

CADET NONCOMMISSIONED OFFICER SCHOOL

PROGRAM MANUAL

23 March 2001



Cadet Programs Section, California Wing
United States Air Force Auxiliary
Civil Air Patrol

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PART ONE – DESCRIPTION

INTRODUCTION

This manual is designed to assist the project officer and staff in the planning and implementation of a Noncommissioned Officers School. It covers a description of the school, organization and duties of the staff, administration requirements, operations guidelines, and curriculum. In the Instruction section, in addition to goals and objectives for each class, there is also a teaching outline. This outline is not a substitute for the individual instructor researching his topic, but should be a guide in structuring the class and covering the appropriate material.

Any additions or suggestions for this manual or for the program should be directed to the Director of Cadet Programs, California Wing.

GENERAL INFORMATION

1. Noncommissioned Officers School (NCOS) is part of the California Wing Integrated Leadership Program (ILP), and is sponsored by the Cadet Programs Section, California Wing.
2. NCOS material covers instructional techniques, evaluation methods, and intermediate leadership laboratory skills.
3. NCOS will be conducted by the Cadet Programs Section, California Wing.
4. The time necessary to complete NCOS is two and one half days.
5. The number of courses is 24, for a total number of curriculum hours of 21.
6. Prerequisites for NCOS are:
 - a. Students should be the grade of C/A1C or higher.
 - b. Students should have attended encampment as a basic cadet or Basic Cadet School and/or Airman Training School.
 - c. Staff applicants must have attended a previous NCOS.
7. The California Wing NCOS package consists of the following:
 - a. CAWGM 50-5 NCOS Program Manual
 - b. Graduation Certificates/Seals
 - c. One set of Cadet Program Manuals
 - d. NCOS Textbooks, one per student
 - e. NCOS Guidons, Letter designations A through F

School Goal

The goal of the Noncommissioned Officers School is to provide the cadet with a foundation for the intermediate phases of the cadet training in Civil Air Patrol. NCOS stresses the fundamental aspects of instructional techniques, evaluation methods and intermediate leadership laboratory skills.

School Objectives

The graduate of Noncommissioned Officers School will demonstrate:

1. The ability to instruct a class or make a presentation on a CAP related subject.
2. The ability to drill a flight.
3. The ability to evaluate another cadet in drill and in inspection.
4. Expected performance: Each cadet will be responsible for all the material presented during NCOS.

School Philosophy

Civil Air Patrol is a national organization. As such, it is necessary that the cadet broaden his scope within the organization as his career develops. It is important that the cadet encounter qualified, competent leaders and instructors, and that he is allowed to interact with cadets from other units at their own peer group level.

The Noncommissioned Officers School supplements and reinforces the Phase II training offered at the local unit. Through actual experience each cadet learns instructional techniques, evaluation methods and intermediate leadership laboratory skills.

The cadet NCO in Civil Air Patrol is responsible for much of the instruction that takes place within the local unit, both on the drill field and in the classroom. With this in mind, each cadet makes at least one instructional outline and presents a class which could be used at his local unit. Specific instructional methods are covered prior to the assignment and resource material is made available.

One of the most important goals of the school is to provide instruction for and direction to the evaluation process that a cadet is involved with as an NCO. NCOS stresses the importance of being positive and objective in the evaluation of other individuals. The school provides an environment in which the cadet tests these theories in a structured and controlled setting. Specific direction is given from the school staff at all times.

The basic function of a CAP unit is to accomplish its mission with maximum efficiency. To reach this goal, each individual in the unit must perform his job promptly, correctly, and in accord with every other member of the unit. Such unity of action requires discipline. Discipline seems to bring a negative connotation with it, so the school redefines it in other terms. NCOS expands on these terms discussing group and self discipline and how they apply in Civil Air Patrol.

NCOS is not intended to replace the unit training in drill and ceremonies, but rather to standardize and refine it. The intent of the drill and ceremonies instruction is to impart an understanding of the techniques necessary in teaching drill. In addition, it intends to create an appreciation for drill and ceremonies as a valuable and worthwhile training tool.

INSTRUCTION

Methods of Instruction

NCOS instruction is categorized as lecture, activity, and seminar. The material is presented first in lecture format and second by activity or seminar discussion to provide immediate reinforcement. At all times instruction in each area should be easy to understand, suitably paced, and very thorough.

The environment of the school is disciplined, but not so stressed as to interfere with the learning process. Creating a positive atmosphere allows for the thorough exchange of ideas, thereby providing a proper learning situation.

The Seminar

Throughout the course the use of the Seminar is one of the most important tools of NCOS. The Seminar is composed of a Seminar Instructor (senior), a Cadet Seminar Leader, and four to ten students. The students are assigned to a Seminar during the first evening. This Seminar remains together throughout the course (eating, working, drilling, etc.). The Seminar is used to reinforce the material that is given by the Instructor of a class. The Seminar Instructor discusses each class, and gives the individual within his seminar some practical experience to broaden his knowledge.

Curriculum	Course Number	Duration
INTRODUCTION		
NCOS Introduction.....	20000	45 minutes
Interaction Seminar.....	20100	45 minutes
DRILL AND CEREMONIES		
Drill Terms.....	20400	60 minutes
The Drill Commander.....	20401	30 minutes
Drill Lab I	20402	45 minutes
Teaching Drill / Guidon Use.....	20403	45 minutes
Drill Lab II.....	20404	45 minutes
Feedback / Reinforcement.....	20405	30 minutes
Drill Lab III.....	20406	60 minutes
Ceremonies.....	20407	60 minutes
Drill Lab IV	20408	30 minutes
INSTRUCTIONAL METHODS		
Instructional Methods.....	20800	75 minutes
Assignment Research I.....	20801	60 minutes
Assignment Presentation I.....	20802	75 minutes
The Outline	20803	30 minutes
Assignment Research II.....	20804	45 minutes
Assignment Presentation II.....	20805	180 minutes
Resume Writing	20806	30 minutes
Physical Training I / II	20807	90 minutes
EVALUATION		
Inspection Class / Lab	21000	90 minutes
Leadership Exercises	21100	60 minutes
NCO RESPONSIBILITIES		
The Honor Code / NCO Integrity	20700	30 minutes
NCO Responsibilities	20701	30 minutes

ORGANIZATION

This school is designed for a minimum of twenty-four and a maximum of fifty four students with the grade of C/A1C to C/SMSgt. Students should be from more than one group . The school is organized into seminars to enhance the learning environment.

Position Descriptions - Senior Staff

Commandant: The commandant is a senior member with advanced knowledge in the cadet program. This person should possess strong qualifications and skill in dealing with both senior and cadet members. The commandant must be familiar with leadership laboratory skills. The commandant will have served on the staff of an NCOS as a seminar instructor. The primary responsibility of the commandant is to insure that the NCOS program is properly implemented. This includes adequate logistical support as well as successful implementation of the academic program. He will follow the guidelines established in the NCOS Program Manual. The commandant is responsible to the Director of Cadet Programs, California Wing.

Specific responsibilities include:

1. Ensuring that all the objectives for Noncommissioned Officers School are met.
2. Selection of staff.
3. Supervising the quality of the implementation of the NCOS academic program.
4. Ensuring that proper housing and meal arrangements are made.
5. Ensuring the safety and well-being of every CAP member in attendance.
6. Ensuring proper coordination with facility personnel.
7. Ensuring appropriate maintenance of finance records.
8. Ensuring all CAP directives are followed.

Project Officer: The project officer is the individual responsible for the logistical and administrative aspects prior to and during the activity. This person should be a senior member due to the interaction required with military bases, however a senior cadet could assist. The project officer reports directly to the commandant.

Instructors: The instructors are responsible for the planning, preparation, and execution of their classes. They must be thoroughly familiar with their specific topics and must be able to present them in an interesting and dynamic manner. In addition, they should set a good example to the cadets in all areas such as uniform wear and customs and courtesies. Instructors may be cadets or seniors.

Seminar Instructors: Seminar Instructors are senior members with knowledge of the cadet program with experience and skill in dealing with cadets. They are responsible for the safety, health and well-being of the cadets. Senior member supervision of the cadets at all times throughout the activity is provided by the seminar instructors. They will be available to the cadets for counseling, guidance and feedback. They will set an example to the cadets in uniform appearance and customs and courtesies. The Seminar Instructors also provide training, and guidance to the Seminar Leaders. They are responsible for ensuring that the NCOS training program is progressing in a satisfactory manner.

Assistant Seminar Instructors: Assistant Seminar Instructors are senior members with knowledge of the cadet program and with experience in dealing with cadets. This can be used as a training position to introduce members to the NCOS program. They are responsible to the seminar instructors and provide whatever assistance is necessary to ensure the flow of the program.

