

Illinois Wing **Civil Air Patrol** **Summer Encampment** **Handbook**



**A Guide to Encampment Procedures and
Policies for CAP
Senior and Cadet Staff Members**

HEADQUARTERS, ILLINOIS WING SUMMER ENCAMPMENT CIVIL AIR PATROL

UNITED STATES AIR FORCE AUXILIARY

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Summer Encampment Staff Member Operating Instruction

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This handbook is not meant to supersede any CAP Regulation, Manual, or Policy, nor should it be interpreted as such. The intent of this manual is to act as a guide to staff members of the Illinois Wing Civil Air Patrol in completion of their duties at the Summer Encampment.

Comments should be directed to the Encampment Commander, Capt Gabriel McDowell, CAP.

IN COMMAND.....

As a commander, you only get things done through other people. You lead people, manage things. And if you can't lead, you command. You order people to do what you want. Sometimes I had to order people; sometimes I just didn't have time to go through all the niceties that leadership demands and had to lay a little leather on somebody. But leadership is best.

When you lead, you have to create an environment where the leader is the chief server. That is to say he is the one who makes it possible for everyone else to do their job. He provides the backup and support. I saw command as an inverted pyramid. I was the lowest guy in the food chain and the airman was the highest guy in the food chain, and it was my job to make sure that I was working for all those people as much as possible.

The environment you create as commander will also have other characteristics. For one thing, it has to suit your personality (so you don't go crazy); Within it, you have to lay down realistic guidelines and goals (so people won't fall off the face of the earth and will know where they are going); Yet it has to allow those under your command the freedom to do their best and most creative work. And then you have to trust yourself and everyone else to let all that happen.

Gen. Chuck Horner, as quoted in Every Man a Tiger by Tom Clancy with Gen. Chuck Horner (ret.), GP Putnam and Sons, pp. 151.

LOYALTY.....

There has been a great deal of talk about loyalty from the bottom to the top. Loyalty from the top to the bottom is much more important, and also much less prevalent. It is this loyalty from the top to the bottom, which binds juniors to their seniors with the strength of steel.

General George S. Patton Jr., USA , as quoted in Pure Patton by Charles M Province, Province Publishing, pp. 20.

Chapter 1

General Information

1-1. Overview

The Illinois Wing Summer Encampment is a seven (7) day activity designed to meet the requirements for week long encampments as stated in CAPR 60-1. Further, all encampments throughout CAP follow a standardized curriculum published in the CAPP 60-70 "Cadet Encampment Guide." The encampment is held at the Marseilles Training Center, an Illinois Army National Guard site near Marseilles, IL. The encampment is conducted by Illinois Wing Civil Air Patrol with the support of the Great Lakes Liaison Region of CAP-USA. The dates for each year's encampment are determined by the training schedules of the many military units that utilize MTC for their annual training and Operational Readiness Inspections (ORIs) as well as Officer Candidate School. This facility provides excellent training and educational opportunities for our cadets.

During the encampment, the cadets will live, work, and train in a military style environment. The cadets will sleep in military billets and eat their meals at the MTC Dining Facility. The training the cadets will receive includes informational briefings from major USAF commands (Air Combat Command, Air Mobility Command, etc.), tours of base facilities and military aircraft (as available), and orientation flights in CAP aircraft. Other unique training opportunities are offered to the cadets as they become available. In addition, cadets will receive the opportunity to improve their skills at close order drill, proper wear of the uniform, and customs and courtesies. Cadet staff members will have the chance to increase their knowledge of program administration and improve their leadership skills.

As the staff of the encampment, senior members play a vital role as facilitators of the program and mentors to the cadets. During the course of the encampment, all senior members will come in daily and continuous contact with the cadets. It is vital that each senior member, no matter what their function, understand the importance of maintaining a professional and appropriate relationship with the cadet staff and the rest of the cadet training group. The purpose of this handbook is to help the senior staff understand what that relationship should be and to provide an orientation to the functioning of the encampment.

1-2. Marseilles Training Center

The mission of MTC is to provide military organizations through battalion size with the absolute best environment for conducting individual and collective training. This environment includes MTC's personnel, ranges, training and cantonment areas as well as the operational and support elements of MTC.

1-3. Who May Participate

Senior members: Senior members will have completed Level I of the senior member training program and the Cadet Protection Policy Training (CPPT) before attending an encampment. Advanced CPPT training is Recommended for all Senior members in attendance and May be required based on duty assignment.

Cadets: To participate, cadets must have completed Achievement 1, and receive permission from their parent or guardian and unit commander via a CampDoc. For Type A encampments, cadets must be at least 12 years old by the start of the activity. Unit commanders shall discuss the encampment environment with parents of their cadets, especially parents of cadets under age 14. It is conceivable that some of the youngest cadets will be best served if they attend encampment during their second cycle of eligibility. [CAPR 60-1, Paragraph 9.2.5]

Cadets who have attended a CAP encampment previously are eligible to apply for and attend The Cadre Leadership and Analytical Skills School (CLASS). The goal of CLASS is to train cadets to serve successfully in encampment cadet staff positions at future encampments. Additionally, it is another opportunity for leadership development that will improve their squadrons. All cadets who successfully complete CLASS and choose to apply for a cadet staff position at Summer Encampment the following year will be GUARANTEED a cadet staff position.

Cadets must bring with them and carry on their person at all times a valid, current CAP membership card. Cadets arriving without a valid, current CAP membership card will NOT be permitted to remain at the encampment

1-4. Participation

Senior members may request a duty assignment provided they meet the requirements and criteria for said duty position. Duty position descriptions and criteria are listed in Chapter 5 of this manual. The Encampment Commander, or their designated representative, may assign or recruit senior members to duty positions as the need arises. Senior members who accept a duty position for the encampment are expected to execute their duty in relation to the encampment including before, during and after the encampment. Senior members who cannot fulfill their duties will be replaced at the Encampment Commander's discretion.

Cadets who have attended a previous encampment and meet the requirements may choose to apply for cadet staff positions. Command positions range from the flight level up to Cadet Commander. Additionally, positions are available in support staff roles such as communications, administration, Public Affairs, etc. Cadets who accept a duty position for the encampment are expected to execute their duty in relation to the encampment including before, during, and after the encampment. Cadet staff members who cannot fulfill their duties will be replaced at the Commandant of Cadets' discretion.

1-5. Conduct

All senior and cadet staff members are expected to conduct themselves in a professional manner at all times. All CAP regulations will be followed and enforced in regard to senior/cadet interactions. Some of the rules and regulations have been reinforced in the following code of conduct. See Chapter 3 for details on conduct at the encampment

1-6. Communications

Radio operations will be on CAP VHF-FM and ISR. The encampment base radio station will be capable of operation on both bands. There will be a limited number of both VHF-FM and ISR radios that can be issued. If you bring a radio, it must be compliant and properly licensed. Non-compliant or unlicensed radios will NOT be permitted to operate. All radios brought to encampment must be checked in with the Communications Officer upon arrival.

The encampment base station will be the functional call-sign "Encampment Base". All other stations will be designated by functional calls such as "Commandant", "Medical Officer", etc. VHF communications will take place on a designated repeater channel with a designated simplex channel as back-up. The ISR channel to be used will be determined by the Communications Officer.

Daily radio nets may be scheduled, and all personnel issued radios should participate. Proper radio procedures and protocols will be observed at all times.

NOTE: You must have completed ICUT in E-services prior to the encampment. If you have completed the on-line portion, the in-person evaluation may be done at encampment but, must be done before being issued a radio.

1-7. Staff Meetings

Normally, a meeting for all members of the senior staff will be held each evening to discuss issues relating to the encampment as a whole. The Encampment Commander will determine the time, location, and agenda for each meeting. Attendance at the staff meetings is mandatory for all seniors who are not otherwise engaged in encampment operations (such as pilots giving evening orientation flights or the Medical Officer who may be treating a patient). The Encampment Commander will deliver any general agenda items and then allow each staff officer to give a report on their area. After the staff reports, the Encampment Commander will open the floor to any items or questions not covered in the general session.

Different subsections of the staff such as TOs, Flight Ops, etc. may hold additional meetings at a time and place that is convenient. These meetings will discuss issues of special interest to that section. No meetings should be scheduled to conflict with the general staff meeting.

1-8. Duty Hours

Duty hours for all senior members except Training Officers are from 0600 (morning formation) until after the evening formation (approximately 1700), unless otherwise stated. Duty hours for TOs are 0600-2100 (See Chapter 4). During duty hours, all senior members are expected to be in uniform and present and accounted for in the encampment area. If a senior member or a group of senior members must leave base during the duty day, they should check out with Red Fox 66, the encampment base radio station, or check out in person at the headquarters building. Upon returning to base, it will be necessary to check-in the same way. No senior member may consume alcohol during the duty day.

