

**Cadet Commanders' Course
Program Manual
(Draft, April 09)**

Description

Introduction

The Cadet Commander Course (CCC) will help Cadet Commanders who do not fully understand their job, and have never had a mentor above them to guide them. The course will be designed to increase the effectiveness of the cadet program at the squadron level through Cadet Commanders who know and are motivated to do their job. A highly effective cadet program at the squadron level will increase retention throughout the Wing.

General Information

1. The CCC is not a part of the ILP program
2. CCC will be held annually, over a weekend, and would ideally have a class size of twenty
3. The California Wing CCC package will consist of the following:
 - a. California Wing CCC Program Manual
 - b. Graduation Certificates and Seals
 - c. CCC class outlines
 - d. Attachments
 - e. Writing Assignments

Goal

Give future and current cadet commanders the abilities and resources to effectively run a squadron and train his or her staff.

Objectives

1. To understand the role of the Cadet Commander
2. To be able to mentor his or her staff
3. To be able to set achievable goals
4. To be able to create and execute a schedule
5. To be able to easily work with Senior Members
6. To understand and have access to all CAP manuals used during the CCC

Background

CCC will give the cadet a complete understanding of the Cadet Commander. The CAPP 52-15 will serve as a guide for the training. It is important that there is a large class to ensure that there is a group dynamic that encourages enthusiasm about the material presented. This will allow the material presented to have a lasting effect on the California Wing.

Philosophy

This school will prepare cadets to take the roll of Cadet Commander. Therefore the ideal student would not currently be a Cadet Commander, but will soon be a Cadet Commander. However, if a cadet is currently a Cadet Commander, this school will still benefit them. It is recommended that cadets attend before taking on the position of Cadet Commander. This will also allow for the training to be reinforced at the home unit.

Instruction

Methods of Instruction

The instruction at CCC will be lecture, laboratory, and mentoring. First the material will be presented in lecture and then reinforced through laboratories and mentoring. The seminar staff will be responsible for the mentoring of the cadets.

Curriculum

- a. Communication
- b. Scheduling
- c. Teaching a class
- d. Goal Setting
- e. Role of the Cadet Commander
 - i. Large Squadrons
 - ii. Small Squadrons
- f. Regulations, pamphlets, and manuals
- g. Mentoring
- h. How to run a squadron meeting
- i. Drill and Ceremonies
- j. Recruiting/Retention (Great Start Program)

Organization

The CCC will be held at the Wing level and will include cadets from multiple squadrons. The ideal range for this school will be from twenty to thirty-five. It will be organized into two flights with a loose chain of command.

Staff Description

Senior Staff

Commander

The commander 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 commander is primarily responsible for the implantation of the training at the course. It is important that the commander understands the role of the Cadet Commander so that he or she can insure that the training is properly implemented.

Project Officer

The project officer is responsible for the planning and preparation for the CCC, including the administrative support prior to and during the activity. This person can be either a senior or cadet member. The project officer reports directly to the commander.

Safety Officer

The safety officer is responsible for safety and welfare of all participants, both staff and students. The safety officer should conduct a safety survey of the facilities prior to the start of the CCC. Any safety hazards should be reported to the CCC Commander and corrected.

Instructors

The instructors are responsible for the planning, preparation, and presentation 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 either cadets or seniors.

Military Leadership Officers

Military Leadership Officers are senior members knowledgeable in the cadet program, with experience and skill in dealing with cadets. They are responsible for the safety, health and well being of the cadets, and provide proper supervision of the cadets at all times throughout the activity. The Military Leadership Officer will provide training guidance and assistance to the staff. They should also be available to the basic cadets for counseling, guidance and feedback. They are responsible to the CCC Commander for ensuring that the CCC training program is progressing in a satisfactory manner.

Administrative Officer

The administrative officer is a senior or cadet member who provides administrative support to the CCC. This person will prepare rosters, graduation certificates and any reports necessary for the CCC.

Support Personnel

Additional support personnel might include communications, logistics and transportation, and kitchen help as needed, depending on the size or requirements of the CCC. These positions may be filled by cadets or seniors.

Deputy Commander

The Deputy Commander is in charge of the Cadet Staff. He is in charge of the Squadron Training Meetings and will consistently give feedback to the Cadet Staff. The Deputy Commander will work with the Commander to select the Class Leaders and Instructors.

Cadet Staff

Class Leader

The class leaders will be in charge during the laboratories and the mentoring. It is the class leader's job to ensure that cadets understand what was taught in classes and is reinforced throughout the weekend.

Instructors

There will also be cadet instructors, see Senior Staff Instructors for a full description.

Administration

Authority/Application Process

The Director of Cadet Programs, California Wing must authorize the CCC. The authority must be obtained by written request from the host unit. The request must be received a minimum of sixty days prior to the date of the school.