Administrative Officer: An administrative officer may be assigned to the NCOS at the discretion of the commandant. If none is assigned, then the duties are handled by the project officer. The administrative officer is a cadet or senior member who provides administrative support to the NCOS. This person will prepare rosters, graduation certificates and any reports necessary for the NCOS.

Support Personnel: Additional support personnel might be assigned at the discretion of the commandant. These positions could include communications, logistics, and transportation as needed depending on size or requirements of the NCOS. These positions may be cadet or senior.

Position Descriptions - Cadet Staff

Cadet Commander: The role of the cadet commander is to coordinate, command and control cadet activities in order to ensure successful completion of the NCOS mission. He monitors the training to see that it is progressing in a satisfactory manner. He trains, directs and monitors the cadet staff members to ensure that they are properly carrying out their responsibilities. He sets the standard and is an example for the cadet staff in matters of customs and courtesies, uniform wear, and military bearing, as well as maintaining a positive atmosphere and environment for both the staff and the students.

Seminar Leader: The seminar leader assists the seminar instructor in the training of the students. He monitors the health and well-being of the students in the seminar. The Seminar Leader sets the standard for professional conduct. He assists in creating an environment that allows the students to practice their leadership skills. He assists individuals within the flight when they need any special assistance in learning the course material. He maintains a positive attitude and environment and is enthusiastic about the NCOS program.

The cadet seminar leader assigns and rotates a flight sergeant from the seminar whenever a leader is needed. He gives clear instructions and follows up to be certain that the seminar will be on time and prepared for activities. He insures that time is used effectively by the students. He maintains the discipline and customs and courtesies of his seminar group.

PART TWO - ADMINISTRATION

Authority

Authority to conduct a Noncommissioned Officers School can only be granted by the Director of Cadet Programs, California Wing. NCOS Commandant is assigned by the Director of Cadet Programs, California Wing. If the schools set up on the Wing Calendar are insufficient to handle the number of eligible students, a commander wishing to have one in their area should contact the Director of Cadet Programs, California Wing to get an additional school scheduled and a Commandant assigned.

Facility Request

Request for use of facilities are made as early as possible to assure availability of desired facility, or to make alternate arrangements if necessary. To use a military facility, this request must be coordinated through the Wing Liaison Office. The request contains the name of the activity, number of expected participants (include breakdown by number of male and female, and number of senior escorts), the type of facilities needed, the requested location, and the name and phone numbers of the Project Officer. (See Attachment A.)

Activity Promotion

Flyers: The ideal written advertisement for NCOS is a flyer, the purpose of which is to encourage cadets to attend. Each cadet should have the flyer to take home so that he or she and his/her parents have the time necessary to make the decision to attend. The flyer must present information as briefly as possible while still creating excitement about the activity. The facts to be included are activity title, sponsor, dates, deadlines, cost, application procedure and location, and also the name and phone number of a person to contact for more information. Descriptive information of the flyer about the activity should be brief and in headline form, four or five topics at the most. Graphics should be used to enhance the flyer, being careful to avoid cluttering the presentation or using improper material. Colored paper should be used to focus attention of the flyer. (See Attachment G)

Verbal Presentations: Verbal presentations are important to create enthusiasm and excitement as well as to further explain the activity. These presentations should be made by knowledgeable cadet and senior staff members. The information to be covered at this presentation is dates, location, and cost. In addition include description about the school as well as why cadets should attend, what are the benefits to the cadet for attending and what are the benefits to the unit. Also, a personal presentation will allow for questions and answers about the activity. Use visual aids to enhance the presentation. NCOS flyers should be handed out during these presentations. Some example of possible forums are: Wing Commanders Calls, Group Commanders Calls, Cadet Programs Conferences, Cadet Advisory Council meetings, and Unit Visitations.

Written Announcements: 1) Flyers/letters mailed to units. 2) Flyers/letters mailed to individual cadets. 3) Flyers/letters handed out at other activities. 4) Wing Calendar .

*Radio Communications:*The use of radio traffic in disseminating activity information is extremely important. Traffic should be transmitted at every point in the decision making process, i.e., announcement of the activity, when dates have been decided upon, application and deadline information, and any changes in previously made announcements. Traffic should be transmitted as often as is appropriate in all forms, i.e., VHF, HF, and Teletype. Use the radio...it's FREE!!!

Computer Generated E-mail/Web Sites: With the advent of computers in almost every home and CAP units e-mail addresses, it is very possible to send information very quickly to a vast number of members. The CAWG Cadet Programs Section has a e-mail listing for most units and members. The CAWG Cadet Program Section also maintains a Home Page on the World Wide Web. To have an activity announcement posted to the site, contact the Web Master at: www.cawgcadets.org. In addition, an CAWG Cadet Programs "HOT" line has been in place for several years. The Web Master will also include the activity information on the Hot line. The telephone number is **800-5CADETS**.

Student Application Procedure

Students should apply as far in advance as possible. An application deadline of 3 1/2 weeks prior to the school has been established to allow for proper administrative and logistical coordination.

To ensure complete information cadets must apply on CAPF 31, "Application for Special Activities", with their squadron commander's certification and parent's signature completed. Payment (check made out to California Wing, CAP) must accompany the application. Applications will be sent to: California Wing Headquarters no later than 21 days prior to the activity.

Acceptance Letters

Each participant should receive a letter of acceptance indicating reporting time, date, location, uniform, and the name of a person to contact for additional information (See Attachments B, D, and E). In addition it should contain a number at the activity site in case someone is delayed on the road. Include an equipment list (See Attachment I) with the acceptance letter and a map if possible. This should be in the mail not later than ten days prior to the activity. In the case of nonacceptance,, a letter should be mailed to the individual (See Attachment C).

Military Support Authorization (MSA)

An MSA is required if the activity is held at a military facility (Ref CAPR 76-1). The MSA is requested from California Wing Headquarters in accordance with CAWGM 11-1 (See Attachment G).

Participation Letters

If the NCOS is not held at a military facility so that MSA's are not required, then a Participation Letter will be prepared in accordance with CAPR 10-3. All members attending the school will be listed and the school staff will be indicated (See Attachment R). This will serve as the official record of the participants.

Rosters

Rosters are prepared from the data base and include students and staff. Seminar lists must be made available to Seminar Instructors and Seminar Leaders as well as other staff members that have the need for rosters.

Sign-In Procedures

A copy of the roster is used as the official sign-in or check-in roster. This allows for a quick determination of no-shows so a safety check can be made. Students are given billeting assignments, seminar assignments, and student materials.

Finance

Financial arrangements are the responsibility of the commandant in accordance with CAP regulations. The school is planned close to a cost-only basis to participants. Careful analysis is given to the cost-per-person of billeting, meals, school provided supplies, transportation (if provided by the school) , and any other anticipated administrative expenses. Specific financial record keeping is the responsibility of the Commandant. Records will include a listing of applicants and fees paid, a listing of expenses, and receipts.

Final Report

Upon completion of the school, the commandant is responsible for completion of and forwarding to CAWG Headquarters/CP:

1. Activity Report (See Attachment M)
2. Participation Letter (See Attachment R)
3. Finance Report (See Attachment F)
4. Promotional attachments (news articles, flyers, see Attachment G)
5. CAPF 78 Mishap Report Form (if applicable, see Attachment T)
6. Demographics Form (if applicable, see Attachment N)
7. Critique Summary (See Attachment K)

PART THREE - OPERATIONS

Preparation

This section provides guidelines for facilities and materials required for implementation of this school. The following are recommended:

Materials

- Administrative Supplies
- Computer
- Laser Printer
- Paper, pencils, pens, etc.
- Thumbtacks
- Rosters
- Graduation Certificates (one per student and staff)
- Seals for award certificates
- Certificates of Appreciation
- Cadet Release Forms (one per cadet)

Manuals

- CAPM 50-1, Introduction to Civil Air Patrol Leadership 2000 and Beyond, volumes I & II
- CAPM 52-16, Cadet Program Manual
- CAPM 39-1, Civil Air Patrol Uniform Manual
- AFMAN 36-2203 Drill and Ceremonies
- CAWGM 11-1, California Wing Administrative Procedures
- CAWGM 50-5, California Wing NCOS Program Manual
- CAWG Honor Code Reference Handbook

Student supplies

- NCOS Textbook (one per student and staff)
- Guidons
- Guidon Poles

Audio-visual equipment

- Slide projector
- Overhead projector
- Chalk board and/or white board
- Chalk, erasers and markers
- Felt Board and attachments

Medical supplies

- First aid kit
- Extra Band-Aids
- Moleskin

Presentation Aids

- Felt Board attachments for Drill Seminar
- Instructors Guides for Interaction Exercise

Facilities

It is important that facilities be selected which will support the goals and mission of this school. NOTE: Use of military facilities must be coordinated through the California Wing-USAF Liaison Office (Reference CAWGM 11-1; See Attachment A).