1-9. Uniforms

The normal uniform of the day for encampment is the ABU uniform. Seniors who do not meet the required height/weight requirements as outlined in CAPM 39-1 may wear the CAP distinctive uniform(s). Blues will be worn on graduation day with all ribbons and devices/badges. Flight suits will only be worn by personnel engaged in flight operations and on the way to and from those operations. Anyone who rides in a CAP aircraft must be in uniform. All personnel will wear their uniforms in accordance with CAPM 39-1. Uniforms will be clean and neat. CAP ID cards are considered part of the uniform and will be carried at all times while in uniform on or off base.

1-10. Conclusion

Senior members are vital to the encampment. Not only do senior members provide supervision for the cadets and technical skills without which the encampment cannot function, but they also provide the example for our cadets to pattern themselves on. This may be the most important item senior members contribute to the cadets at encampment. Keeping this in mind, ALL senior members should make sure that their appearance, conduct, and instruction are above reproach. This manual is provided as a guide to help in this task and to help orient senior members to the encampment's operations and procedures. While not every situation can be anticipated or planned for, this manual should provide guidance for many of the frequently encountered occurrences at encampment.

Chapter 2

HEALTH AND SAFETY

2-1. General.

The first responsibility of all encampment staff members (cadet and senior) is the health and safety of all CAP members at the activity. The structured, stressful environment of encampment reduces a cadet's ability to care for their personal hygiene and bodily functions. Staff members must therefore fill this gap.

- Cadets will be observed and attended to at all times during inspections. They should be reminded not to lock their knees, and should be allowed to sit down if they feel sick.
- Cadets should have time to care for their personal needs. Staff members will provide time to use the latrine. Do not force a cadet to ask to use the latrine.
- Living together in close proximity requires good personal hygiene. Staff will encourage good hygiene in a positive, tactful, and diplomatic manner.
- Members will shower daily. The objective is hygiene not training. Showers are not to be timed or used as training tools. The flight staff will allocate enough time for the entire flight to shower. This time will be structured so that the cadets get clean and no horseplay takes place.
- The Training staff will inspect the feet of each cadet after the evening shower. Squadron staff should assist. First aid and preventive action will be made at this time. Serious injuries will be reported to the encampment medical officer as soon as possible.
- Each flight will walk through the fire evacuation route posted in each building before the first evening.
- While drilling, the flight should be given 5 minutes per every 30 minutes of drill time for rest. Drilling consumes bodily fluids that must be replaced. The flight staff will watch for signs of dehydration and other heat related problems. Each staff member will review the encampment OI for other safety rules. Health and safety does not stop with the items listed above. All staff will be constantly alert for any safety or health problems at all times. Remember, a sick or uncomfortable cadet is not going to learn very much.
- Things to Remember:
 1. Allocate adequate time each day for latrine and water breaks.
 2. Allow adequate time each morning for latrine use prior to formation.
 3. All cadets are required to drink at least two glasses of water with each meal in addition to other fluids.
 4. Cadets will shower daily, and be tactfully reminded to use deodorant after showers.

2-2. Meals.

- A.** Cadets will be briefed on the encampment OI as it relates to meals prior to attending their first meal. Cadets may be excused from a meal only by a Training officer, medical officer, the commandant, or encampment commander.
- B.** Seating and line flow coordination will be the responsibilities of the squadron staff.
- C.** Flight Sergeants will complete their meal before their flight so they can greet the cadets when they depart the dining hall.
- D.** Each cadet is to eat a balanced meal to include meat (or other high protein food), grains, vegetables, and dairy products. Two glasses of water will be consumed at each meal. This paragraph will not be interpreted to limit the quantity of food or fluid consumed.
- E.** No food will be removed from the dining hall.
- F.** During meals, cadets will not be disturbed, except for necessary corrections.

2-3. Laundry.

The squadron staff is responsible for ensuring that laundry is done in a timely manner. The Flight Sergeants will arrange the laundry schedule prior to the basic cadets' arrival. Remember that personal time may not be allocated for this purpose. Some cadets may have only one uniform and limited underwear. It is the flight staff's responsibility to see that the basic cadets have and wear clean clothes. Here is a list of laundry hints:

- Wash white clothes every day.
- Mark all items prior to washing. This includes underwear, ABU pants, etc.
- Wash dark and light clothes separately.
- Wash ABUs in shifts. They take a long time to dry.
- Do not launder blue wool pants or skirts. These items must be dry cleaned.
- Do not iron blue wool clothes without an ironing cloth.
- Coordinate with other Flight Sergeants to determine scheduling
- Wash while on tours and dry while in the building.

2-4. Personal Time.

Personal time is the cadet's time. Each night, 30 minutes is set aside for cadets to do as they wish-given the restrictions of encampment. They may write letters, talk to other flight members, take another shower, iron uniforms, polish shoes or just go to bed early. The cadets will receive the entire half hour. No speeches, inspections, or any other training is allowed; the training day is over. NO EXCEPTIONS! There will be no horseplay allowed; control must be maintained. At the same time, the cadets must be allowed to relax.

2-5. Building Evacuation Procedure.

Building evacuation routes shall be posted on bulletin boards in the buildings. For building evacuation during duty hours, cadets will proceed quickly in appropriate uniform to the nearest exit and then to the pre-designated assembly point. For building evacuation during sleeping hours, cadets will put on athletic shoes and tie them, cover themselves with their blanket, proceed quickly without running to the nearest exit and then to the assembly point. Note: For some emergencies it may be necessary to keep the normal assembly area clear. Be aware of the surrounding area and possible alternate assembly areas.

The Encampment Safety Officer will go over all evacuation procedures the first night of the encampment. A fire drill will be conducted the first night of the encampment to test the evacuation procedure. A copy of the emergency response plan will be displayed by the main exit of encampment headquarters in a red folder.

2-6. Other Emergency Procedures.

Note any warning signal instructions posted on bulletin boards. Find out where the nearest shelter is for your area. If in doubt, have all personnel proceed to the interior of the building and remain in the hallway with the doors closed, away from windows, and await further instructions. The Safety Officer will brief the encampment on emergency procedures the first night of encampment and follow up with squadrons and section chiefs on a daily basis.

2-7. Road Guard Procedures.

It is important to remember that the purpose of road guards is to assure safe crossing of streets. A senior member will accompany any marching unit and will monitor stopping of traffic at intersections. Be certain that road guard procedures are being followed and that the road guards are safe. See Chapter 6 for reference.

2-8. Medical Problems.

a. The training staff's first responsibility is preventive medicine. Remain sensitive to environmental conditions and situations that are likely to cause injury or illness. It is essential that sincere medical problems be handled immediately and judiciously.

b. Training Officers are responsible for discussing any medical problems a cadet might have with the Medical Officer. Cadets will retain ALL prescription medication so long as it is properly labeled.

c. Keep in mind basic emergency procedures

- (1) Identify the problem.
- (2) Immobilize injured individual.
- (3) Call for medical help by radio, phone, or runner.
- (4) Provide immediate FIRST AID.
- (5) Provide care only up to your level of training.

2-9. Safety Reminders.

1. It is the responsibility of every cadet and senior member at encampment to promote and observe all safety precautions.
2. Safety problems must be reported immediately to the TO or nearest senior member. Cadets will follow up with a report to their most immediate echelon commander. The TO should immediately report safety problems to the Safety Officer.
3. Barracks - the following is a list of general safety rules for use while in the barracks. Local rules will be posted.
 - Running is not permitted inside buildings.
 - Electrical appliances will be unplugged when not in use.
 - All personnel will be aware of the emergency procedures in their area at all times, i.e. evacuation routes, fire telephone number, extinguisher location and type, etc.
 - All fires (or possible fires) will be reported to the fire department and then to your immediate superior.
 - While sleeping, you will have your gym shoes (unlaced) placed next to your rack. This allows you to quickly put on your shoes in case there is an evacuation.
4. Road Guards
 - Will wear a High Visibility vest while marching.
 - In hours of darkness, element leaders and road guards will carry a flashlight and will have it turned on while traveling on any street.
 - Each road guard will stand at parade rest and hold his/her right arm forward with fingers together and palm facing out. If dark, the flashlight will be held in the right hand, and will be tilted left to right back and forth while standing in the roadway.
 - Road guards will safely double-time to and from their positions.
 - See Chapter 6 for Road Guard Information

2-10. Safety Briefing.

The Safety Officer will conduct a safety briefing each day during the senior staff meeting. The cadet staff will be briefed daily as well. Part of the safety briefing will be duty day observations made by the Safety Officer. ALL SAFETY INFRACTIONS OR CONCERNS SHOULD BE REPORTED DIRECTLY TO THE SAFETY OFFICER IMMEDIATELY.

2-11. Flight Line.

The Flight Line for both Powered and Glider Operations are NO HORESPLAY areas. Any cadet or senior member who is found to be in violation of any safety procedures or involved in horseplay on the flight line runs the risk of being excused from the encampment. The Safety Officer along with the Flight Operations Officer will document, distribute and discuss all safety procedures for both powered and glider operations areas to the senior and cadet staff, as well as conduct a safety briefing prior to beginning activities.

2-12. Safety Officer (SO)

(Please note this same information is covered in Chapter 5)

The safety officer, appointed by the Encampment Commander, will be responsible for advising the commander regarding safety practices during all facets of the encampment.