Additional Aid

If the host unit needs additional help with the administration of the CCC, they should request it from the Director of Cadet Programs. Areas of help could include: staff assistance, staff training, and logistical help with promotional efforts. Again, units should contact the Director either by phone or by mail for this assistance.

Facility Request

Request for use of facilities should be 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 will contain name of activity, number of expected participants, the type of facilities needed, the requested location, and the name and phone number of the Project Officer.

Military Support Authorization

A Military Support Authorization is required if the activity is held at a military facility. The MSA must be requested well in advance from California Wing Headquarters, in accordance with CAWGM 11-1. Be aware that the MSA requires the names and CAPSN of all participants; this will require earlier application deadlines.

Promotion

Advertising and promotion of the CCC, to both individual members and units in the local area, is necessary to achieve adequate participation. Promotion should be ongoing and ensure that the benefits of the CCC are properly communicated. Parents should be included to ensure that all cadets can attend. All California Wing activities are great ways to promote the event and should be taken advantage of.

Student Application Procedures

The CCC should be announced more than three months in advanced and should have a deadline for applications at least three weeks before the course. Every applicant will submit a resume, cover letter stating why they should be accepted, and CAWGF 150.

Acceptance Letters

Every attendee must receive a letter of acceptance indicating reporting time, date, location, equipment list, and the name of a person to contact for additional information. This should be received by all attendees no later than two weeks before the activity.

Participation Letters

Participation Letters will be prepared by the host unit in accordance with CAPR 10-3. All members attending the school will be listed and the school staff will be indicated. This will serve as the official record of the participants.

Sign-In Procedures

A copy of the Participation Letter can be used as the official sign-in or check-in roster. This will allow quick determination of "no-shows" so a safety check can be made.

Finance

Financial arrangements are the responsibility of the host unit in accordance with CAP regulations. It is recommended that the school be self-supporting on a cost-only basis to participants. In determining this, careful analysis should be 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 Commander.

Final Report

The following must be forwarded to Wing Headquarters upon completion of the school:

1. Activity Report
2. Participation Letter
3. Finance Report
4. Promotional Material
5. CAPF 78 Mishap Report Form
6. CCC Critique Package

Operations

Preparation

Materials

Administrative Supplies

Computer, printer, paper, pencils, pens, tape, stapler, hole punch, ect.

Two extra computers and a printer for a Cadet Library

Manuals

CCC Program Manual

Leadership 2000, Vol 2

CAPM 39-1, Civil Air Patrol Uniform Manual

AFMAN 36-2203, Drill and Ceremonies Manual

CAPP 52-15, Cadet Staff Handbook

CAPR 52-16, Cadet Program Management

Student Supplies

Cadet Release Form (CAWG Form 151), one per student

Paper/pen or pencil

Laptop recommended

Cadet should bring as many of the above manuals as possible

Audio-Visual Equipment

Two projectors

Whiteboard and markers

Medical Supplies

First Aid Kit

Extra Band-Aids

Moleskin

Facilities

Billeting

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

Meals

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

There must be one classroom that can seat all of the students and staff attendees. It must have a screen and a projector. Adequate lighting and ventilation is necessary for a proper learning environment. At least one other classroom must be available with a screen, projector, lighting and ventilation.

Laboratory Area

If the classrooms are not able to sufficiently support the leadership laboratories, a field or other open area must be available.

Transportation

If facilities are not within walking distance, transportation must be provided. Cadets under the age of eighteen will not be able to drive anyone else for the duration of the activity.

Implementation

Schedule

It is the responsibility of the CCC Commander to develop a schedule for the activity. The schedule must allow for adequate time to complete all the required classes. There should be extra time on Saturday night and on Sunday before the graduation to allow the Class Leader to reinforce what had been taught over the day. This will not interfere with any personal preparation time. The schedule must allow adequate personal preparation, meal and shower time.

Staff-Student Interaction

It is important that the staff set the example of professional conduct. This includes but is not limited to uniform appearance, interaction with class members, interaction with staff members, and actions during the day. The staff will take on a mentoring role and will always promote cadets to ask questions. All cadets will receive feedback to maximize and reinforce learning. There should be a large staff to allow for more personal time mentoring each cadet.

Staff Selection

The host Unit Commander and the Director of Cadet Programs, California Wing are responsible for the selection of the CCC Commander. The selection of the commander is extremely important to the success of the school. This individual must be familiar with the cadet program and have knowledge of the position of Cadet Commander. He or she should be an active member in the California Wing in order to ensure that the Class Leaders and Instructors will be able to complete their assigned tasks.

