



**1 SEPTEMBER 2005**

***Personnel***

***SENIOR AND CADET  
MEMBER GUIDE***

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This publication may be carried at all times when file records and reference materials are not always readily available. Staff personnel are also encouraged to use this guide.

In using this personalized document, it must be remembered that it is a guide only. More detailed information is available in CAP regulations, manuals, wing-level publications, and squadron-level publications

***SUMMARY OF REVISIONS***

This revision incorporates changes including the use of terminology, squadron-level policies, and general knowledge. In a growing and improving organization such as Squadron 36, all publications are in a constant state of growth, improvement, and change. Squadron members should note changes in referenced materials as they occur.

**SQUADRON KEY FIGURES**

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Commander

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Deputy Commander

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Leadership Officer

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Cadet Commander

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Cadet First Sergeant

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Alpha Flight Cadet Commander

---

Alpha Flight Cadet Flight Sergeant

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Bravo Flight Cadet Commander

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Bravo Flight Cadet Flight Sergeant

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C/2d Lt



C/1st Lt

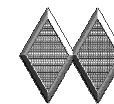


C/Capt

### CADET COMPANY GRADE OFFICERS



C/Maj



C/Lt Col



C/Col

### CADET FIELD GRADE OFFICERS



2d Lt



1st Lt



Capt

### SENIOR MEMBER COMPANY GRADE OFFICERS



Maj



Lt Col



Col

### SENIOR MEMBER FIELD GRADE OFFICERS











Brig Gen



Maj Gen

### SENIOR MEMBER GENERAL OFFICERS

**Table 6.1. Grade Insignia with Correct Abbreviations**

		
C/Amn	C/A1C	C/SrA
<b>CADET AIRMEN</b>		
		
C/SSgt	C/TSgt	
<b>CADET NONCOMMISSIONED OFFICERS</b>		
		
C/MSgt	C/SMSgt	C/CMSgt
<b>CADET SENIOR NONCOMMISSIONED OFFICERS</b>		

## Squadron Senior and Cadet Member Guide

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### Section 1 - ATTENDANCE

Regular attendance at squadron meetings and activities is very important to both the member and to the squadron. When senior and cadet members join Squadron 36, they pledge themselves upon their application to attend meetings and activities regularly. Attendance is critical to a member's training, to one's promotions, and provides a member a worthwhile CAP experience.

**1.1. Cadet Squadron Meeting Attendance.** Attendance at regular meetings is required. Regular meetings are standard weekly meetings at Reid-Hillview Airport or as further clarified by the commander. Regardless of cadet grade, all cadets must maintain a regular squadron meeting attendance rating of 75% or better for promotion or to apply for external activities. Attendance ratings will be cumulative throughout the span of a cadet's membership.

**1.2. Cadet Squadron Activity Attendance.** Attendance at squadron activities is required. Squadron activities are events other than weekly meetings that are sponsored and chaperoned by senior and cadet staff for the professional benefit and personal enrichment of the squadron. Regardless of grade, all cadets must maintain a squadron activities attendance rating of 50% or better for promotion or to apply for external activities. Attendance ratings will be cumulative throughout the span of a cadet's membership.

**1.3. Cadet Excused and Unexcused Absences.** Cadets are responsible for declaring their attendance through their chain of command. School-related absences will be considered "excused." All other absences will be handled as "unexcused" or on a case by case basis as determined by the cadet programs staff.

**1.4. Senior Member Squadron Meeting & Activity Attendance.**

Senior members are not required to attend a certain number of meetings. However, CAPR 39-2 specifies that only *active* squadron senior members who regularly attend meetings, perform a specific duty assignment, meet training requirements, and participate in the activities of his or her unit may wear the CAP uniform and compete for grade advancement. Senior members may either declare themselves “inactive” or active at their own choosing. Seniors that do not attend three consecutive meeting will automatically be considered “inactive” and may not hold staff positions.

**1.5. Attendance Recording.** Cadets will have their attendance annotated by their cadet chain of command. At the close of any meeting or activity, the ranking cadet authority will collect and submit the recorded attendance to the personnel officer.

**1.6 Attendance Monitoring.** Cadet supervisors & managers should monitor their subordinates’ attendance record when considering promotions, awards and decorations, or attendance at external events not hosted by the squadron. Cadet Programs Officers should also monitor their subordinates’ attendance percentages and counsel those that do not meet the current squadron percentage criteria.