Responsibilities:

- A pre-encampment review of plans to assure the program stresses safe practices and will instill an attitude of "safety first" in all participants.
- Review schedules of duty performance to ensure that adequate rest is available for all CAP participants.
- A pre-encampment survey of encampment area, facilities and equipment to assure such items as:

- Availability of adequate first aid equipment.
- Ready availability of serviceable fire extinguishers.
- Equipment such as ropes, ladders, guide wires, etc., is of such serviceable condition as to not create a hazard.
- Electrical equipment and wires do not present fire or shock hazards.
- Potholes, glass or other hazards do not exist in athletic areas.
- Un-removable or un-repairable hazards are adequately marked or identified to all participants.
- The Cadet XO is the cadet safety officer, assisting the senior safety officer in implementing the safety program.
- During the encampment, the safety program will include:
 - ✓ Initial briefing on safety
 - ✓ Preliminary instructions and continued supervision in the use of all encampment equipment
 - ✓ Proper supervision of athletic or physical fitness activities, such as ensuring warm-up and stretching exercises are accomplished prior to athletic events
 - ✓ Emphasis on proper supervision of special activities
 - ✓ A fire drill during the first evening of the encampment
 - ✓ Severe Weather Safety Plan
 - ✓ Homeland Security Threat Safety Plan

Chapter 3

CADRE OPERATING INSTRUCTIONS

3-1. General.

In the final analysis, it is the cadet staff with the guidance and assistance of the senior staff that will determine the success of an encampment. As such, it is important that all staff members maintain and display a positive, constructive attitude in carrying out their assigned duties and responsibilities. This attitude should form the foundation for every decision made and every action taken by a staff member.

1. All staff members will maintain an exemplary level of dignity, self-discipline, and military bearing at all times.
2. All staff members have the extra responsibility to set an outstanding example for the cadets. Their quarters, uniforms, personal grooming, hygiene, customs and courtesies, and their attitude must meet or exceed encampment standards at all times.
3. **Staff members other than the cadet's immediate superiors are not to interfere with a cadet's performance of duties, except in cases of possible injury or violation of regulations.**
An example is when the infraction is of an immediate nature, such as failure to salute. Good judgment is necessary by all staff members. All violations and infractions not of an immediate nature should be addressed through the chain of command.
4. All CAP personnel share the responsibility to ensure that the property of Civil Air Patrol and the host facility is respected, properly maintained, and accounted for. Items that are broken or appear in substandard repair should be reported to the Training Officer and the Headquarters as soon as possible.

3-2. Required Staff Training/Cadet Protection Training.

The following is from CAPM 60-1

Cadets and CPPT.

Completion of the Cadet Protection Program Training (CPPT) is required of all cadets within six months following their 18th birthday, or if a promotion is due during that six-month period, prior to that promotion. Cadets will not participate in CPPT if they are under 18 years of age.

Required Staff Training.

RST is a course in positive leadership that mitigates the risk of hazing. Cadet cadre and adult training staff present for the duration of an encampment or a national cadet special activity designated by CAP/CP will complete the RST each time they participate in such activities. Course materials are found in CAPP 60-72, Required Staff Training.

Age separation. Commanders and project officers should be aware that there are differences between younger and older cadets that warrant consideration when planning activities, especially during personal events such as sleeping and showering. For example, cadets sharing a room or tent should be billeted with other cadets close to their own age, when possible.

In addition, Encampment Requirements:

The purpose of RST and CPPT training is to familiarize all personnel with actions at the encampment that may constitute "hazing" (for more details on hazing, see Chapter 4, "TOs") or violations of the CPPT and ways to prevent such incidents from happening. It is the duty of all senior and cadet staff to immediately stop and then to report to the Encampment Commander immediately any incident of hazing or CPPT violations. You are responsible for infractions of RST and CPPT if they are known and not reported.

3-3. Check In.

Upon arrival at MTC, all staff will report to the encampment headquarters (F) building. The Security Forces guardhouse at the front gate will be notified of this location. As other units utilize MTC for their training, all personnel should specify that they are with Illinois Wing Civil Air Patrol when checking in at the gate. At the headquarters, personnel will be directed where to sign in with the encampment, receive their room

assignments and keys/key cards. Members who drive CAP corporate vehicles to the encampment will need to register them with the transportation officer and turn in the keys. ALL corporate vehicles will be used as motor pool vehicles for the encampment.

3-4. Dining Hall.

Seniors:

1. Meals for encampment personnel will be served at the MTC dining facility located at the east end of the A building. The dining facility is staffed by a combination of civilian workers and CAP Senior and Cadet KP workers. Normal meal times are 0700-0800 for breakfast, 1200-1300 for lunch, and 1800-1900 for dinner. These times are approximate. Personnel should check with the encampment headquarters for exact times each day. Senior members are not required to pay a fee to attend the encampment, but they will be required to pay for all meals consumed in the dining hall. Cost will be announced to seniors prior to the start of encampment as soon as food costs are determined. The exception to this rule is if Senior members volunteer to work two (2) shifts of KP throughout the week.
2. Senior members are not restricted in what they may consume at the dining hall except by the dining hall's own rules. However, the cadets have certain restrictions on what they may and may not consume. Senior members should be aware of this and not give a cadet something they are not allowed to have or to unintentionally flaunt the fact that they may have items the cadets cannot. Examples of this include caffeinated beverages, or personal sugary snacks.
3. REMOVED
4. If a senior member's duty requirements allow it, they may eat their meals at restaurants off base (Remember, senior members are not allowed to consume alcohol during duty hours.). Senior members should call the encampment radio station (Functional-Encampment Base) to sign out and back on to the base during duty hours if they leave for any reason.

Cadet Staff:

1. The cadet staff will consume all meals in the dining hall. Members of the cadet staff may not arbitrarily cut into the dining hall line. When it is necessary in the performance of one's duty to cut into the line, it shall be done only between flights.
2. Flight Sergeants will eat before their flights. They will be ready to greet their cadets outside the dining facility as the cadets finish their meals. Flight Commanders will eat after their flight has gone through the line. Squadron Commanders will eat after their squadron has gone through the line. The cadet executive staff will attempt to take their meals with as many different subordinate staff members during the day as possible to gain an understanding of individual or unit problems or needs and progress in the encampment program.
3. Cadets are not to be disturbed by any cadet staff members while eating their meals. The Flight Sergeants are responsible for supervising cadets in the dining hall and will enforce the dining hall procedures. No general knowledge will be recited in the dining hall. The dining facility is not a social hall.
4. Dining hall procedure for general encampment cadets is outlined below, and will only be superseded by the COC or the Encampment Commander.

GENERAL ENCAMPMENT CADETS DINING HALL PROCEDURE:

1. All cadets will file into the dining hall in a single file column. When the line halts, you will assume the position of parade rest. Prior to moving forward, you will come to attention, march forward, and again assume parade rest when stopped (unless otherwise instructed; base policy may prohibit this).
2. Cadets will NOT CARRY their beverages on their trays.
3. After receiving trays of food, you will proceed to the most distant vacant chair on the designated area

- of the dining hall. You will not start a new table until the current open table is filled.
4. All items other than food (hats, road guard vests, notebooks, etc.) will be stacked neatly on the floor underneath the chair, or next to it if it is not possible to put it underneath.
 5. Only one hand will be used for eating. The other will be kept in your lap except when cutting meat, buttering bread, etc.
 6. You will not be denied any portion of your meal. Take as much food as what you want, but eat all of what you take. Seconds may be obtained after finishing the first helping if available.
 7. You are expected to eat and maintain a properly balanced daily diet.
 8. You will not consume carbonated beverages or desserts unless specifically authorized.
 9. Cadets will sit erect with eyes on the food or straight ahead while eating. Cadets will be at ease in the dining hall while eating. If a cadet is addressed by an officer, he/she will come to the position of seated attention.
 10. Conversation is not permitted between basic cadets unless specifically authorized. Talking between tables is not permitted. Staff members are allowed to talk because meals are often the only opportunity they have for discussions.
 11. Cadets will consume two full glasses of water at each meal PRIOR to consuming other, non-carbonated beverages.
 12. Horseplay will not be tolerated in the dining area.
 13. When the table is finished eating, cadets will push the chairs in and depart dining hall, leaving trays as directed. You will depart the dining hall without delay, in a military manner, and will proceed directly to your flight formation outside the dining hall.
 14. The Flight Sergeants will eat first. The Flight Commanders will eat at the end of their flights. The Squadron Commander will eat last. Flight Sergeants will circulate through the dining area to make sure all cadets are eating. Flight Sergeants will greet their flight members as they leave the dining area to flight formation area.

3-5. Quarters.

Cadet staff shall maintain their quarters in inspection order at all times so as to set the example for the basic cadets. Doors are to be left open during standard duty hours (unless changing). When occupying any room with a member of the opposite sex, the doors will remain open at all times. Cadet command staff and the COC will perform spot checks of staff barracks to ensure compliance.

Senior staff quarters must be kept in proper order. Often it is necessary to conduct business in these quarters. As with uniforms, the senior staff sets an example for the cadet staff as well as the basic cadets.