The host Unit Commander and the CCC Commander will work together to select a project officer. The remaining staff selection, both cadet and senior will be done by application process and/or personal selection by the CCC Commander and Deputy Commander.

There will be no more than ten cadets in one class. Each class should have one Class Leader (Cadet) and one Class Supervisor (Senior). All staff members should have knowledge of the position of Cadet Commander. More Class Mentors are suggested for each class. It is recommended that there are a total of four staff members for a flight of ten.

The Instructors will be selected based on their knowledge of the required materials for the CCC. There should be at least four Instructors at the CCC to allow them proper preparation time.

Staff Briefing

The CCC Commander and Project Officer will brief the entire staff on the logistical and academic arrangements for the school. Schedules must be available either before or during this meeting. Cadets will be assigned into Classes and Class assignments will be handed to Class Leaders during this meeting.

In-processing

In-processing will insure that each cadet signs in and that all expected cadets are accounted for. Cadets will receive their class assignment, billeting assignment, and will be introduced to his or her class staff. All cadets who do not show up by 2200 on Friday will be called unless a previous arrangement had been made.

Performance Evaluations

Student Evaluations

Before the conclusion of the event, the class staff will evaluate each cadet's performance and progress during the weekend. The staff will go over the evaluation of the cadet to provide feedback. They must provide direction to help the cadet improve. The goal of these should be to provide cadet commanders with direction and feedback that will be relevant to their future career as a cadet commander.

Staff Evaluations

Evaluations of the staff should be administered at the end of the school. These will be used 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. Every Staff member will receive a Staff Evaluation.

School Evaluations (Critique)

Individual critique forms will be filled out by each student and staff member. These will be filled out at the end of the last classroom session. All staff members will review these critiques, and copies should be included in the Activity Report.

Class Leader Meeting (CLM)

The Class Leader Meeting will be held Friday and Saturday night right before the Class Members are put on Personal Prep Time. During this meeting, the Class Leader will review all materials that were taught during the day. It is important that the Class Leader insures that cadets understand all material and will retain it.

Class Staff Meetings (CSM)

The Class Staff Meeting will happen right after the Class Leader Meeting, but must happen before the Staff Training Meeting. This meeting will happen on Friday and Saturday night. All staff members for the Class will attend this meeting. Here the staff members will discuss the progress that the Class Members have made and what the staff needs to concentrate on.

Staff Training Meetings (STM)

The Staff Training Meeting will be held on Friday and Saturday night to assess where each class is in the training process and to discuss goals for the next day. This meeting is run by the CCC Deputy Commander and must be attended by the Class Leader and Class Supervisor. It is recommended that all Class Mentors and Instructors are present.

Projects

Cadets will submit two papers during the weekend. The Class Staff must read and grade the papers in order to return them to the cadets. The papers should be handed back by lunch the following day to allow the cadet to review the corrections. Assignment #1 will be handed to cadets during the CLM on Friday night and be passed back before lunch on Saturday. Assignment #2 will be handed back to cadets during the CLM on Saturday night and be passed back before lunch on Sunday.

Assignment #1

The position of Cadet Commander is one of the most influential positions at the home unit. What do you feel is the most important attribute of a Cadet Commander. These will be due five minutes before lights out on Friday night. Responses are limited to two typed pages or four written pages. All typed responses must be submitted in business style format.

Assignment #2

This weekend we have been talking about how influential the Cadet Commander is. How great is that impact? What kind of impact does a Cadet Commander have on the overall training in Civil Air Patrol? Responses are limited to two typed pages or four written pages. All typed responses must be submitted in business style format.

Graduation

Ceremony

Families and friends of graduating cadets should be invited to watch the graduation. It will consist of the Commander briefly reviewing what was taught during the weekend. Cadets should then receive a graduation certificate if resources allow. Then each Class Staff will announce the honor graduate from their class. Finally the cadets will be dismissed.

Out-Processing

This will take place after the conclusion of the graduation. All attendees will fill out a California Wing Cadet Release Form (go home card) and sign out.

CCC Critique

Once all Class Members have been released, the entire staff will assemble for the CCC Critique. The CCC Commander will run this meeting and review any problems that occurred during the event. He or she will identify items that should be avoided and items that need to be emphasized or improved. Highlights from the student critiques should be read to the staff during the critique. The CCC Commander will write a summary of the critique and selected student evaluations of the school to be included in the CCC Final Report. This will be forwarded to the Director of Cadet Programs, California Wing.