Billeting: Adequate and separate billeting must be provided for male and female students, keeping in mind the need for close supervision. This must include shower and rest room facilities for both males and females with sufficient water for the number of personnel at the activity.

Meals: The school is responsible for providing five meals for the students and staff. Care should be taken to provide a balanced diet. Meals can either be prepared on-site or purchased and brought in. Dining facilities must be capable of supporting three meals on Saturday and two meals on Sunday. The classroom should not be used as a dining facility.

Classrooms: At least one classroom must have adequate seating for all the students and staff (typically about 75 people). In addition, a seminar room shall be provided for each seminar (which should seat 15). The main classroom must have chalkboard or white board. Adequate lighting and ventilation is necessary for a proper learning environment. Rest rooms should be available nearby.

Drill Area: Drill area must be large enough for formations, for squadron drill and for the seminars to practice separately. The drill pad should be concrete or asphalt and level. This area must be free of moving vehicles.

Transportation: Transportation must be provided unless facilities are within marching distance.

IMPLEMENTATION

Staff-Student Interaction

At all times during this school it is essential that the cadet and senior staff remain highly visible and set examples of professional conduct. These examples provide the single greatest impression upon cadets during training.

In addition, the staff should be available for questions and feedback to students whenever possible to maximize and reinforce learning. Special attention should be given to evaluation of each student's problem areas and extra attention must be given for correction. This type of dynamic staff-student interaction should achieve a sense of obligation for appropriate conduct and a feeling of acceptance and belonging within the Civil Air Patrol program.

Staff Selection

The Director of Cadet Programs is responsible for the selection of the NCOS Commandant. The selection of Commandant is very important to the success of the school. This individual must be familiar with the cadet program in general and the NCOS program in particular.

The Director of Cadet Programs and the NCOS commandant are responsible for the selection of the project officer. For this school the commandant may choose to handle the responsibilities of the project officer.

The NCOS commandant will select the instructors and the senior staff from seniors who have indicated an interest in participating. A publicity letter could be sent out to seniors who are interested in the cadet program to recruit individuals who might not otherwise be aware of the opportunity.

The selection of cadet staff will be made by the NCOS commandant from applications consisting of: a letter of intent, CAP resume, and CAP Form 31. To be eligible for cadet staff a cadet must have attended NCOS as a student. To be eligible for cadet commander, the cadet must have attended NCOS as a seminar leader.

Staff Briefing/Meetings

For the initial staff briefing the commandant and the project officer will brief the staff on the logistical and academic arrangements for the school. This will include a safety and medical briefing. (See Attachment S). Staff meetings will be held at the end of the day Friday and Saturday and at other times as required by the Commandant to facilitate the smooth running of the school. The meeting will include a discussion of the training as well as the schedule for the following day.

In-Processing

In-processing consists of ensuring that each cadet signs in for the activity, receives his student materials, seminar assignment, and billeting assignment.

Student Evaluations

Upon arrival at NCOS, students will be given a demographics form. (See Attachment N) This will assist the seminar instructor in assessing the experience of the student. Seminar instructors will get the completed form from the students at the first seminar meeting. These forms will be turned into the commandant after the seminar instructor has reviewed them.

Cadet Staff Evaluations

Each seminar instructor will evaluate his/her cadet seminar leader at the end of NCOS. This evaluation will be for the benefit of the individual cadet staff member in an effort to focus attention on weaker areas, and to provide direction for self-improvement in the future.

School Evaluations (Critique)

Student critique forms will be filled out by each student and staff member (see Attachment K). These will be filled out at the end of the last classroom session. Critiques will be reviewed by the staff.

A staff critique will be held at the final staff meeting. This is to highlight good points as well as problem areas and suggestions for improvement. Highlights from the student critiques should be read to the staff. A summary of the critique should be included in the final report.

Textbooks

Each student will receive a textbook when they arrive at NCOS. This textbook is designed to provide supplementary reading material that will reinforce the skills learned at NCOS. Seminar Instructors should refer students to sections of the textbook as appropriate.

Awards

Best Presentation Award: Each seminar will choose one cadet to present their final presentation to the NCOS. The commandant will select the best of these to receive the best presentation award.

Seminar Honor Cadet: An Honor Cadet will be selected from each seminar. This cadet will be selected by the seminar leader and seminar instructor. Selection will be based on attitude and performance during the NCOS.

NCOS Outstanding Cadet: This cadet will be one of the Seminar Honor Cadets who has shown overall the best attitude and performance during the Noncommissioned Officers School. Recommendation will be made to the commandant by the seminar instructors. Final selection is the responsibility of the commandant.

Graduation Ceremony

The graduation ceremony will be a standard formation held in accordance with AFR50-14 as practiced during the class on ceremonies. The cadet seminar leaders will take the position of flight sergeants. The Seminar Honor Cadet will take the position of flight leader. Cadets receiving the Best Presentation Award and the NCOS Honor Cadet Award will be called forward individually to receive their certificates from the commandant.

Certificates for the Honor Cadets will be their graduation certificates with a gold seal affixed and the notation of the award directly beneath the seal.

Seminar Instructors will then join the cadet seminar leaders and present the graduation certificates individually to each member of the flight.

Out-Processing

Out-processing takes place at the close of the activity. All cadets (including staff) must formally sign out of the activity. Upon departure, each cadet will have the person providing transportation sign a California Wing Cadet Release form (See Attachment L). Each cadet must return this form to the Seminar Instructor whose signature will release the cadet. No cadet may leave the activity until this form has been completed.

Final Staff Meeting

A final staff meeting will be held after the cadets have signed out. No staff member, cadet or senior, may leave until dismissed by the commandant or his designee.

PART FOUR - INSTRUCTION/OUTLINES

	Course Number	Duration
INTRODUCTION		
NCOS Introduction.....	20000	45 minutes
Interaction Seminar.....	20100	45 minutes
DRILL AND CEREMONIES		
Drill Terms	20400	60 minutes
The Drill Commander.....	20401	30 minutes
Drill Lab I.....	20402	45 minutes
Teaching Drill / Guidon Use	20403	45 minutes
Drill Lab II.....	20404	45 minutes
Feedback / Reinforcement.....	20405	30 minutes
Drill Lab III.....	20406	60 minutes
Ceremonies	20407	60 minutes
Drill Lab IV	20408	30 minutes
INSTRUCTIONAL METHODS		
Instructional Methods.....	20800	75 minutes
Assignment Research I.....	20801	60 minutes
Assignment Presentation I.....	20802	75 minutes
The Outline	20803	30 minutes
Assignment Research II.....	20804	45 minutes
Assignment Presentation II.....	20805	180 minutes
Resume Writing	20806	30 minutes
Physical Training I / II.....	20807	90 minutes
EVALUATION		
Inspection Class / Lab.....	21000	90 minutes
Leadership Exercises.....	21100	60 minutes
NCO RESPONSIBILITIES		
The Honor Code / NCO Integrity.....	20700	30 minutes
NCO Responsibilities	20701	30 minutes

NCOS INTRODUCTION

20000

Instructor: NCOS Commandant
Reference: NCOS Program Manual

Lecture
45 minutes
Prerequisite: None

DESCRIPTION

Educational Goal: To develop an understanding of the environment and the objectives of the Noncommissioned Officers School.

Objectives: Each student will be able to:

1. List the four schools in the Integrated Leadership Program.
2. List the three program areas covered in the NCOS.
3. Adhere to the standards of conduct during the school.