3-6. Cadet Staff Personal Time.

At least one half hour per night will be scheduled as staff personal time. Staff members may do the same things basic cadets do during that time. It is not to be used for organized training, meetings or classes. Staff members may go to bed, read, iron uniforms or anything else they want to do (without breaking any rules or disturbing already asleep cadets) in order to be ready to go the following morning.

3-7. Sleeping.

Cadet staff members will sleep starting at staff lights out, and ending at the earliest 30 minutes before reveille. Staff should get a minimum of seven and one half (7.5) hours of sleep. The ONLY exception to this rule is a building evacuation or similar emergency. Sleep deprivation can have many negative effects on mood, memory, and thought processes.

Senior staff members will get an appropriate amount of sleep in accordance to their own requirements and needs. Naps are authorized when necessary. Notify your section chief or Red Fox 66 if you plan on napping. Senior members who cannot carry out their duties due to inadequate sleep may be dismissed from duty.

3-8. Private Vehicles.

The Following is from CAPM 52-16

Insurance:

- *Military Installations.* Vehicles will have liability insurance coverage before being operated on a military installation. The minimum liability insurance required varies from state to state.
- *Other Installations.* Possession of liability insurance is highly recommended.

Transportation To and From Encampments:

- Transportation to and from encampments is the responsibility of the member. Commanders may, on an as available basis, provide CAP vehicle or aircraft transportation.
- CAP does not exercise control or supervision over travel performed by members, unless CAP transportation is furnished. CAP does not assume any responsibility for travel performed by members to or from encampments or special activities.
- Units will not issue travel orders or travel authorizations.
- Senior members who drive POVs to military installations will meet liability insurance and other regulatory requirements to operate the vehicle on base.
- Cadets who drive POVs to encampments will not operate the POV while at the encampment. Upon arrival, they will turn-in all keys to the car to the designated senior member. The keys will be returned on departure.
- Operators of CAP vehicles will possess an authorized CAPF 75, *Motor Vehicle Operator Identification Card*, in addition to a normal state driver's license. The type of vehicle driven will be endorsed on the CAPF 75 and reflected in eservices.

Additional encampment requirements

Cadet members: All cadets (including all cadet staff) will park their vehicles in the designated parking areas and surrender their keys at in processing and shakedown. Cadets will not operate motor vehicles while at encampment. No exceptions.

Senior Members: Senior members may drive personally owned vehicles (POVs) to the encampment. The vehicle must have current registration and proof of insurance to operate on base. The vehicle must also be in good repair and safe to operate. Any vehicle not meeting these requirements will not be allowed on base. While driving on base, drivers and all passengers will use safety restraints at all times (This is a base regulation as well as a CAP regulation). All traffic laws will be adhered to. The speed limit on base is 20 MPH, 5 MPH when passing troops. Troop/cadet formations will have the right of way and signals to stop or proceed from road guards will be obeyed (Road guards are cadets who halt traffic at intersections to allow a marching formation to pass through safely. They will be equipped with orange safety vests and, at night, flashlights.). If a driver comes up behind a marching formation and wishes to pass, they should wait to be waved around the formation by the formation commander and then proceed around the formation with extreme caution. If road guards are positioned at an intersection, drivers will slow down well before the intersection and stop a safe distance from the road guard. Do not proceed until signaled to do so by the road guard.

Depending on the Force Protection Level in place during the encampment, the driver and/or all passengers may be required to show their CAP ID cards at the gate when entering base. CAP members should have their IDs on them at all times. Drivers should make sure that all personnel have their ID cards before leaving base. Unless the member's POV has a current DOD issue base sticker, it may be necessary to obtain a temporary visitors pass when first arriving on base.

CAP members who drive CAP corporate vehicles to encampment should ensure that they have proper documentation, are in good working order, and are properly marked. Upon arrival at encampment, the keys for these vehicles will be turned in to the Transportation Officer for use by the encampment. There will be no "personal" or "exclusive use" corporate vehicles. At the end of encampment, the Transportation Officer will return the vehicle to its original driver in the same condition it was received.

All drivers should be alert for cadets moving in and around the encampment area at all times.

3-9. Behavior and Conduct

Integrity. The Senior and Cadet Staff will adhere to the Required Staff Training, Cadet Honor Code, and Cadet Protection Policy at all times. Noncompliance will result in expulsion from encampment and possible termination from CAP.

ILLINOIS WING SUMMER ENCAMPMENT STAFF CODE OF CONDUCT

1. I will maintain my uniform in accordance with CAPR 39-1 at all times. My uniform will be an example for cadets to follow.
2. As a senior member I will not use tobacco products of any type in the encampment area or operational area where cadets are present, in or out of uniform.
3. I will remember that I am a representative of Illinois Wing and a guest of the base, and will conduct myself in an appropriate manner at all times when dealing with military and base personnel as well as the public, on or off base, in or out of uniform.
4. As a staff member, it is my duty to ensure the safety and integrity of the cadet encampment at all times, on or off duty, in or out of uniform.
5. I will not lie, cheat or steal, nor will I tolerate those who do.
6. I will remember my RST and Cadet Protection Training at all times. I will not allow myself or this encampment to be put in a questionable position.
7. I will be a problem solver, not a problem maker. I will approach my duty with a can do attitude.
8. As a staff member, I will strive to set an example of customs and courtesies to all CAP, Military and base personnel.
9. I will set my level of conduct high. Cadets will model their leadership behavior after the staff members they see.
10. I will adhere to the Illinois Wing Summer Encampment Staff Handbook and its policies as well as all Illinois Wing and National Headquarters Policies in the execution of my duties.

Alcohol, Tobacco, and Drugs.

From CAPR 60-2

- *2.3.1 Tobacco. Cadets will not possess or consume tobacco products or e-cigarettes (vaping) at CAP activities. Adult leaders will not use tobacco or e-cigarettes in the presence of cadets at CAP activities.*
 - *2.3.2. Alcohol – Cadets. Cadets will not possess or consume alcohol at CAP activities, including the International Air Cadet Exchange (IACE).*
 - *2.3.3 Alcohol - Cadet Activities. During activities conducted primarily for cadets, the consumption of alcoholic beverages is prohibited:*
 - (1) in the presence of cadets,*
 - (2) by adult leaders who are likely to encounter cadets later that day, and*
 - (3) in the area of the campus or installation used for CAP operations.**CAP strongly encourages adult leaders to abstain from alcohol for the duration of cadet activities they attend. CAP may discipline members who consume alcohol immoderately during CAP activities, even if the drinking occurs when the member is temporarily off-duty during an activity.*
 - *2.3.5. Marijuana & Recreational Drugs. The possession and/or use of marijuana, including any derivatives such as edibles, oils, tinctures, etc., is prohibited at all CAP activities, including IACE, regardless of*
 - *local laws that otherwise might permit its use. Other recreational drugs prohibited by Federal law are*
 - *also prohibited at all CAP activities, including IACE.*
- Senior members should exercise discretion when drinking alcoholic beverages or using tobacco products at CAP activities when cadets are present. Seniors should avoid drinking alcohol or using tobacco at all times when they are directly working with cadets or when they are in a confined space with cadets. Additionally,

seniors who are not working with cadets should avoid excessive alcohol consumption when they can reasonably expect to encounter cadets thereafter. Commanders may augment these rules as appropriate for specific situations, including, but not limited to, establishing designated smoking and non-smoking areas or designating areas as "off-limits" to cadets.

Additional encampment requirements

Cadets: The use of alcohol, tobacco, or unauthorized controlled substances by cadets is prohibited. For this encampment, unauthorized controlled substance will mean any prescription, over the counter or other controlled (drug) substance not checked or approved by the Medical Officer. Failure to comply with this requirement will result in immediate dismissal from the encampment.

Seniors: The use of tobacco products by senior members while in the encampment area is prohibited. Smoking by any senior member in front of or in view of cadets, in or out of the encampment area, is prohibited at all times. The encampment area is defined as any area where the encampment is executed or conducted on a regular basis or where cadets are present. The Encampment Commander will designate non encampment areas.

Senior members may consume alcohol during their off duty hours while not in uniform or in the encampment area. NO TOBACCO OR ALCOHOL will be used in the barracks area. NO ALCOHOL possession is allowed on base at MTC. MTC is a dry base. This is a base policy. MTC reserves the right to search any person, room or building if alcohol is suspected on base. Persons or units found with alcohol will be subject to the regulations of the base. Senior members may travel off base to civilian facilities. Senior members who travel off base must remember that military and base regulations for DUI are much lower than civilian laws. Senior members should appoint a designated driver regardless of the amount of alcohol consumed. Senior members will not come in contact with cadets for eight hours after consuming alcohol. Senior members who violate this policy will be excused from the encampment. Drunkenness will not be tolerated, and will serve as cause for dismissal from the encampment.

Senior members found to be in possession of controlled substances will be turned over to base authorities and dismissed from the encampment.

Any senior violating the Alcohol, Tobacco, and Drugs directive will be dismissed from the encampment immediately.

