress.

C.3.3.8. Recovery of lost guidon. Once a guidon has been taken/lost/stolen, it must be earned back by the losing flight. Negotiations will begin immediately between the commanders, and a senior member will be present. A guidon may be returned to their flight at any time, but in no case will it exceed the next morning formation, unless it was lost at morning formation. All “stolen” guidons will be returned at the next morning formation, regardless of time held by another flight. All guidons will be returned to their respective flight before the final pass and review parade practice on Saturday morning, at which point the competition will terminate.

C.3.3.8.1. Streamers. When a guidon is “found” by another flight, the losing flight will fasten one of their flight colored streamers to the securing flight’s guidon when their guidon is returned. Only one streamer may be “lost”

per day. The daily warrior flight will be presented a streamer at morning formation for their performance during the previous day.

C.4. Saluting and No Salute Areas. Unless listed below or designated a no salute area by the CC, all encampment areas are salute areas. No salute areas will be established, published, and briefed to all participants during the welcome briefing on the first day of encampment. Areas where there are safety hazards such as cables, trip and fall hazards, or highly congested shared spaces, should be designated no salute areas.

C.5. General Customs & Courtesies. Standard customs and courtesies in accordance with CAPP 151 will be practiced at all times. This includes saluting, verbal greetings, and terms of address. The correct term of address for cadets addressing another cadet is the cadet's earned grade (ex. SSgt: "Sergeant"). The proper term of address will be used by all personnel at all times as specified in CAPP 151, Respect on Display.

C.5.1. Staff/Cadet Student Interaction. Use appropriate military courtesies when greeting encampment staff or any other recognized military members. Always use full rank and last name if you recognize the member or by "Sir/Ma'am" as appropriate.

C.5.2. Respect towards encampment staff

C.5.2.1. Use one of the following seven basic responses as appropriate to begin speaking to, respond to a direct question from, or as instructed by a staff member:

C.5.2.1.1. "Yes, Sir (Ma'am)."

C.5.2.1.2. "No, Sir (Ma'am)."

C.5.2.1.3. "No excuse, Sir (Ma'am)."

C.5.2.1.4. "Sir (Ma'am), I do not know."

C.5.2.1.5. "Sir (Ma'am), I do not understand."

C.5.2.1.6. "Sir (Ma'am), may I make a statement?" (not necessary when responding to a direct question)

C.5.2.1.7. "Sir (Ma'am), may I ask a question?" (not necessary when you are call upon by raising your hand)

C.5.2.2. If you need to excuse yourself to pass by an individual or through a group of individuals, politely state, "Sir (Ma'am), Pardon me please."

C.5.2.3. Use plain English to the max extent possible to converse and make your point known.