**1.7. Attendance Declarations.** Senior and cadet members are not required to submit a formal document indicating a “leave of absence,” given that Civil Air Patrol is not an organization that awards leave. Nevertheless, it is a *courtesy* for senior and cadet members to inform their immediate supervisor of an ability or inability to attend a meeting or an activity. This may be accomplished by telephone, e-mail, in person, or written if one chooses. Regardless of the means utilized, there *should* be a two-way exchange (i.e., declaration from the initiator and an acknowledgement from the receiver.)

Incline to the Right  
Quick time  
Extend March as  
Marching

Incline to the Left  
Extend March from a Halt  
Attention to Orders

**6.2. Opening and Closing Ceremonies.** Senior members and cadets will form up as predetermined flights in order to open and close each squadron meeting and squadron activity (the latter, as appropriate) with a formal opening. These ceremonies will culminate with the commander (or designee) accepting a report from the ranking cadet. The commander (or designee) may either have the ranking cadet take instructions or the commander (or designee) may put the squadron at ease and address them directly.

**6.3. Presentation of Awards During Ceremonies.** Senior and cadet members receiving awards during an opening or closing ceremonies or at formal events will, upon being called forward, salute the commander (or designee) and offer a reporting statement. After following the commander’s guidance and comments (or designee’s guidance and comments), there will be a handshake, the handing of any tangible awards to the recipient, and a salute exchange between the presenter and recipient. The recipient will then execute a complete about face and return to his or her place within their flight.

### Section 6 - DRILL AND CEREMONIES

One of the most recognizable aspects of the cadet program is drill and ceremonies. Simply put, drill and ceremonies is the Armed Forces method of organizing members into a single unit for many purposes. Many publications agree that drill and ceremonies can foster teamwork and, in cases where drill and ceremonies are performed correctly, foster a greater sense of pride among a flight that performs drill and ceremonies correctly.

**6.1. Basic Movements.** Phase I cadets will learn the following movements. Senior members should also become familiar with these movements as well and be prepared to perform them in order to set the same positive example that cadets must follow.

Attention	Parade Rest
Right Face	At Ease
Left Face	Rest
Half Right Face	Fall Out
Half Left Face	Dismissed
About Face	Close Ranks
Halt	Open Ranks
Present Arms	Order Arms
Half Step	Forward March
Right Flank	Left Flank
Eyes Right	Eyes Left
Column Right	Column Left
Left Step	Right Step
Column of Files	Counter March
Route Step March	To the Rear March
Dress Right Dress	Double Time
March Time	Change Step

### Section 2 - UNIFORMS

Senior and cadet members are eligible to wear CAP uniforms as a privilege: not as an entitlement. When one dons the uniform of a CAP member, one represents more than themselves; one represents nearly 60,000 CAP personnel throughout the world, as well as symbolizing a trusted partnership between the Civil Air Patrol and the United States Air Force. As a result, one must understand the importance of not only maintaining a high standard, but also to align one's attention to detail in the same spirit as a member of the United States Air Force.

**2.1. Authorized Uniforms.** Cadets and senior members meeting weight, grooming, and professional appearance standards may wear one of the following.

- 2.1.1. Mess Dress Uniform (Eligible senior members only.)
- 2.1.2. Semi-Formal Uniform (Cadets only.)
- 2.1.3. Service Dress Uniform (Seniors and cadet members.)
- 2.1.4. Blazer Uniform (Senior members only.)
- 2.1.5. Service Uniform (Eligible senior and cadet members.)
- 2.1.6. Aviator Uniform (Senior members and cadets 18 and older.)
- 2.1.7. Battle Dress Uniform (Eligible senior and cadet members.)
- 2.1.8. CAP Blue Field Uniform (All senior and cadet members.)
- 2.1.9. USAF-style Flight Suit (Eligible senior and cadet members)
- 2.1.10. CAP Blue Flight Suit (Seniors and cadet members)
- 2.1.11. Knit Shirt Combination (Senior members only.)
- 2.1.10. Conservative Casual Attire (Generally applicable to new cadet and senior members, senior members not directly supervising the cadet program, and cadet sponsor members.)

**2.2. Authorized Headgear.** Members have the option to privately purchase squadron-specific headgear to wear with certain uniform combinations. The squadron cap is a black baseball cap with

the emblem “36” embroidered in white, centered vertically and horizontally on the forward face of the cap. The cap will not be rolled, boxed, or crushed. No other features such as stars, rank insignia, designs, “clouds and darts,” or names are authorized. Exception: staff position title, such as “Cadet Commander,” may be embroidered in small white letters along the back of the cap to identify ownership.