OUTLINE

I. Integrated Leadership Program

A. Basic Cadet School

1. Group or Squadron level, cosponsored by CAWG/CP
2. Introduction to CAP, overview of Phase I

B. Airman Training School

1. Group or Squadron level, cosponsored by CAWG/CP
2. Perfection of followership, overview of Phases I & II

C. Noncommissioned Officers School (NCOS)

1. Wing level school, held 4 times per year (North and South)
2. Standardize training, introduction to leadership

D. Senior Non-Commissioned Officer's School (SNCOA)

1. Wing level school, held 1 time per year
2. Extension of leadership training

E. Cadet Officers Basic Course (COBC)

1. Wing Level School, held 1 time per year, one week long
2. College type atmosphere
3. Officer skills - Leadership, Management, communications

F. Advanced Cadet Staff Seminar (ACSS)

1. Wing level school
2. Flexible schedule
3. Problem solving sessions

II. Outcome of NCOS

A. Reinforce leadership lab skills, chance to practice

B. Instruction/presentation

- 1. Most of instruction at local units done by NCO's**
- 2. Will learn techniques**
- 3. Chance to practice both in the classroom and on the drill field**

C. Evaluation

- 1. NCO's evaluate their subordinates**
- 2. Must be positive and objective**
- 3. Chance to practice technique**

D. Attitude and discipline

- 1. Discipline not negative - structure**
- 2. Must have discipline to accomplish mission effectively**

E. Drill standardization

- 1. Standardize drill throughout Wing by AFMAN 36-2203**
- 2. Dispel myths and rumors**
- 3. Shows how to use as training tool**
- 4. Teach proper ways to instruct and evaluate**
- 5. Refine procedures for ceremonies**

F. Interaction

- 1. Work with students from other units**
- 2. Ask questions of cadet and senior staff**
- 3. Find out what is beyond your own unit**

III. School atmosphere

A. Seminars

B. Individual responsibility

- 1. Everyone addressed as sergeants - responsibility**
- 2. Behavior**
- 3. Image**
- 4. Participation**
- 5. Quarters**
- 6. Busy schedule**
- 7. Personal Time**

C. Honor Cadet - each seminar

- 1. Participation**
- 2. Image**
- 3. Uniform**
- 4. Bearing**
- 5. Behavior**
- 6. Attitude**
- 7. Quarters**

D. Safety

- 1. Indoor**
- 2. Outdoor**
 - a. Roadguards**
 - b. Flashlights**
- 3. Building evacuation**

E. House rules

- 1. Uniforms**
- 2. Doors**
- 3. Lights out**

IV. Standards

- A. California Wing standards**
- B. Challenge to students**

INTERACTION SEMINAR

20100

Instructor: Seminar Instructors
Reference: NCOS Program Manual

Seminar
45 minutes
Prerequisite: 20000

DESCRIPTION

Educational Goal: To provide the students with a practical demonstration of the value of feedback and communication

Objectives: Each student will be able to give an example from the exercise where feedback was effective.

Note to instructor: This will be your first opportunity to meet your seminar and get acquainted.

OUTLINE

- I. Get acquainted exercise
 - A. Introductions
- II. Feedback exercise
 - A. Supplies
 1. Legos, 12 small sets, 6 different types
 2. Chairs facing back to back
 - B. Execution

Two Students will sit back-to-back, one with a complete set of Legos including instructions, the other with only the Lego pieces, no box or instructions. The student with the instructions will then proceed to assemble the parts into a complete device, all the while giving instructions and feedback to the other student, who can not speak. The second student must complete the assembly without the use of verbal communication. At no time may the 2 students view each other's work.

The exercise will then be attempted again with two different students, however, this time the second student will be allowed to speak, ask questions, and solicit assistance.

Time permitting, the exercise may be attempted again with two more different students, however, this time chairs will be placed face to face, and the second student will be allowed to speak, ask questions, and solicit assistance.
- III. Debrief
 - A. Value of feedback
 - B. Effective teamwork
 - C. Good communication
 - D. Non-Verbal forms of feedback and communication

DRILL TERMS

20400

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
60 minutes
Prerequisite: 20000

DESCRIPTION

Educational Goal: To standardize drill and ceremonies within the wing according to the AFR 50-14.

Objectives: Each student will be able to:

1. Define the terms rank, file, dress, cover, distance, interval, in-line, in-column, pace, cadence, quick time, double time, and slow time.
2. Name five types of commands and describe each.
3. Name the four rest commands.

OUTLINE

I. Units

3. **Formation**
4. **Flight**
5. **Unit**
6. **Element**
7. **Front**
8. **Center**
9. **Depth**
10. **Flank**
11. **Head**
12. **File**
13. **Rank**

II. Flight formation

- A. **In line (Inverted Line)**
- B. **In column (Inverted Column)**
- C. **Spacing**
 1. **Distance**
 2. **Interval**
- D. **Alignment**
 1. **Cover**
 2. **Dress**
- E. **Sizing the flight**

III. Pace/Cadence

A. Step (length of 12 or 24 inches)

1. Pace (24-inch step)

B. Cadence (rate)

1. Quick time

2. Double time

3. Slow time

4. Mark Time

IV. Rest positions

A. Parade rest

B. At ease

C. Rest

D. Fall out

V. Commands

A. Two Part Commands

1. Preparatory Command

2. Command of Execution

B. Combined Commands

C. Supplementary Commands

D. Informational Commands

E. Mass Commands

VI. Drill Symbols

A. Value as a teaching tool

B. Flight Diagramming

VII. Drill Terms and Symbols Quiz

THE DRILL COMMANDER

20401

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
30 minutes
Prerequisite: 20400

DESCRIPTION

Educational Goal: To develop an understanding of the role of the drill commander on the drill field.

Objectives: Each student will be able to:

1. Describe the position of the commander when giving commands to the flight.
2. List five characteristics of a command voice.
3. Demonstrate deep breathing, command voice loudness exercises.

OUTLINE

- I. The command voice**
 - A. Voice characteristics**
 1. Loudness
 2. Projection
 3. Distinctness
 4. Inflection
 5. Snap
 - B. Exercises**
 1. Deep Breathing (Huh, Hah)
 2. Arm Raising
 - C. Cadence of commands**
- II. General rules**
 - A. Be at attention when giving commands**
 - B. Be in step while marching**
 - C. Face troops (large formations excepted)**
 - D. Cadence of the command**
 - E. Commands on proper foot**
 - F. "As you were"**
 - G. Do not give commands too close to the unit**
 - H. Direct commands to part of unit farthest away**
 - I. Avoid giving commands from rear of unit**

III. Environment

- A. Be aware of environment around unit**
- B. Do not disturb other groups around your unit, i.e., hospitals, churches**
- C. Do not over-project - Give commands loud enough for the farthest member of the unit to hear. It is not necessary to command the whole base.**

IV. Behavior in front of the flight

- A. Control of troops (Marching into walls, moving cars, etc.)**
- B. Military bearing**
- C. Personal appearance**
- D. Sensitivity to needs of flight members (jackets, sun in eyes, fatigue, breaks)**
- E. Positive reinforcement**
- F. Use of element leaders for individual instruction**

DRILL LAB I
20402

Instructor: Seminar Leaders
Reference: AFMAN 36-2203

Activity
45 minutes
Prerequisite: 20401

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice commanding a flight on the drill field.

Objectives: Each student will be able to:

1. Demonstrate the proper method for giving commands on the drill field.
2. Demonstrate the proper position of the drill commander relative to his flight.
3. Give right and left column movements to the flight on the correct foot and in correct cadence.

NOTES TO SEMINAR INSTRUCTORS: This is a practice session. Each student should have at least one opportunity to practice drilling the flight. Concentrate in this session on the student as a drill commander (Command voice, bearing, commands on correct foot, correct words, timing, cadence). Watch other seminars drilling and critique the commander.

TEACHING DRILL / GUIDON USE

20403

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
45 minutes
Prerequisite: 20402

DESCRIPTION

Educational Goal: To develop an understanding of ways to educate a flight when drilling. To give the NCO some teaching techniques and tools

Objectives: Each student will be able to:

1. Describe tools to use in teaching drill and list a benefit to be gained from each.
2. Describe and demonstrate the 6-step teaching method for teaching drill commands.
3. Demonstrate techniques used to teach Guidon use and practice

OUTLINE

I. Six-step Teaching Method

1. **State the name of the movement and it's purpose in practical use**
2. **Demonstrate the movement, using proper cadence & commands**
3. **Explain and demonstrate the movement in detail**
4. **Ask questions on the movement, then demonstrate again as necessary**
5. **Have the formation perform the movement and correct**
6. **Critique the performance and review**

II. Tools used to teach Drill commands

- A. **Drill Terms**
- B. **Repetition**
- C. **Reinforcement**
- D. **Mass commands (command voice, timing, accuracy of commands)**
- E. **By the numbers (execution, precision)**
- F. **Competitive exercises**
 1. **Flight competition**
 2. **Cat and Mouse**
 3. **Drill down**

III. Guidon Use

A. Tools

- 1. Lots of Guidons**
- 2. Lots of Space**
- 3. Use of a demonstrator or multiples**

B. Demonstration of all movements

- 1. Present Guidon, Order Guidon, Hand Salute**
- 2. Carry Guidon – facings, alignments, marching**
- 3. Posting**
- 4. Double Time**

C. Have all members of the class practice all Guidon Maneuvers

DRILL LAB II
20404

Instructor: Seminar Leaders
Reference: AFMAN 36-2203

Activity
45 minutes
Prerequisite: 20403

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice drilling and teaching a flight.