Unsafe/Inappropriate Orders. If a senior member or cadet receives an order or directive from another CAP member that is perceived as illegal, inappropriate, unsafe, or creates potential liability for the CAP, the staff member receiving the order will bring that order or directive to the attention of the issuing member's superior immediately. Cadet staff will follow up with an immediate report to the COC. Senior members will report directly to the Encampment Commander. By no means should a person follow an illegal, inappropriate, or unsafe order.

3-10. Departure, Out Processing

On the last day (Saturday), the encampment will be broken down and all personnel will depart. Prior to this a definite departure plan will be put together detailing departure schedules and procedures. The plan will depend in part on the base's requirements for the encampment facilities and in part on the dining hall's meal schedule for the morning. Tasks to be accomplished prior to departure include:

1. Breakdown of all computers and equipment at the headquarters and packing these for transport.
2. Removal of all personal baggage and items from the billets. Rooms, bathrooms, and common areas must be swept and mopped, trash cans emptied, sinks and showers dried, new linens replaced.

3. Turn in of all base property (linens, keys/key cards, audio-visual equipment, etc).
4. Ensuring that all cadets are checked out and depart by approved means. This may include transporting cadets to the front gate for parental pick-up if required by the base. All cadets must depart by an approved means and must be checked off the master roster.
5. All other designated tasks as identified by the encampment command staff and the departure plan.

Once the cadets have departed, the buildings have been turned back over to Base Housing, and all other identified departure tasks have been completed, then all senior members will be allowed to depart.

Any senior member who needs to depart the encampment early should inform the Encampment Commander as soon as possible during the encampment. If it is an emergency, the senior member may notify any member of the command staff if the Encampment Commander is unavailable.

Chapter 4

Training Officers

1. SECTION REPLACED BY SEPARATE TRAINING OFFICER HANDBOOK

Chapter 5

DUTY POSITIONS AND DESCRIPTIONS

Senior Members

5-1. Encampment Commander (CC).

The Encampment Commander is responsible for the overall administration, operation, and training program of the encampment. In addition, responsibility for the actions of all CAP personnel attending the encampment and their compliance with both CAP directives and instructions issued by the installation are the Encampment Commander's.

Responsibilities:

- Selection of senior member staff at least 90 days prior to encampment
- Responsibility for the actions of all CAP personnel attending the encampment and for their compliance with both CAP directives and instructions issued by the installation
- Coordination of administrative and operational matters with appropriate installation authorities prior to, during the operation of, and at the close of the encampment
- Supervision of the preparation of the encampment training schedule
- Appointment and supervision of staff personnel as necessary
- Mentoring the Cadet Commander
- Completion of encampment reports described in CAPR 52-16 at the close of the encampment
- If, during the encampment, neither a Liaison Officer nor RAP is available, the commander will have direct coordination with the base liaison officer regarding all encampment needs. This responsibility can NOT be delegated below the Encampment Commander.

5-2. Deputy Commander, Base Operations (DC).

The **DC** is the "right hand" for the Encampment Commander, aiding them with encampment site preparation, staff decisions, cadet counseling, senior supervision and any additional tasks assigned to them by the commander. The **DC** can also assist the COC or DC/FO with any questions they have. The DC supervises, mentors, and directs the senior members of the Base Operations Section. The DC is in command when the CC is not present.

Responsibilities:

- Same as Encampment Commander

5-3. Deputy Commander, Flight Operations (DC/FO).

The DC/Flight Operations acts as an advisor, counselor and mentor to the Encampment Commander on matters related to the execution of the encampment flight operations and matters of wing policy. They also act as a go between the CC and the Wing CC when necessary. When "uncloaked", supervises and mentors senior members of Flight Operations Section as needed.

Responsibilities:

- Same as Encampment Commander

5-4. Executive Officer (XO).

The XO assists the CC and DC with the daily operation of the encampment.

Responsibilities:

- Oversee dining facility operations and manage SM KP schedule
- Serve as Chief TO, reporting to the COC for these duties
- Serve as Command Staff Duty Officer when the CC and DC are not available
- Report to the commander any issues needing attention
- Other duties as assigned

5-5. Commandant of Cadets (COC).

The Commandant of Cadets implements, controls, and evaluates training activities for cadets. The COC reports directly to the Encampment Commander.

Responsibilities:

- Implementation of the encampment curriculum
- Selection of the deputy cadet commander and cadet executive officer, and approval authority for remaining cadet staff, in consultation with the cadet commander
- Coordination with the encampment staff for the preparation of standard operating instructions to accomplish cadet training
- Organizing cadet activities in conjunction with the training officer
- Ensuring training goals and objectives are met and adhered to
- Determining, with training staff, if a cadet meets the 80% requirement for encampment completion
- Supervising and exercising management control over subordinate staff officers

5-6. Deputy Commandant of Cadets (DCOC)

The DCOC is the "right hand" for the COC, aiding them with staff decisions, cadet counseling, cadet supervision and any additional tasks assigned to them by the COC.

Responsibilities:

- Same as Commandant of Cadets

5-7. Safety Officer (SO)

The safety officer, appointed by the Encampment Commander, will be responsible for advising the commander regarding safety practices during all facets of the encampment.

Responsibilities:

- A pre-encampment review of plans to assure the program stresses safe practices and will instill an attitude of "safety first" in all participants.
- Review schedules of duty performance to ensure that adequate rest is available for all CAP participants.
- A pre-encampment survey of encampment area, facilities and equipment to assure such items as:
- Availability of adequate first aid equipment.
- Ready availability of serviceable fire extinguishers.
- Equipment such as ropes, ladders, guide wires, etc., is of such serviceable condition as to not create a hazard.
- Electrical equipment and wires do not present fire or shock hazards.
- Pot holes, glass or other hazards do not exist in athletic areas.
- Un-removable or un-repairable hazards are adequately marked or identified to all participants.
- The Cadet XO is the cadet safety officer, assisting the senior safety officer in implementing the safety program.
- During the encampment, the safety program will include:
 - ✓ Initial briefing on safety

- ✓ Preliminary instructions and continued supervision in the use of all encampment equipment
- ✓ Proper supervision of athletic or physical fitness activities, such as ensuring warm-up and stretching exercises are accomplished prior to athletic events
- ✓ Emphasis on proper supervision of special activities
- ✓ A fire drill during the first evening of the encampment
- ✓ Sever Weather Safety Plan
- ✓ Homeland Security Threat Safety Plan

5-8. Chaplain, Moral Leadership Officer (MLO) or Visiting Clergy.

The chaplain, MLO or visiting clergy have a very important role at encampment. The chaplain is an essential and valuable part of the Encampment Commander's staff. However, moral leadership is only a small fraction of what an encampment chaplain does. His/her main job is to keep the commander advised about the morale and overall welfare of the cadets and senior members in attendance. (See CAPP 265-4 for reference.)

Responsibilities:

- Offer counseling for any individual who requests it
- Provide opportunity for formal worship and daily prayer
- Conduct moral leadership seminars
- Provide emergency ministrations
- Utilize opportunities for inspirational messages

Examples of Tasks:

- ❖ Discuss with encampment staff before the encampment begins the commander's and chaplain's goals and expectations, supplies, chaplain office space and hours
- ❖ Make courtesy call to the senior installation chaplain to review schedule and facilities and invite them to meet the encampment staff
- ❖ Discuss with installation chaplain the dates of the encampment, schedule of services, possible use of chapel facilities and major faith group worship opportunities (ex: prayer meetings, etc.)
- ❖ Be present at as many activities as possible--i.e., formations, meals, tours, etc.
- ❖ Announce and publicize worship schedule, involving cadets and seniors as much as possible and providing for special religious needs
- ❖ Possibly provide a daily invocation and benediction at each formation
- ❖ Conduct moral leadership seminars
- ❖ Be on call and available for all emergencies, providing coverage in case of an absence
- ❖ Remind staff that cadets can meet with the chaplain at any time
- ❖ Conduct evening devotions (or "rounds")-right before lights out each night, as an informal assembly indoors or out, or individually done, and brief in nature
- ❖ Send an evaluation of chaplain encampment activities to wing or national chaplain within two months of the end of encampment (National Encampment to national chaplain, wing encampment to wing chaplain)

5-9. Administrative Officer/Admin Section Chief (Admin)

The administrative officer is the initial point of contact for all the pre-encampment paperwork. He/she will coordinate with the cadet administrative officer.

Objectives:

- With cadet admin, set up filing system for cadet records
- Collect all pre-encampment paperwork and process it
- Mentor, monitor and assist the administrative staff

- Offer advice in development of in and out processing plans
- Assist in daily tasks, ensuring the cadet staff is on target for completion
- Receive and dispatch any mail
- Report daily to Deputy Commander, Base Operations
- Act as "safety net" for admin staff if a critical component is not planned for or accomplished

5-10. Base Operations Officer/Base Operations Section Chief (Base Ops)

The base operations officer is the senior member in charge of all supplies and equipment, necessary maintenance, facilities and supervision of CAP personnel handling supplies and equipment. Upon arrival to the encampment, the Base Operations Officer will aid and assist the base operations section personnel with set up and execution of their needs to carry out the encampment. They will also assist the Admin Section Chief with any needs the Admin Section may have. At the close of the encampment ensures that all equipment and facilities are returned in good condition to the proper custodian. Base Ops Officer is the problem solver.