**2.2.1.** This item may be worn with the following uniforms.

**2.2.1.1.** Battle Dress Uniform (BDU.)

**2.2.1.2.** CAP Distinctive Blue Field Uniform.

**2.2.1.3.** USAF style Sage Green NOMEX Flight Suit.

**2.2.1.4.** CAP Blue Flight Suit.

**2.2.1.5.** All Aviator Shirt Combinations.

**2.2.1.6.** Knit Shirt Combinations.

**2.3. Optional T-Shirts.** Black T-shirt preferred, brown t-shirt acceptable, crew neck, without pockets, long sleeve or short sleeve. Black or brown turtlenecks or thermal undershirts without pockets may also be worn. EXCEPTION: members may wear white thermal undershirts even if exposed at the neck.

**2.4. Squadron T-Shirts.** Privately purchased T-shirts with squadron logo will be black, crew necked, with the squadron designation in cloth or silk screen, worn on left side of chest not exceeding 5 inches in diameter. Emblem must not show when BDU shirt is worn. T-Shirt must be visible at the neck.

**2.4.1.** T-shirt may be worn with the following uniforms.

**2.4.1.1.** Battle Dress Uniform (BDU.)

**2.4.1.2.** USAF style Sage Green NOMEX Flight Suit.

government cars if the car has a flag or metal standard that identifies the rank of the occupant.

**5.5.6.** Armed Forces personnel are not required to render a salute to CAP personnel, but they are not restricted from doing so if they desire.

**5.6. Verbal Greetings.** Customs and courtesies are not intended to inhibit communication, nor is their use designed to promote “forced” statements between CAP members. As such, when extending greetings to subordinates, superiors, or members of like rank, Squadron 36 senior and cadet members are encouraged to speak freely but respectfully. Forced replies such as “Outstanding Sir/Ma’am” are neither regulated by Civil Air Patrol, nor the Air Force. Additionally, the appropriate form of greeting when exchanging salutes outdoors or greeting members indoors, regardless of grade, is “good evening (or appropriate) Sir/Ma’am.” Other forms of greeting are neither endorsed by Civil Air Patrol, nor the Air Force.

**5.7. Individual Stature.** Unless a predetermined period of time has been established to prepare cadets for an encampment, or told to do so during a Promotion Review Board, cadets are not required to sit in the position of attention while indoors, lock their arm in a 90-degree angle when asking a question, or stare straight ahead preventing eye contact with the person with whom a member asks a question. Such actions are neither endorsed by Civil Air Patrol, nor the Air Force.

**5.8. Alterations to Customs and Courtesies.** Altered forms of customs and courtesies do occur at specific, short events outside the squadron. In such cases, cadets will be briefed on the differences and given sufficient time to practice and prepare.



manner. Similar respect should be shown for grades in Civil Air Patrol.

**5.5. Saluting.** Saluting is a courtesy exchanged between members of the Civil Air Patrol when in Air Force-style uniform as both a greeting and a symbol of mutual respect. As such, it is never inappropriate to salute another individual. The basic rules regarding saluting for CAP members are as follows.

**5.5.1.** Salute when in Air Force-style uniform.

**5.5.2.** Salute the President of the United States, all Medal of Honor recipients, commissioned officers and warrant officers of the Armed Forces who are senior in rank, CAP senior members who are senior in rank, and in the case of cadets, cadet officers senior in rank.

**5.5.3.** Do not salute when indoors unless one is formally reporting to an officer senior in rank or is receiving an award.

**5.5.4.** Salute when outdoors unless:

**5.5.4.1.** One is carrying articles (or a heavy object) in both hands, which cannot be transferred to the left hand, or another legitimate reason such as injury, and so forth. In this case, an oral greeting should be exchanged, such as "Good Morning, Sir or Ma'am." If you are the lower ranking individual and the one you are approaching is higher in rank but whose arms are incapacitated, you will still salute.

**5.5.4.2.** One is in a designated "covered" or "no salute" area, (i.e., flightlines are "no hat, no salute" areas).

**5.5.4.3.** One is a member of an Armed Forces-style formation or a work detail.

**5.5.4.4.** One is attending a public gathering.

**5.5.5.** When on an Armed Forces installation, salute officers in

**2.5. Flight Clothing.** For morale purposes, senior members, cadet officers, and cadet senior noncommissioned officers may wear flight attire in place of the woodland BDU or CAP blue field uniform no more than one meeting per month. Exceptions to wearing flight attire include planned activities that require a member wearing the BDU or CAP blue field uniform for inspection purposes, or other reasons specified by the commander. Specified members may choose between the following.