Objectives: Each student will be able to instruct a flight in a drill technique.

NOTES TO SEMINAR INSTRUCTORS: This is a practice session. Each student should have at least one opportunity to teach the seminar. Concentrate on the commander's ability to use the 6-step teaching method. Practice all Guidon maneuvers through out.

FEEDBACK / REINFORCEMENT

20405

Instructor: Staff
Reference: AFMAN 36-2203

Lecture
30 minutes
Prerequisite: 20401

DESCRIPTION

Educational Goal: To instruct students in the use of feedback while commanding a flight.

Objectives: Each student will be able to:

1. Demonstrate the use of positive feedback while drilling a flight.
2. Describe the use of positive and negative reinforcement as a teaching and learning tool

OUTLINE

I. Feedback during instruction

A. Never look away from flight

1. Every mistake must be corrected
2. If mistakes go uncorrected the cadet will believe he has done the movement correctly (Primacy)

B. Characteristics of good feedback

1. Immediate
2. Both Positive and Negative
3. Frequent (cadence should only be used to get the flight back into step)

II. Reinforcement

A. Positive reinforcement

B. Negative reinforcement

C. Critiques

1. Why have a debrief of an exercise?
2. Asking questions

DRILL LAB III
20406

Instructor: Seminar Leaders
Reference: AFMAN 36-2203

Activity
60 minutes
Prerequisite: 20405

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice drilling and teaching a flight using appropriate feedback and reinforcement.

Objectives: Each student will be able to instruct a flight in a drill technique or drill a flight.

NOTES TO SEMINAR INSTRUCTORS: This is a practice session. Each student should have at least one opportunity to teach the seminar. Concentrate on the commander's ability to use good feedback and discourage the use of calling cadence to pass the time. Practice all Guidon maneuvers through out.

CEREMONIES

20407

Instructor: Staff
Reference: AFMAN 36-2203

Activity
60 minutes
Prerequisite: 20401

DESCRIPTION

Educational Goal: To develop an understanding of Squadron formation and inspection ceremony.

Objectives: Each student will be able to:

1. Describe the positions of flight sergeant, first sergeant, flight commander and squadron commander in a standard formation and inspection.

OUTLINE

- I. Purpose of ceremonies
- II. Symbols used in diagrams
- III. Standard ceremony:
- IV. Form the squadron in line
- V. Inspection of squadron

Reference Material contained in the Student Textbook and Attachments to this document

DRILL LAB IV

20408

Instructor: Seminar Leaders / Staff

Reference: AFR 50-14

Activity

30 minutes

Prerequisite: 20401

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice drill using the teaching technique of a drill competition / drill down.

Objectives: Each student will understand the technique of using a drill competition as a teaching technique and learn to have fun with drill.

NOTES TO SEMINAR INSTRUCTORS: This is a fun session. Students should be involved in the drill down and learn to have fun with drill. It's more than just work and learning, it can be fun too.

OUTLINE

**PLAY O-REILY SAYS
MASS COMMANDS
BY THE NUMBERS**

INSTRUCTIONAL METHODS

20800

Instructor: Staff
Reference: None

Lecture
75 minutes
Prerequisite: 20000

DESCRIPTION

Educational Goal: To instruct the student on techniques to use in presenting a class.

Objectives: Each student will be able to:

1. List three parts of a well organized presentation.
2. List five visual aids which could be used in presenting a class

OUTLINE

I. Preparation

- A. Clear objectives**
- B. Familiar with material**
- C. Know audience**
- D. Organize presentation**
 - 1. Introduction**
 - 2. Development**
 - 3. Conclusion or summary**
- E. Practice**

II. Delivery

- A. Environment**
- B. Motivate audience**
- C. Style**
 - 1. Simple words**
 - 2. Sentence structure**
 - 3. Transition words and phrases**
 - 4. Voice control**
 - 5. Speed of delivery**
 - 6. Clear and distinct**
 - 7. Gestures**
 - 8. Appearance or image**
- D. Teaching aids**
 - 1. Overhead projector**
 - 2. Blackboard**
 - 3. Felt board**

- 4. Slides**
- 5. Movies**
- 6. Flip charts**
- 7. Models**
- 8. Improvise**

ASSIGNMENT RESEARCH I

20801

Instructor: Seminar Instructor / Leader
Reference: None

Seminar
60 minutes
Prerequisite: 20800

DESCRIPTION

Educational Goal: To provide the student an opportunity to practice preparing an actual presentation.

Objectives: Each student will be able to prepare a presentation.

NOTES TO SEMINAR INSTRUCTORS: Each student should prepare for his oral presentation. The presentation should be no more than three minutes in length on any subject.

As the purpose of the assignment is to learn to give oral presentations, The student should prepare something where he is already familiar with the content. In this way he can concentrate on the process rather than the content.

During the preparation period the Seminar Instructors and Seminar Leaders should circulate among the seminar members and provide whatever assistance is needed. This could include assistance with writing outlines, assistance with the organizing of the presentation including an introduction, body, and conclusion.

ASSIGNMENT PRESENTATION I

20802

Instructor: Seminar Instructor
Reference: None

Seminar
75 minutes
Prerequisite: 20801

DESCRIPTION

Educational Goal: To provide the students with an opportunity to practice making oral presentations.

Objectives: Each student will be able to make a short oral presentation to seminar.

NOTES TO SEMINAR INSTRUCTORS: Each student will make a short presentation, (maximum 3 minutes) on any subject.

After each presentation, instructors will lead a short critique. Encourage participation of the other students in the seminar. Students should identify things they liked about the presentation as well as opportunities for improvement in the second presentation.

Have each student identify at least one thing that he liked about the presentation and at least one thing he would like to work on for the next presentation.

Seminar instructors are responsible for maintaining a time schedule and using the Oral presentation critique sheets included as an Attachment to this manual.

THE OUTLINE
20803

Instructor: Staff
Reference: NCOS Textbook

Lecture
30 minutes
Prerequisite: 20802

DESCRIPTION

Educational Goal: To improve the students ability to make outlines to assist in giving a presentation.

Objectives: Each student will be able to prepare a topic outline.

OUTLINE

- I. The outline**
 - A. What it is**
 - B. Why would you want to use one**
- II. Structure**
 - A. Introduction**
 - B. Development**
 - 1. Point**
 - 2. Point**
 - 3. Point**
 - C. Conclusion or summary**

ASSIGNMENT RESEARCH II

20804

Instructor: Seminar Instructor

Reference: None

Activity

45 minutes

Prerequisite: 20803

DESCRIPTION

Educational Goal: To allow the student practice in preparing for an oral presentation.

Objectives: Each student will be able to:

1. Prepare for a 5-minute oral presentation.
2. Practice his presentation.

NOTES TO SEMINAR INSTRUCTORS:

Each student should prepare for his oral presentation. The presentation should be no more than five minutes in length on any CAP or aviation related subject. As the purpose of the assignment is to learn to give oral presentations, the student should prepare something where they are already familiar with the content. In this way they can concentrate on the process rather than the content.

During the preparation period the Seminar Instructors and Seminar Leaders should circulate among the seminar members and provide whatever assistance is needed. This could include assistance with writing outlines, assistance with the organizing of the presentation including an introduction, body, and conclusion.

ASSIGNMENT PRESENTATION II

20805

Instructor: Seminar Instructor
Reference: None

Seminar
2 Hours
Prerequisite: 20804

DESCRIPTION

Educational Goal: To allow the student practice in giving an oral presentation.

Objectives: Each student will be able to give an oral presentation

NOTES TO SEMINAR INSTRUCTORS: Each student will present a five minute oral class on a subject related to CAP or aviation. At the end of each presentation there will be a short critique. Identify areas that you liked about the presentation. Include items that were improved over the first presentation. Identify opportunities for growth.

Seminar instructors are responsible for maintaining a time schedule and using the Oral presentation critique sheets included as an Attachment to this manual.

At the end of the presentation, the Seminar members and staff should select the best presentation for delivery to the NCOS.

Resume Writing
20806

Instructor: Staff
Reference: None

Seminar
30 minutes
Prerequisite: 20000

DESCRIPTION

Educational Goal: To instruct the students in preparing a resume.

Objectives: Each student will be able to prepare a resume.

OUTLINE

- I. What is a resume?**
 - A. A summary of you and your skills**
 - 1. Brief**
 - 2. Dynamic**
 - 3. Complete**
 - 4. Detailed**
 - B. Contents**
 - 1. Personal Information**
 - 2. Education**
 - 3. Pertinent experience**
 - 4. Mission Statement**
 - 5. References**
- II. Qualities of a good resume**
- III. Examples**

PHYSICAL TRAINING I / II

20807

Instructor: Seminar Leaders
Reference: None

Activity
45 minutes each
Prerequisite: 20000

DESCRIPTION

Educational Goal: To teach the students standard PT formation, and how to conduct PT properly.