Responsibilities:

- Coordinate with host base if possible, for buildings, facilities, equipment and perishable supplies
- Mentor, monitor and assist the Base Operations Staff
- Coordinate with the Admin Section Chief any needs they have.
- Coordinate with the COC any needs they may have.
- Direct the Asset Management Officer and the Transportation Officer and assist with any needs they have.
- Report daily to Deputy Commander, Base Operations

5-11. Communications Officer/Base Operations Section (Comms)

The communications staff is responsible for setting up all encampment related radio and telephone communications. The senior member is there to help the cadets procure equipment for the base radio (antenna(s) and the radio itself) and ensure proper and safe handling of all equipment.

Responsibilities:

- Mentor, monitor and assist the cadet communications staff.
- Act as a safety monitor for the equipment and the people who use it
- Help set up the equipment
- Ensure compliance with CAP regulations regarding radio setup and usage.
- Provide safety briefing to all staff concerning the radio antenna, etc. as needed
- Report daily to Base Ops Section Chief or Deputy Commander, Base Operations

5-11. Training and Scheduling/Admin Section (Training)

The training officer sets up the encampment training schedule and handles schedule changes. He/she assists the COC as needed.

Responsibilities:

- Teach cadet training staff to do the scheduling and instruction for whole encampment
- Mentor, monitor and assist the cadet training staff
- Develop overall training schedule for encampment
- Coordinate with command staff to set times such as reveille, lights out
- Match instructors to classes
- Assist in monitoring progress towards completion of requirements for the encampment
- Ensure training staff is busy participating in instruction.

- Coordinate with admin and command staff to determine if the 80% requirement has been met for cadets
- Report daily to Admin Section Chief or Deputy Commander, Base Operations

5-12. Public Affairs Officer /Admin Section (PAO)

The public affairs officer coordinates all press releases and other similar type information.

Responsibilities:

- Teach cadets what PA does and have them carry out those duties
- Mentor, monitor and assist the PA staff
- Provide transportation for photo developing lab, copier place, or stores to the cadet PA staff
- Assist with photography or videography
- Assist with proofreading any articles or narratives
- Help cadets with visitor greeting and outside press visitations, to ensure proper protocol is followed
- Offer advice to OIC if (or when) needed regarding the PA staff
- Report daily to Admin Section Chief or Deputy Commander, Base Operations

5-13. Asset Management & Transportation Officer/Base Operations Section (Trans)

The Asset Management Officer is in charge of all logistics assigned by or not covered by the Base Ops Officer. The Asset Management Officer covers all supply needs of the encampment and keeps track of CAP equipment and assets, maintains an inventory and inspection of these items, as well as handles on and off base pickup and delivery of necessary supply items needed by and approved by the Encampment Commander.

The Transportation Officer is in charge of all corporate vehicles being used in support of the encampment. They will operate a motor pool and coordinate and direct all CAP corporate vehicles during the encampment. They will also maintain daily inspection and mileage logs for each vehicle.

Responsibilities:

- Coordinate with the training officer on the daily requirements for corporate vehicles for the activities planned.
- Coordinate with the base on any available transportation through the Base Operations Officer.
- Set up and supervise a corporate vehicle/ cadet pickup and delivery route to get cadets and vans to the encampment.
- Perform any duties of the logistic staff that cannot be done by cadets, such as going to fill the vans with gas, driving across (or off) base to get supplies
- Off base trips to pick up supplies and equipment under the direction of the Base Operations Officer.
- Inspection of all CAP equipment daily.
- Coordinating with the Safety Officer and Base Ops Officer any equipment or facilities problems and seeing to their repair.
- Report daily to Base Ops Section Chief or Deputy Commander, Base Operations

5-14. Medical Officer and Staff/Base Operations Section (MO)

The medical officer is responsible for the health and well being of all encampment attendees.

Responsibilities:

- Mentor, monitor and assist the staff
- Offer daily medical service for al personnel at the encampment.

- Handle the “blister brigade” of cadets with ill-fitting boots
- Keep records of all medical activity
- Keep handy emergency phone numbers, and/or know where an EMT is at all times
- Report daily to Deputy Commander, Base Operations

5-15. Finance Officer/Base Operations Section

Responsibilities:

- Approving authority for funds
- Collect encampment fees
- Deposit all fees into encampment account
- Receive senior member payments for meals
- Keep key or combination to petty cash drawer, and personally dispense the cash
- Report daily to Deputy Commander, Base Operations or Encampment Commander.

5-16. Flight Operations Officer

Implements the overall administration, safety and operational aspects of the flight operations activities for the encampment. Develops the orientation program and sees to its overall execution with the following personnel: Chief Pilot, Orientation Pilots, Flight Line Operations Officer, and Flight Operations Admin Officer.

Responsibilities:

- Introduce cadets to procedures of the flight operations officer during an ES mission
- Stress Safety at all times.
- See that all regulations are adhered to in the operation of CAP aircraft.
- Reports daily to the Deputy Commander/Flight Operations

5-17. Chief Training Officer

Duties include selecting, training and evaluating TOs, assistant Training officers, and trainee Training officers. The Chief TO is responsible for orienting individuals selected as TOs that are new to encampments. The Chief TO may be delegated the task of conducting the daily TOs meeting. The Chief TO reports to the COC.

Responsibilities:

- See “Training Officer Handbook” for further details.

5-18 Training Officers

Senior Training Officer (TO)

The Chief TO will select an experienced TO as a senior TO assigned to a squadron. The senior TO provides guidance and assistance to the squadron commander. He/she serves as a communication channel between the Chief TO or COC and the TOs in that squadron. He/she also substitutes for other TOs that need a break.

Assistant Training Officer (ATO)

The assistant Training officer helps to serve as the senior member mentor for each squadron. The senior TO or assistant TO will always accompany the flight. Assistant TOs will serve as mentors to trainee TO.

Trainee Training Officer (TTO)

An assistant Training officer is a senior member mentor assigned to a squadron. The assistant TO is responsible to the other TOs in the squadron.

Cadet Members

Any or all of these positions may be filled at the direction of the CC and the COC.

5-19 Cadet Commander.

The C/CC is directly responsible to the Commandant of Cadets (COC). The C/CC administers, implements, and conducts the cadet encampment on the cadet level. The C/CC directs and supervises the cadet executive staff including the squadron commanders (SQ/CC) in the performance of their duties, and counsels and supervises when needed.

Duties to include:

- In consultation with appropriate senior staff, selects the cadet deputy commander, cadet executive officer and encampment first sergeant.
- In consultation with the appropriate senior staff, develops the encampment SOP for cadet staff and general encampment cadets.
- Assures that all cadet staff carry out the SOP.
- In consultation with the appropriate senior staff, provides input on the training schedule.
- Coordinates and conducts the graduations pass and review.
- Provides focus and direction for all cadet staff to ensure proper implementation of the program.
- Serves as a role model and example for all members of the cadet staff.
- Provide counseling to cadet staff when and where appropriate.
- Provides an appropriate source of feedback on the encampment.
- Fosters cohesiveness, teamwork, and unity of purpose within the encampment.
- Carries out orders to implement the encampment program as issued by the Encampment Commander or COC.
- Delegates higher echelon orders to appropriate staff members and sees that they are completed.

5-20 Deputy Commander.

The Cadet Deputy Commander's (C/DC) primary responsibility is coordinating, controlling and directing the training of the squadron staff. The C/DC is directly responsible to the C/CC for the performance and conduct of the SQ/CC.

Duties to include:

- Quality training of all squadron personnel.
- Direct supervision and control of the squadron commanders.
- Responsible for the adherence of the squadrons to the encampment training schedule.
- Assigns personnel to special duties as needed by the C/CC.
- Reviews with squadron commanders the training schedule on a daily basis.
- Monitors and evaluates squadron staff and the squadron progress during the encampment.
- Plans and prepares the cadet staff meetings and conducts as so directed by the C/CC.
- Supports the C/CC in his or her duties, filling in where needed.

5-21 Cadet Executive Officer.

The Executive Officer (C/XO) is primarily responsible for controlling and conducting the support activities of the encampment. The C/XO leads and manages the staff's executive responsibilities. The C/XO is directly responsible to the C/CC.

Duties to include:

- Training of all support personnel.
- Direct supervision and control of all cadets working at the encampment in a support role.
- Coordinate Officer of the Day assignments.

- Collects, assembles and posts Interior Guard and fire watch schedules.
- Administers, assembles and posts other support functions as needed by the C/CC.
- Collects and assembles daily inspection, barracks inspection and honor squadron information.
- Assists and coordinates the barracks inspection with the C/CC.
- Assists and coordinates the cadet olympics with the C/CC.
- Supervise and support each supporting department and make progress reports to the C/CC.
- Supports the C/CC in his or her duties, filling in where needed.

5-22 Cadet First Sergeant.