**2.5.1.** USAF-style Sage Green NOMEX Flight Suit

**2.5.2.** CAP Blue Flight Suit

**2.6. Physical Training Clothing.** Senior and cadet members may wear any form of workout attire when engaging in physical conditioning activities, so long as the attire does not interfere with good order, morale, and safety. It will be the squadron's responsibility, should the squadron wish to have personnel wear matching workout attire, to provide said attire to the membership.

**2.7. Additional Items on Uniform Combinations.** All items not expressly described in CAPM 39-1, dated 23 Mar 2005, or legally supplemented by higher organizational authority off of CAPM 39-1, dated 23 Mar 2005, may not be worn on any uniform combination for squadron meetings and functions.

**2.8. Uniform Descriptions.** Senior and cadet members should consult CAPM 39-1, dated 23 Mar 2005, for description on each authorized uniform, its endorsed accoutrements, and how all items will be worn.

### Section 3 - MEMORY WORK

Committing items to memory is not “busy work” or a means to punish senior and cadet members. Rather, keeping in mind specific facts and aspects of Civil Air Patrol provides both senior members and cadets a solid foundation upon which each might develop their volunteer experience.

**3.1. Definition of Leadership.** While there are many varying opinions on what exactly the definition of leadership is, Squadron 36 has traditionally defined leadership as “the art of influencing and directing people in a way that will win their obedience, confidence, respect, and loyal cooperation in achieving a common objective.”

**3.2. Squadron Motto.** “Exceed the Challenge”

**3.3. CAP Motto.** “Semper Vigilans,” which means “Always Vigilant.”

**3.4. CAP Missions.** Aerospace Education, Cadet Programs, and Emergency Services.

**3.5. Core Values.** Integrity, Volunteer Service, and Respect

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

**3.7. The Squadron 36 Patch.** The shape of Squadron 36’s patch is directly taken from command patches of the United States Air Force. Members are authorized to wear this patch on the following uniforms.

### Section 5 - CUSTOMS AND COURTESIES

Your decision to join Civil Air Patrol reflects a dedication and commitment to support this charitable, benevolent, nonprofit corporation. As a member of an Auxiliary of the United States Air Force, you are expected to follow the traditions, standards, customs and courtesies agreed and accepted by the Air Force and the Civil Air Patrol. These apply to all of us and reflect our pride and professionalism as members of the Civil Air Patrol.

**5.1. Addressing Officers.** CAP senior members are addressed by the title appropriate to their rank (that is, Captain, Major, General, and so forth) or use "Sir" or "Ma'am." Medical, dental, and veterinary officers are often addressed as "Doctor;" chaplains are usually addressed as "Chaplain," or "Father" or “Rabbi” if appropriate.

**5.2. Senior Members Addressing Cadets.** Cadets are addressed as “Cadet” by CAP senior members, USAF officers, and enlisted personnel.

**5.3. Cadets Addressing Cadets.** Within the cadet structure, cadets will address other cadets by the appropriate term. Cadets have five means of addressing each other unless interacting with senior members (in which case, cadets will comply with 5.2 listed above.)

**5.3.1.** “Cadet” and full rank (i.e., “Cadet Staff Sergeant”)

**5.3.2.** “Cadet” and abbreviated rank (i.e., “Cadet Sergeant”)

**5.3.3.** “Cadet”

**5.3.4.** Full Rank” (i.e., “Staff Sergeant”)

**5.3.5.** Abbreviated rank (i.e., “Sergeant”)

**5.4. Alternative Forms of Address.** In the Air Force, a senior in rank may address a subordinate by his or her first name; however, it is inappropriate for a subordinate to communicate in such an informal

### Section 4 - TESTING

Testing is likely one of the best methods to evaluate how much knowledge a senior or cadet member retains.

**4.1. Cadet Aerospace and Leadership Examinations.** All leadership and aerospace tests will be administered on the first and third Tuesdays of the month. It is the cadet's responsibility to notify the cadet first sergeant by phone, email or in person which achievement test they want to take and the preferred test date. This request must be turned into the cadet first sergeant at least one week prior to the test date selected. Tests will be given promptly at 6:30 p.m. It is the cadet's responsibility to arrive on time. The test will be rescheduled if the cadet is late. The test control officer has the discretion under special circumstances to authorize testing on an alternate prearranged date.

**4.2. Promotion Review Boards.** Promotion Review Boards (PRB) will be held on the second Tuesday of the month. It is the cadet's responsibility to discuss their preparedness with their flight commander and to notify the cadet first sergeant at least one week in advance of scheduled PRBs. Cadet Programs Officers will determine which particular grades require formal PRBs and which require self-evaluations or cadet staff-evaluations.