Instruction

List of classes

- a. Leadership
 - i. Communication
 - a. The role of the Cadet Commander as the link between seniors and cadets
 - b. The different barriers to communication and understand preventative methods
 - c. The different types of communication
 - d. Manual – Leadership 2000, Volume 2
 - ii. Teaching a Class
 - a. Improvised Class
 - b. Instructional Class
 - iii. Role of the Cadet Commander
 - a. Large Squadrons
 - b. Small Squadrons
 - c. Purpose
 - i. CAPP 52-15, Cadet Staff Handbook (review job description of Cadet Commander)
 - d. Manual – CAPP 52-15, Cadet Staff Handbook

- b. Skills
 - i. Scheduling
 - a. Plan a squadron meeting
 - i. Long term schedule
 - i. Meeting schedule
 - b. Executing a Plan
 - ii. Goal Setting
 - a. S.M.A.R.T goal setting
 - b. Reason for Goals
 - iii. Mentoring/Counseling
 - a. CAPR 50
 - iv. Two Leadership Labs
 - a. Mentoring/Counseling Lab
 - b. Triangle Lab
 - v. How to run a squadron meeting
 - vi. Feedback
 - vii. How to write a Business Style Letter
- c. Regulations, pamphlets, and manuals
 - i. Class over Manuals
 - a. CAPR 39-1, Civil Air Patrol Uniform Manual
 - b. CAPR 52-16, Cadet Program management
 - c. CAPR 10-1, How to write memorandums and business style letters
 - d. Drill and Ceremonies
 - i. AFMAN 36-2203, Drill and Ceremonies Manual
 - i. Formations
 - d. Recruiting/Retention
 - i. Great Start Program
 - ii. How to Create a Training Program
 - iii. Ways to Increase Retention
 - iv. Fun/Productive Activities

Attachments

CCC Timeline
 CCC Budget Planning Checklist
 Project Officer Checklist
 Safety Officer Checklist
 Acceptance Letter
 Equipment List
 Example Schedule
 Staff Briefing Outline
 CCC Cadet Evaluation
 CCC Critique Form
 California Wing Release Form
 Example Activity Report
 Example Participation Letter
 CCC Finance Report

Example Schedule

Friday

1800 – 1900 In-Processing
1900 – 1930 Commander's Welcome
1930 – 2015 Role of the Cadet Commander
2015 – 2030 How to Write a Business Style Letter
2030 – 2045 How to teach an Improvised Class
2045 – 2130 Improvised Classes
2130 – 2200 Class Leader Meeting (Class Members will be assigned Writing Assignment #1)
2200 – 2300 Personal Prep Time
2300 Lights Out
2205 – 2220 Class Staff Meeting
2220 – 2240 Staff Training Meeting
2240 – 2330 Staff Personal Prep Time
2330 Staff Lights Out

Saturday

0700 – 0745 Breakfast
0745 – 0800 Travel to Classrooms
0800 – 0845 Goal Setting
0845 – 0915 Communication
0915 – 0945 Manuals
0945 – 1030 Scheduling
1030 – 1100 Running a Squadron Meeting
1100 – 1130 Mentoring/Counseling
1130 – 1200 Instructional Methods
1200 – 1215 Class Leaders will pass back Assignment #1
1215 – 1230 Travel to Lunch
1230 – 1315 Lunch
1445 – 1500 Travel to Classrooms
1500 – 1630 Instructional Classes/Mentoring/Counseling Sessions
 Class Instructor will be in the Class
 Class Leader will be in the Mentoring Session
 Designated Guest will be in Counseling Session
1630 – 1715 Formations
1715 – 1730 Drill Instruction
1730 – 1800 Feedback
1800 – 1815 Travel to Dinner
1815 – 1900 Dinner
1900 – 1915 Travel to Barracks

1915 – 2130 Leadership Labs
2130 – 2200 Class Leader Meeting (Class Members will be assigned Writing Assignment #2)
2200 – 2300 Class Members Personal Prep Time
2300 Class Members Lights Out
2205 – 2220 Class Staff Meeting
2220 – 2240 Staff Training Meeting
2240 – 2330 Staff Personal Prep Time
2330 Staff Lights Out

Sunday

0700 – 0745 Breakfast
0745 – 0800 Travel to Breakfast
0800 – 0830 Great Start Program
0830 – 0900 Developing a Training Program
0900 – 1000 Retention
1000 – 1030 Role of the Cadet Advisory Council
1030 – 1100 Director of Cadet Programs, California Wing Briefing
1100 – 1115 Class Leaders will hand back Assignment #2
1115 – 1130 Travel to Lunch
1130 – 1215 Lunch
1215 – 1230 Travel to Classrooms
1230 – 1330 Clean Up
1330 – 1400 Graduation Practice
1400 – 1430 Class Leader Meeting
1430 – 1500 CCC Commander Speech
1500 – 1600 Graduation
1600 – 1630 Out-Processing
1630 – 1700 Staff Debrief
1700 – 1730 Staff Clean Up
1730 – 1800 Staff Out-Processing