Objectives: At end of exercise students should have a complete understanding of all positions and their duties in conducting PT. Students should also understand areas in which they need to improve.

NOTES TO SEMINAR INSTRUCTORS: Staff should observe that students are prepared, conduct this exercise properly, and willing to learn from mistakes.

OUTLINE

Cadets will split up into groups, 2 Seminars per group. Then proceed to form a 2 flight PT formation consisting of a student First Sergeant and 2 student Flight Sergeants.

Students will then proceed to conduct PT in assigned NCO positions. Students will switch after conducting their PT Flight position properly. Using limited time, each student will conduct stretches and exercises when conducting PT as First Sergeant.

During the course of this exercise, staff members should observe and immediately correct any mistakes made by students. This should be done in a time efficient manner, but not to affect student's morale.

With excess time, staff members should have students perform standard exercises and stretches not used during the exercise. Reference Material is included with the Student Textbook for conducting standard PT including extended rectangular formation and basic exercises.

INSPECTION CLASS / LAB

21000

Instructor: Staff

Reference: AFMAN 36-2203

Lecture / Activity

90 minutes

Prerequisite: None

DESCRIPTION

Educational Goal: To instruct students on methods for conducting inspections including attitude, constructive criticism, examples and evaluation techniques.

Objectives: Each student will be able to:

1. Instruct others in the proper wear of the male and female service and utility uniforms.
2. Give an example of positive feedback in an inspection.
3. Give an example of constructive criticism in an inspection

OUTLINE

- I. Uniform as a means of identifying with a group**
- II. Uniform as tool in bearing**
- III. Reference documents for CAP uniforms**
 - A. CAPM 39-1**
 - B. CAWG 39-1 Supplement**
- IV. Inspection and evaluation**
 - A. Inspection purposes**
 - 1. Determine what is correct**
 - 2. Determine what needs correction**
 - B. Procedure**
 - 1. Compose a list of items to check**
 - 2. Plan inspection team duties**
 - 3. Provide feedback (positive and negative) to each person inspected**
 - 4. Always find something good about each person**
 - 5. Notice if something has improved from last time**
 - 6. Ask memory questions**
- IV. Fine points in uniform evaluation**
 - A. Blue service uniform**
 - 1. Mandatory items**
 - 2. Optional items**
 - 3. Acceptable outer garments**
 - 4. Items in pockets**

5. Shoes (Leather vs Plastic)

B. Utility uniform

- 1. Mandatory items**
- 2. Optional items (patches with locations)**
- 3. Belts (Silver and subdued buckles)**
- 4. Acceptable outer garments**
- 5. Crease locations**
- 6. Boots (shining)**

C. Care of uniforms

- 1. Washing**
- 2. Ironing**

D. Personal Grooming Standards

- 1. Hair (Male and Female)**
- 2. Cleanliness**
- 3. Body Art / Piercing**
- 4. Jewelry**

Leadership Exercises

21100

Instructor: Seminar Leaders

Reference: None

Activity

60 minutes

Prerequisite: 20000

DESCRIPTION

Educational Goal: The purpose of the leadership exercises is to teach leadership, communication, and teamwork.

Objectives:

OUTLINE

Multiple exercises below will be used. The explanation for the exercise should be short, and the clock started immediately to encourage a sense of urgency.

Blindfold all of your cadets, then hide a long rope, and tell them to find the rope and make an isosceles triangle with it. Every cadet must be touching the rope to complete the exercise, and it must be a credible isosceles triangle.

Have the students try and cross an imaginary river using paper plates as stepping stones. They must maintain contact with the paper plates at all times, lest they be swept away by the river. Anyone touching the "water" will be lost for 1 minute. All team members must make it to the other side of the river.

Have the students form a circle. Hand a tennis ball to one of the students and have them begin throwing the ball to their teammates, without repeating persons, until all have touched the ball. The first person to have the ball should also be the last. Repeat the sequence until all students have the drill down. Now, challenge the students to complete the sequence in as little time as possible. Creative thinking is a big plus here. The only rule is the order must be maintained and all cadets must touch the ball.

Once the exercise is started, staff members are not to assist, only referee. Staff will notice some students being leaders, some being enthusiastic followers, some being willing followers, and some non-participants. Make mental notes to pass on to the debriefer.

The point is not necessarily to finish the exercise (although the first is definitely possible) but to observe the leadership and teamwork of the flights. A single debriefer from staff will point out the areas students did well in (mission accomplishment, teamwork) and the areas they need improvement in (communication, organization, structure, etc.).

THE CADET HONOR CODE

20700

Instructor: Staff

Reference: CAWG Honor Reference Handbook

Lecture

30 minutes

Prerequisite: None

DESCRIPTION

Educational Goal: To increase the students understanding of the Cadet Honor Code and its implications and the value to him as a cadet and as an individual.

Objectives: Each student will be able to:

1. Define lying, cheating and stealing in the context of the cadet honor code.
2. Explain the purpose for the toleration clause of the honor code and explain why it is necessary
3. Explain the importance of the Cadet Honor Code in terms of training experience and in terms of personal integrity.

OUTLINE

I. The Cadet Honor Code

On my honor as a Civil Air Patrol Cadet of California Wing, I will not lie, cheat, steal, or commit any act of intentional dishonesty or tolerate those who do.

II. Intent

III. Definitions

A. Lying - Making a statement which is intended to deceive or mislead.

B. Cheating - Giving or receiving unauthorized assistance.

C. Stealing - The acquisition of property of another without specific authority.

D. Intentional dishonesty - A deliberate untruthful act or statement.

E. Tolerating - Allow without prohibiting or opposing.

IV. Implementation

NCO RESPONSIBILITIES

20701

Instructor: Staff
Reference: None

Lecture
30 minutes
Prerequisite: All

DESCRIPTION

Educational Goal: To highlight leadership principles and to provide students with an overview of the NCO's role in the cadet program.

Objectives: Each student will be able to:

1. Identify three responsibilities the NCO has to his superiors.
2. Identify five responsibilities the NCO has to his subordinates.
3. Identify four responsibilities the NCO has to his peers.

OUTLINE

I. Skills learned at NCOS

A. Drill

1. Standardizing individual drill
2. Drilling others
3. Evaluating others
4. Manual of the guidon
5. Feedback / Reinforcement
6. Ceremonies
7. Drill Terms

B. Presentations

1. Preparation
2. Organization
3. Outlines
4. Presentation

C. Uniforms

1. Standardization
2. Evaluation

II. The NCO is responsible to:

A. Superiors

1. Obeying orders
2. Keeping them informed
3. Using initiative
4. Training
5. Planning

B. Subordinates

- 1. Setting the example, standards**
- 2. Training**
- 3. Motivating**
- 4. Correcting**
- 5. Counseling**
- 6. Keeping them informed**
- 7. Evaluating**
- 8. Planning**
- 9. Conducting drill and ceremonies**

C. Peers

- 1. Keep informed**
- 2. Giving assistance**
- 3. Setting the example**
- 4. Counseling**
- 5. Motivating**

III. Respect

A. Superiors

- 1. Position - responsibility**
- 2. Person - achievement and knowledge**

B. Peers

- 1. Position - responsibility**
- 2. Person - achievement and knowledge**

C. Subordinates

- 1. Everyone has value**
- 2. You have your position only because they are there**
- 3. They are there because they want to be**

PART FIVE - PROJECT OFFICERS GUIDE

Facilities

Submit a letter to the USAF-CAP Liaison Office (CALO) requesting facilities. The letter should contain the following: (See Attachment)

1. Name and date of the activity
2. Number of personnel expected including a breakdown by number of males and females, cadets and seniors
3. Types of facilities needed
4. Classrooms, number and size
5. Meals - how many meals, if any, will be required.
6. Request linen if needed, or mention that participants will be bringing sleeping bags and will not need linen.
7. Request transportation if needed.
8. Name and phone number where project officer or other suitable contact might be reached, both day and evening

Copies of this request must be to California Wing Headquarters, to the attention of: CC, and CP.

CALO will produce a letter to the facility using the information from the project officer request. When the facility responds to CALO the project officer is notified and provided with a point of contact (name) and telephone number. The project officer should contact this person as soon as possible.

Billeting

Project officer will supply base contact with information about how many personnel will require billeting, and numbers of male and female, seniors and cadets. For schools such as these, an exact count will not be available until about a week or ten days before the activity. Give the contact as good an estimate as you can and follow up with more accurate information.