**4.3. Cadet Physical Fitness Tests.** The Cadet Physical Fitness Test (CPFT) will be administered every other month on the fourth Tuesday. If a cadet fails the CPFT, he or she may retest on another day. It is the responsibility of the cadet to make arrangements for the retest with the test control officer. Cadets desiring a retest must complete all four events required for their physical fitness category.

- 3.7.1.** Battle Dress Uniform (BDU)
- 3.7.2.** CAP Blue Field Uniform
- 3.7.3.** USAF style Sage Green NOMEX Flight Suit.
- 3.7.4.** CAP Blue Flight Suit

The Squadron 36 patch is comprised of various symbols.

- 3.7.5. Name.** Across the top of the patch is the name "John J. Montgomery," who is the aviation pioneer for whom our squadron is named.
- 3.7.6. Eagle.** Predominantly displayed on the right side of the patch is the bald eagle, which represents the United States of America and the aviation superpower that we are.
- 3.7.8. Olive Branch.** Clutched In the talons of the eagle is an olive branch that symbolizes the peaceful, benevolent ideas that the Civil Air Patrol is founded upon.
- 3.7.9. Border.** The black border represents the squadron colors.
- 3.7.10. Earth.** The earth represents where we came from.
- 3.7.11. Moon.** The moon represents where we have gone.
- 3.7.12. Stars.** The stars for where we are heading.
- 3.7.13. Motto.** Across the scroll are the words "Exceed the Challenge." This is the squadron motto and the idea on which Senior and cadet members strive.
- 3.7.14. "Sq 36."** The large "Sq 36" in the upper left-hand corner represents the squadron's informal numerical designation.
- 3.7.15. Yellow.** The yellow color represents the torch of knowledge that our cadets strive for.
- 3.7.16. Scroll.** The scroll represents camaraderie between senior and cadet members.
- 3.7.17. White.** The white on the patch stands for the pure eagerness of youth, striving for knowledge.

**3.8. Chain of Command.** Simply put, the chain of command is a system whereby members may address issues and receive guidance from those in authority. Perhaps most askew from other organizations is CAP's dedication to keep member issues at the most immediate level possible. Thus, as one advances and earns CAP grade, Civil Air Patrol trusts an individual to eventually bear the responsibility of overseeing aspects of CAP's missions, as well as address issues from the people they oversee.

**3.9. Elected Officials in the Chain of Command.** While CAP members learn who every member within their chain of command is from the most local persons to the most senior officials, there is no direct link between the President of the United States and any of the CAP commanders or cadets. While CAP is the official auxiliary of the United States Air Force, we are also a volunteer organization chartered by the United States Congress.

**3.10. Air Force in the Chain of Command.** There is no direct link between the Air Force chain of command and CAP's chain of command. However, the Civil Air Patrol's National Headquarters is also the home of CAP-USAF Headquarters. The Air Force and CAP partner together in fulfilling their respective missions.

**3.11. Cadets in the Chain of Command.** Cadets are not part of the CAP chain of command. Cadets are not given command responsibility for the corporation. However, cadets do follow a cadet chain of command structure under the authority of a squadron commander (see CAPR 20-1 for details about the cadet to senior member relationship).

**3.12. Civil Air Patrol Chain of Command.** Squadron 36's ascending authority follows in this order.

3.12.1. Squadron Commander

3.12.2. Group Commander  
3.12.3. Wing Commander  
3.12.4. Region Commander  
3.12.5. National Commander

**3.13. Air Force Chain of Command.** The Air Force's ascending oversight over Squadron 36 follows in this order.

3.13.1. California State Director  
3.13.2. CAP-USAF Pacific Region Liaison  
3.13.3. CAP-USAF Commander  
3.13.4. Air University Commander  
3.13.5. Air Education and Training Command Commander  
3.13.6. Air Force Chief of Staff  
3.13.7. Secretary of the Air Force

**3.14. Squadron Senior Staff Positions.** Senior members may be tasked by the squadron commander to oversee aspects of the CAP program. Senior members are encouraged to remember that while it is typical for a new senior member to receive a staff position or several staff positions, such roles are not mandatory for senior members.

**3.15. Squadron 36 Commander's Open-door Policy.** The Squadron 36 commander will maintain an open-door policy, whereby members may schedule time to speak directly with the commander. Senior and cadet members should always use the CAP chain of command however, when doing so is either impractical or uncomfortable, the open-door policy may be used to resolve concerns or address issues, both positive and negative. Senior and cadet members using the open-door policy may request to keep all topics discussed with the commander as "confidential" unless the member's topic involves possible child abuse, possible sexual misconduct, or possible safety violations.