The C/1stSgt is responsible for ensuring that all cadet NCOs are thoroughly familiar with their duties and responsibilities. He/she works with the C/DC to train and supervise cadet staff members who are NCOs. The C/1stSgt is directly responsible to the C/CC

Duties to include:

- Maintain and reinforce high standards and performance of the NCO.
- Provide feed back to the C/CC on the performance of the NCOs at the encampment.
- Provide feed back and counsel to the squadron NCO staff members.
- Ensure that all squadron NCOs are performing their duties adequately.
- Relieve the cadet executive staff of any routine administrative or informational tasks.
- Personally supervise any physical activities the cadets participate in at the encampment.
- Perform with flawless execution all formations and ceremony duties.
- Instruction to reinforce the cadet SOP.
- In consultation with the TO, see that squadrons are satisfactorily meeting the daily training goals of the encampment.
- Brief the C/CC and the C/DC regarding the squadrons' progress in meeting the daily training goals.
- Supports the C/CC in his or her duties, filling in where needed.

5-23 Cadet IG.

The C/IG is the advisor to the C/CC. This cadet is a part of the executive staff and assists the COC and the C/CC as needed.

5-24 Daily Duties.

Here is a list of common daily encampment duties that the cadet executive staff might encounter. This list is not all inclusive. These duties may be assigned to specific staff members at the discretion of the C/CC with approval of the COC.

1. Set encampment inspection and barracks standards, coordinate and conduct inspections, generate scores and record keeping.
2. Act as a focal point and reference for uniform, knowledge, drill and barracks related questions.
3. Uphold the highest standards of conduct, appearance and barracks arrangements.
4. Develop and reproduce the daily inspection and barracks forms.
5. Develop the Knowledge Book.
6. Test cadets for knowledge of the day.
7. Develop daily drill requirements and expectations.
8. Inspections of daily drill requirements.
9. Daily safety inspection.
10. Daily cadet staff meeting.
11. Continuity of reports, inspections and administration.
12. Scheduling of inspections (other than barracks).
13. See that squadron support is occurring. (laundry, free time, drill)
14. Evaluate training of squadrons vs. the daily training critique.
15. Consult cadet staff and resolve problems.
16. Consult with the COC and CC on encampment matters.

5-25 Squadron Commander.

The Squadron Commander (SQ/CC) is directly responsible to the C/CC. The SQ/CC is responsible for the coordination, control and direction of the training program within his/her squadron. The SQ/CC directs and supervises the members of the squadron.

Duties to include:

- Evaluates the effectiveness of the training within the squadron and, through guidance and direction of the subordinate staff, makes appropriate adjustments.
- Monitors flight position training, ensuring adherence to rules.
- Fosters cohesiveness, teamwork, and a unity of purpose within the squadron.
- Ensures the most effective use of squadron time and other free time.
- Ensures the health and safety of the squadron.
- Familiarizes the squadron members with all rules and procedures.
- Adheres to all customs and courtesies.
- Adheres to the established cadet training schedules.

5-26 Standardization and evaluation team (SET).

The SET evaluate the flow and adherence to encampment standards daily. The SET is directly responsible to the C/XO.

Duties to include:

- Daily room inspections
- Uniform inspections of basic and staff
- Selection of Daily honor flight
- Assists the cadet executive staff in assuring training objectives are met in accordance with the Flight Training Syllabus

Duties to include:

Same as those listed for squadron commander.

5-27 First Sergeant.

The squadron first sergeant (SFS) acts as a bridge between the enlisted cadets and the unit commander. The SFS functions as an advocate for the cadets as a whole bringing their overall concerns and problems before the unit commander. Individual cadet problems should still be dealt with through the chain of command but the SFS may still be an advisor and confidant to the cadet through the process. The SFS also acts as a monitor for the squadron commander of the morale, welfare, and attitudes of the cadets as well as any potential problems that are developing.

Duties to include:

- Selects and trains road guards. Ensures that they are equipped properly with flashlights and reflective vests.
- Ensures that a laundry schedule is set and that cadets have the opportunity to utilize it.
- Monitors cadets to ensure they are maintaining personal hygiene.
- Ensures that cadets have an adequate amount of water and canteens available, monitors water consumption, and locates sources of water at each venue the unit is at.
- Stays with cadets who are ill or injured until transportation arrives to take them to the MO. For this they should also carry the unit radio if available.
- Trains the guidon bearer.
- Escorts individual cadets who must return to the billets during the duty day for any reason.

5-28 Flight Commander.

The flight commander (FC) is directly responsible to the SQ/CC. The FC is primarily responsible for the implementation, instruction and reinforcement of the training program within his/her flight. The FC directs and supervises the members of the flight.

Duties to include:

- Fosters cohesiveness, teamwork, and a unity of purpose within the flight.
- Ensures the most effective use of flight time and other free time.
- Ensures the health and safety of the flight.
- Familiarizes the flight members with all rules and procedures.
- Measures proficiency of all drill movements and procedures.
- Ensures adherence to all customs and courtesies by flight members.
- Appoints element leaders and guides with the approval of the SQ/CC.
- Performs the duties of the SFS in the absence of the SFS.

5-29 Flight Sergeant.

The flight sergeant (FS) is directly responsible to the FC. The FS assists the FC in his/her duties and serves as the FC in the absence of the FC. The FS is responsible for implementation, instruction and reinforcement of the training program within his/her flight. The FS directs and supervises the members of the flight.

Duties to include:

Same as those listed for FC.

5-30 Element Leader.

The element leader is directly responsible to the FS. The element leader is responsible for the implementation, instruction and reinforcement of the training program within his/her element. The element leader is responsible for the supervision of the members of his/her element.

5-31 Guidon Bearer.

The guidon bearer is directly responsible to the SQ/CC. The guidon bearer carries the guidon, observes proper procedures, and makes sure it is stored correctly and not stolen.

5-32 Guide.

The guide is directly responsible to the FC. The guide regulates the direction and cadence of march. The guide may double as the guidon bearer.

Chapter 6

Manual of the Road Guard

Note: This chapter is reprinted from ILCAPM 50-25 (rescinded), Manual of the Road Guard, March 1998, authored and edited by

Michael L Willis, Capt, CAP, Deputy Commander for Seniors, McLean County Composite Squadron - IL240

Capt Willis served as a Training Officer at Volk Field and took it upon himself to write the manual after an encampment. We thank Capt Willis for allowing us to include it in the handbook.

6-1. Scope

This chapter of the Encampment Handbook is the standard for use of road guards at all IL Wing or lower functions. Safety issues or local regulation changes are permitted, as long as they are standardized, and meet basic safety standards in this manual.

6-2. Introduction

Safety is an essential issue when marching a unit on a military installation or on/by a road. The commander of the unit must watch for all obstacles and safety concerns. Situational awareness is the key to this very important task given to the commander of any size unit. Ultimately the commander is responsible for the safety of the cadets under their command.

6-3. General Guidelines

- A.** For safety reasons, road guards will never run to or from their posts. Unit commanders will halt or mark-time the unit to wait for road guards to take or return from their posts. Commanders must ensure that their units do not march into unguarded intersections.
- B.** Road guards are to stop before entering the intersection to check for traffic. Road guards are to wait until the intersection is clear, and then take their post. Do not post road guards too early. This causes backups in traffic that can be avoided. Wave any waiting traffic through the intersection if there is a lengthy wait before the unit crosses.
- C.** Road guards are not used during formal marches, passes in review, or on drill pads. Road guards are only necessary when marching takes the unit across an intersection. Road guards are not necessary for parking lot entrances or exits, unless there is a safety concern with the intersection.
- D.** Road guard duty is physically hard on cadets. For this reason road guards should be changed at least daily (more often if necessary). Each road guard should brief their replacements on issues such as proper positioning, where posts are located, and refreshment of commands. All cadets should be briefed on the basic responsibilities of being a road guard at the beginning of an encampment or activity where road guards are necessary.
- E.** During the time from dusk until dawn, nighttime safety procedures will be used. This includes flashlights for each road guard and unit commander and nighttime positions.

6-4. Explanation of Terms

- A. Unit Commander.** The designated commander of the unit that the road guards are attached to. Most commonly, a cadet flight commander.
- B. Road Guard.** A designated cadet(s) who halts traffic while a unit crosses the intersection.
- C. Post.** The location of the road guard in the intersection. Facing oncoming traffic and in the oncoming lane.
- D. Position.** The stance that a road guard takes upon reaching the post. The position is Parade Rest with the right hand extended forward and palm of the hand raised towards oncoming traffic.
- E. Nighttime Position.** The stance that a road guard takes upon reaching the post from dusk until dawn. Instead of having the right palm raised, the required flashlight will be held in the right hand, lens downward, and moving in a left to right to left motion.