Discuss what type of billeting will be available. Determine if possible if the billeting will be open bay, cubbyholes, or separate rooms. Also determine if we will be sharing the billeting with others. (For CAP activities it is always best if we can arrange to be isolated. This allows for easier control.) This information will allow you to determine how to assign student billeting, where cadet and senior staff will be assigned.

Determine check-in requirements and procedures. Can one person check in for the group or will each individual need to sign in? Will there be any cost for the billeting? If there is a cost, is it for linens or maid service? We prefer not to have maid service for this activity. Will keys be available for rooms or building? Will linen be required or will the personnel bring sleeping bags? For NCOS the students are asked to bring sleeping bags. This is to avoid the time and hassle of checking linen out and in. Racks are not used as a tool at NCOS due to time limitations. Assuming participants are bringing sleeping bags, can a few sets of linen be checked out if someone forgets linen?

Note if any special billeting will be required, for example if any dignitaries will be present that might like to have BOQ. Note that BOQ space is not always available, regardless of how important the dignitaries may be.

Determine checkout requirements and procedures.

Meals

If base dining hall is to be used for meals, supply base contact with information on which meals will be required and for how many people.

Determine following information from base contact:

1. Dining hall schedule (Is there a particular time that the dining hall would like us there? Is there a time when we can come and not slow down their normal progress? If we can come at a slow time, then we can proceed quickly and not slow down our schedule.)
2. Prices of meals
3. Can we pay by one check at end of meal, day, or activity?
4. Location of dining hall
5. It is within walking distance from other facilities or will transportation be required

If we choose to cater our own meals, is there a room or facility available to serve?

Catering our own meals could mean buying complete meals, having meals prepared and brought in, or cooking or assembling meals on sight. This requires coordination with the facility on location for preparing/serving meals. In addition, it requires coordinating with a caterer or supplier for the food, time, etc.

Classrooms

NCOS needs one classroom that will hold all the participants, students and staff (typically about 75 people). Activity in the room is lectures. Tables are convenient for the students to take notes. Chalkboard or white board and podium are convenient for the instructor. Microphone is normally not necessary for this activity.

In addition, six seminar rooms are used that will hold about 15 people. Activities in these rooms includes group discussion, preparation for oral presentations, and making oral presentations.

Classroom and seminar rooms are needed for the entire course including Friday night.

Determine from base contact:

1. How many classrooms are available, and of what size?
2. Are they available for the entire course?
3. What are the arrangements for keys, etc.?
4. Where are classrooms located?
5. What are the checkout procedures, if any?

Drill Area

NCOS needs a Drill area that is concrete or asphalt, level, and free of moving cars. Normal schedule requires this area Saturday all day and Sunday morning.

Determine from base contact:

1. Where is drill area?
2. Are there any restrictions?
3. Will we need to rope it off to keep vehicles out?
4. Is there anyone we need to contact to use it?

Additional Facilities

Determine with the assistance of the schedule and the commandant if any additional facilities will be needed and discuss these with the base contact.

Base contact

Determine from the base contact who you can contact during the activity and the phone number in case questions or problems arise? This could include any facility related problems including billeting, meals, charges, heat, air conditioning, etc. Also determine who to contact in case you have a medical emergency. Keep a copy of CAPR and AFR which covers care of CAP personnel at military hospitals in case of emergency.

Obtain, if possible, a phone number to give out to students and staff in case a problem arises with their arrival.

Publicity

Flyer : A flyer should be printed up with the basic information about the course, date, location, application deadline, and a name and number of someone to contact for further information. For NCOS these should be printed up on blue paper or with blue ink on gray or other neutral paper. Obtain a set of mailing labels for all cadet and composite units as well as for groups. Mail flyers out so that they will be received at the units at least month ahead of the application deadline. Flyers could be sent out to eligible cadets individually, once we are able to obtain an appropriate data base to screen for eligibility.

Letter : A letter designed for an all-units mailing could be prepared and sent out in addition to the flyer. This could have additional information such as information about applying for staff, either senior or cadet. Time it so that letters go out two weeks ahead of the flyers, then the flyers could serve as a reminder.

Staff Appointment

Appointment of the staff, both cadet and senior, is the responsibility of the commandant. The project officer might be involved with this process from an application standpoint, as well as in making recommendations to the commandant. Supply copies of the program manual to the staff prior to the school.

Project Officer should supply to the instructors any visual aids which the school or CP might have to assist with the presentation. As of this printing, CP has at its disposal the use of a felt board and attachments to be used in the Drill portion of the course. In addition, there is a set of slides which can be used in the presentation on uniforms (Inspection Lab)

Supplies

Textbooks : Need one per each student and staff member to hand out at the activity. Have additional copies printed up if needed. Try to get an original copy of text from which to make the books.

Certificates: Need to have one per student and staff member in attendance, typed up with names. Better to have an additional supply in case of errors in typing. Certificates are printed with blue ink on a parchment background. Obtain a black and white from which to make the copies. This can sometimes be a scheduling problem as printers will not always print with a colored ink every day. Be sure to allow sufficient time before the activity. The certificates need to have students names printed or typed on them. The easiest way to do this is to set it up from the data base and do them on a computer. If this is not convenient, then a typewriter will suffice. It is a good idea to have these typed up before the activity due to the amount of time it takes. Be sure, however, to have a typewriter available at the activity to make corrections, and to add Honor Cadet notations, etc.

Guidons: Guidons have been made up with the NCOS and the seminar letters A - F. These guidons remain with the school material. (i.e., they are not given out to the students or staff after the school.)

Items requiring copying:

Schedules - one per student and staff member (75)

Rosters - one per staff member plus additional for administration (to include dining hall rosters, check-in roster, finance roster, etc.) (30)

NCOS Textbook - one per student and cadet staff member (60+)

MSA - One per student and staff member (75)

Processing Applications

Applications will be submitted to CAWG HQ. From there they will be packaged up and mailed to the project officer for the activity. The Project Officer needs to do the following:

Checks:

1. Write check #, amount, and signature on CAPF 31 before removing checks. This will help if questions come up.

2. Log checks noting who check was for, check number, signature, bank number and amount. The last part of this is set up to make it easier for the person making the bank deposit.

CAPF 31:

1. Inspect application for completion, including CAPSN, parent's signature, squadron commander's signature. If signatures are missing and the cadet will be accepted to the school, return the application to the cadet to get the appropriate signatures, or request a second CAPF 31 with signatures when the cadet arrives at the activity. NOTE: It is extremely important that any cadet attending the activity has the appropriate signatures on the CAPF 31. This is an insurance/ liability issue.

2. Screen applicants for eligibility. Prerequisite for NCOS is grade of C/AIC or above with encampment strongly recommended. Accepting anyone below the grade of C/AIC is a judgement call and should be made by the commandant only after speaking with the cadet's squadron commander. Eligible cadets should not be turned away to accept a cadet on a waiver. (Note the reasons for the pre—requisites are so that the school can train at a certain level. For example, if the instructors have to teach the cadets how to drill, then they will not be able to teach them how to drill others in the same weekend.)

3. For cadets not accepted to the school, return application and the check if possible to the cadet. If checks have already been submitted for deposit, then request a refund from CP, but send a letter anyway. Examples of letters to be used with the returns can be found in the example section. This return will serve as notice so that the cadet will not show up at the activity. Follow up with CP after the activity to make sure the refunds were sent.

4. For cadets accepted to the school, prepare a data base from information on the CAPF 31. This data base can then be used to create rosters, MSA's, participation letters if required, and address labels for the acceptance letters. NOTE: CP has software, called Manager, which will handle these requirements.

Acceptance Letters

Acceptance letters are sent out to all accepted students, and cadet and senior staff participants. Include in the acceptance letter the date and location of the activity, reporting date and time, reporting uniform, specific reporting location on base, expected dismissal time. Include in the letter a name and phone number to call for additional information. Also, if at all possible, include a phone number where you can be reached during the activity, especially on arrival night in case problems arise such as last minute cancellations, late arrivals, etc. Include additional reminders such as reminder to bring a sleeping bag. Include an equipment list and a map to the location as well as a base map if available. (See Examples 7-4, 5, 6) Obtain a set of mailing labels from the data base, and mail out acceptance letters to arrive at least one week and preferably longer before the activity. Letters along with equipment lists and maps can be stapled together and folded without envelopes to speed up the process.

MSA

The MSA can be created using the Manager software and transmitted to CAWG Director of Administration by modem. This should be done on a Monday or Tuesday night so that he can obtain the necessary signature from CALO at the regular Wednesday night meeting. Keep in mind that someone at Wing Headquarters will need to send back the signed copy for you to have upon arrival at the base. In addition you will need to make copies to pass out to participants. Determine if CALO will be sending out the copies to CC, etc. or if you will need to do this.

In case of an emergency need for a last minute MSA, one can be obtained through the RAP Officer assigned to the activity, or from a RAP Officer in your area. This should not be used for the primary MSA for the activity, but can be very useful for a supplementary MSA for staff. Keep in mind that these requests do put an unnecessary burden on the RAP and should not be requested for every activity.

Finance

Check Deposits: Maintain accurate records of incoming checks and submit them to CP for deposit to the account. Keep a copy of the list of checks sent.

Expenses: Receipts must be obtained for any expenses in connection with the school. If checks are written directly from the CP checking account, follow up with the receipts and the check number. Expenses should be itemized by type of expense (such as printing, stationery, meals, etc.) and the activity it is associated with (such as NCOS 88-2). If reimbursement is to be made to someone, include the receipts, who the check should be made out to, and where the check should be sent. Follow up to make sure the information was received and the check was sent out.

Summary: Make a summary after the activity of what money was received, and what was spent in what general category.

Thank You Letters

Thank you letters should be written to the base contact and to anyone else connected with the facility who provided any special assistance. This is a very important part of the activity. We must remember that we are guests on the base or facility and anything we do or want is outside the normal day—today responsibility of the base. It is important to leave the facility with the feeling that we truly appreciated everything that was done on our behalf.

During the activity, 'be sure to get the name with the correct spelling of any individual for thank you letters. It is more effective to send a thank you letter to the individual's boss complementing the individual on their work for us. Get the name, grade, title and address of the boss for these letters.

A thank you letter sent out to staff members (from the Commandant) is also an appropriate follow-up.

Project Officer Checklist

- _____ Date Established
- _____ Desired location established
- _____ Commandant selected
- _____ Project Officer selected
- _____ Facility Request submitted
- _____ Flyer completed
- _____ Publicity letter completed
- _____ Flyer/letter mailed to all units
- _____ Facilities coordinated with base liaison
 - _____ Billeting
 - _____ Check-in procedure
 - _____ Meals (prices and schedule)
 - _____ Classrooms
 - _____ Seminar rooms
 - _____ Keys for classrooms or access procedure set up
 - _____ Contact and phone number in case of problems
 - _____ Phone number for incoming calls from participants
- _____ Instructors/Senior Staff appointed (Commandant)
- _____ Cadet Staff appointed (Commandant)
- _____ Supplies ordered/located
- _____ Textbooks printed
- _____ Certificates printed
- _____ Applications received/processed
- _____ Rosters made
- _____ MSA's made
- _____ Rejected applications returned
- _____ Acceptance letters mailed
- _____ Finance completed
- _____ Checks for fees submitted for deposit
- _____ Receipts submitted for reimbursement
- _____ Activity finance summary
- _____ Thank you letters sent
- _____ Activity report submitted to CP

NCOS Timeline

Commandant Appointed	-120 days
Project Officer Appointed	-120 days
Facility Request.....	- 90 days
Establish Cost	- 60 days
Flyer printed	- 55 days
Flyer mailed.....	- 49 days
Staff Application Deadline	- 28 days
Appoint Staff.....	- 21 days
Order Certificates	- 21 days
Application Deadline	- 21 days
Go/No-Go Decision Date	- 14 days
MSA Requested	- 14 days
Acceptance Letters Mailed.....	- 10 days
MSA Completed	- 7 days
Participation Letter Completed.....	- 7 days
Activity	0
Thank You Letters.....	+ 14 days
Activity Report Completed.....	+ 21 days

STUDENT EQUIPMENT LIST

CAP Membership Card

Sleeping bag

Notebook, paper and pen/pencil

Flashlight

Shoe shine kit

Personal Hygiene Materials

Deodorant

Toothbrush/toothpaste

Soap

Towel

Shaving kit (male)

Shorts, Blue Athletic

Shoes, Athletic (tennis/running)

BDU T-Shirt for PT

Uniforms

BDUs

Shirt

Trousers

Cover

Belt, blue, shade 1089 Buckle, black

Boots, combat, black

Socks, black, plain, no design

T-Shirt, crewneck, black

Blousing bands

Civilian or BDU Jacket

Service, Blue

Shirt/Overblouse, blue, short sleeves, shade 1550

Trousers/Slacks/Skirt, blue, shade 1549 or 1578

Buckle, silver, chrome-like finish

Cap, flight, blue, shade 1549

Shoes/Oxfords, black, smooth toe, laced

Black Socks/Nylons/Anklets

T-shirt, V-neck, white

Ribbons

Sweater, Pullover, with tie

Civilian or Blues Jacket

Manuals

AFMAN 36-2203 Drill & Ceremonies

CAPM 39-1 Uniform Manual

CAPM 50-1 Introduction to CAP

CAPP 151 Standards, Customs, & Courtesies

Leadership: 2000 and Beyond, volumes I & II

Iron

Spray starch/Fabric Finish

Sewing kit

Audio Recorder

Note: Items in *Italics* are optional.

NONCOMMISSIONED OFFICERS SCHOOL SCHEDULE

Los Alamitos, 23 March 2001

FRIDAY

Times	Activity	Course Number	Uniform	Location
1800-2000	In-processing		Service w/Ribbons	B
2000-2045	Introduction to NCOS	20000	Service w/Ribbons	C
2045-2130	Interaction Seminar	20100	Service w/Ribbons	S
2130-2145	Summary		Service w/Ribbons	C
2145-2200	Travel			
2200-2230	Personal Time/ Read NCOS Textbook		PT	B
2230	Lights Out			
2200	Staff Meeting		Service w/Ribbons	C
2300	Staff Lights Out			

B = Barracks C = Classroom S = Seminar Rooms DP = Drill Pad MH = Mess Hall

NONCOMMISSIONED OFFICERS SCHOOL SCHEDULE

Los Alamitos, 24 March 2001

SATURDAY

Times	Activity	Course Number	Uniform	Location
0600	Reveille			
0600-0605	Travel		PT	
0605-0650	PT		PT	DP
0650-0730	Personal Time		PT	B
0730-0800	Breakfast			MH
0800-0900	Drill Terms	20400	BDUs	C
0900-0930	The Drill Commander	20401	BDUs	C
0930-1015	Drill Lab I	20402	BDUs	DP
1015-1100	Teaching Drill and Guidon Use	20402	BDUs	C
1100-1145	Lunch		BDUs	MH
1145-1230	Drill Lab II	20403	BDUs	DP
1230-1300	Feedback / Reinforcement	20404	BDUs	C
1300-1400	Drill Lab III	20405	BDUs	DP
1400-1415	Break			
1415-1445	Outlining	20803	BDUs	C
1445-1545	Assignment Research I	20801	BDUs	S
1545-1700	Instructional Methods	20800	BDUs	C
1700-1730	Drill Lab IV	20408	BDUs	DP
1730-1815	Dinner			MH
1815-1930	Assignment Presentation I	20802	BDUs	S
1930-2000	The Honor Code	20700	BDUs	C
2000-2045	Assignment Research II	20804	BDUs	S
2045-2145	Leadership Activities	21100	BDUs	DP
2145-2230	Personal Time		PT	B
2230	Lights Out			
2145	Staff Meeting		BDUs	C
2300	Staff Lights Out			

B = Barracks C = Classroom S = Seminar Rooms DP = Drill Pad MH = Mess Hall

NONCOMMISSIONED OFFICERS SCHOOL SCHEDULE

Los Alamitos, 25 March 2001

SUNDAY

Times	Activity	Course Number	Uniform	Location
0600	Reveille			
0600-0605	Travel		PT	
0605-0650	PT		PT	DP
0650-0730	Personal Time		PT	B
0730-0815	Breakfast			MH
0815-0915	Squadron Inspection Ceremony	20407	Service w/Ribbons	DP
0915-0945	Inspection Class	21000	Service w/Ribbons	C
0945-1045	Inspection Lab	21000	Service w/Ribbons	DP
1045-1115	Resume Writing	20806	Service w/Ribbons	C
1115-1200	Lunch			MH
1200-1230	NCO Responsibilities	20701	Service w/Ribbons	C
1230-1300	Clean up/pack		Service w/Ribbons	B
1300-1500	Assignment Presentation II	20805	Service w/Ribbons	S
1500-1530	Seminar Presentations		Service w/Ribbons	C
1530-1600	Critique/School Summary		Service w/Ribbons	C
1600-1630	Graduation Exercise		Service w/Ribbons	DP
1630-1700	Out-processing		Service w/Ribbons	B
1700	Staff Meeting			
1715	Dismiss			

B = Barracks C = Classroom S = Seminar Rooms DP = Drill Pad MH = Mess Hall

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