- F. Recall.** The act of withdrawing the road guards from their assigned posts by the unit commander. The recalled road guards will fall back into the formation.
- G. Relieve.** The act of assuming a post for a road guard by another road guard. The new road guard taps the posted road guard on the right shoulder. The posted road guard will fall back into the formation, and the relieving road guard takes the post.
- H. Intersection.** Any place that a unit crosses a road. The unit must cross the road according to the location's rules. If the unit is not crossing a road, then road guards are not needed.
- I. Location.** The area (AF Base, Station, town) where the unit is marching

6-5. Uniform Augmentations

- A. BDUs.** In the BDU uniform, the road guard and commander will wear an orange safety vest. This vest will be worn on the outermost layer of clothing with no obstructions on either side of the vest.
- B. Dress Uniforms.** If possible cadets in BDUs will perform road guard duties. If this is not possible, the same vest will be worn over the dress uniform. The commander will wear an orange vest in dress uniforms.
- C. Nighttime Marching.** When the unit marches from dusk to dawn, the road guards and commander must have working flashlights with them. These must be carried in the hand.
- D. Carried Items.** Another member of the unit must carry any item that must be transported, that would cause hindrance to the road guard and/or their duties. This would include briefcases, backpacks, luggage, canteens, etc. This responsibility is to be delegated to the other unit members by the unit commander.
- E. Other additions.** For safety or local regulations, other additions will be allowed. However, these additions may not supersede the guidelines above.

6-6. Command Authority.

- A.** All commands are given by the individual unit commander. If marching in a squadron or encampment formation, the individual flight commanders give the commands to their own unit's road guards. If in a group formation, where there are only road guards for the whole group, the group commander commands the road guards.
- B.** If road guards are left at a post, it is the responsibility of the unit commander of those road guards to halt their unit and retrieve the road guards from their post. No other cadet can recall the abandoned road guards unless there is a safety emergency.

6-7. Commands

- A.** In this chapter, the preparatory command is capitalized and printed in boldface (**Flight**), and the command of execution is printed in all caps and boldface (**ATTENTION**). All commands must be given with a command voice loud enough that all members of the unit can hear the commands.
- B.** Echoing of commands by the unit is allowed. This builds morale and unity for the unit. This also increases the volume of the commands for the road guard. Echoing should be used with care and in accordance with local regulations.
- C.** To post road guards at an intersection, the command is **Road Guards, OUT**. This command is given approximately 15-20 paces before the intersection. This distance can change with weather conditions, type of intersection, amount of physical activity that day, and other factors.
 - (1) At the command of execution, the front road guards quickly march (NOT RUN) to the intersection, halt, and look for oncoming traffic. If the intersection is clear, they proceed into the intersection and take their posts. The road guards should immediately go to the correct road guard position.
 - (2) At the command of execution, the rear road guards will fall out of the formation, quickly march (NOT RUN) to the posted road guard and relieve them. The relieved road guard assumes their position in the front of the unit, marching quickly.
- D.** To recall posted road guards the command is **Road Guards, IN**.
 - (1) At the command of execution, the posted road guards leave their posts, and return to their position in the flight.

- (2) The commander must ensure that the entire unit is out of the intersection before recalling their road guards.
- (3) If marching in a squadron or encampment formation, units that have other units (with road guards) following in the same formation, the leading unit's road guards are to be relieved by the following unit's road guards. The last unit through the intersection must recall their own road guards

6-8. Road Guard Responsibilities

The road guard has the following responsibilities:

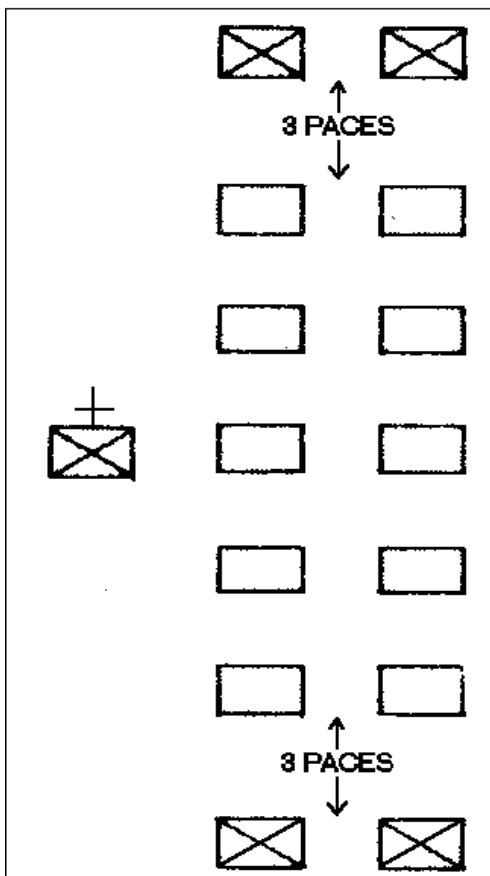
- (1) Knowing the type of intersection that the flight is approaching, and their position in the intersection.
- (2) Listening to the commands given by their own commander, and disregarding commands by other unit commanders.
- (3) Moving promptly to and from their posts. When relieved from their post to move quickly from the post to allow the relieving road guard to take the post.
- (4) Knowing the proper stance to take upon reaching their post.

6-9. Positions for Road Guards

A. Depending on the amount of personnel in and formation of the unit, there are different numbers and positions for road guards. This manual will identify the two major types of formations and positions for road guards. If neither of these formations is being used, position the road guards as closely to this example as possible.

B. The two common formations are column of twos and column of fours. The column of twos formation is commonly for small units (less than 16 cadets), and column of fours is commonly for larger units (more than 18). Safety and local requirements may require column of twos for large formations as well. Odd number of columns will follow the closest number possible.

Figure 3-1. Flight in Column of Twos



C. In column of twos, there are four (4) road guards. The road guards will typically position themselves in the following manner:

(1) Front two road guards will take position 3 paces in front of all other members of the unit. They will be side by side in front of the guide (if no guide is used, in front of the element leaders).

(2) Rear two road guards will take position as a separate rear element, 3 paces behind all other members of the unit.

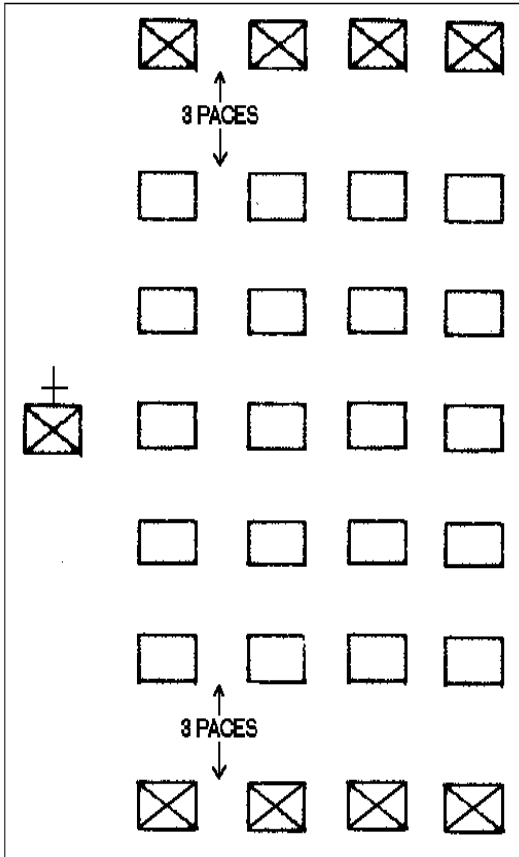


Figure 3-2. Flight in Column of Fours

D. In column of fours, there are eight (8) road guards. The road guards will typically position themselves in the following manner:

(1) Front four road guards will take position 3 paces in front of all other members of the unit. They will be side by side in front of the guide (if no guide is used, in front of the first element leader).

(2) Rear four road guards will take position as a separate rear element, 3 paces behind all other members of the unit.

6-10. Location of Posts

A. Because each location has different intersections and regulations for movement, this portion of the manual will only outline the common types of intersections. All commanders should know the basic rules and types of intersections at the location before marching the unit. If this is not possible, halt the flight at each new type of intersection and explain the positioning to the road guards. This is only necessary for the front road guards. An informal command given before the intersection is also acceptable (One road guard on right, one on left).

- B.** There are four common intersections, crosswalk, cross, "T", and side street. Also, there are three paths to take at these intersections.
- C.** When approaching a crosswalk, the road guard posts are in the oncoming lanes. The front right will go to the right oncoming lane, and the front left will post in the left oncoming lane.
- D.** At a cross intersection, there are two paths through the intersection straight or left turn.
- (1) When proceeding straight through the intersection, post one road guard on the right road, facing oncoming traffic. Post the left road guard to the left of the unit facing the other direction. Do not stop passing traffic that would not interfere with the movement of the unit through the intersection.
 - (2) When making a left turn, all four road guards will post at the same time. The front right road guard will post in the forward oncoming lane. The left front road guard will post in the left oncoming lane. The rear right road guard will post in the right oncoming lane. The left rear road guard will post in the rear oncoming lane. These are hardest posts for road guards, and commanders should act to ensure safety.
 - (3) When making a right turn at this type of intersection the unit does not cross the road, and so road guards are not needed.
- E.** At a "T" intersection there is one path through the intersection, a left turn.
- (1) When making a left turn, the front right road guard will post to the right oncoming lane. The front left road guard will post in the left oncoming lane. The unit commander will post in the rear oncoming lane. When the commander takes this position, they will perform the duties of a road guard exactly as any other road guard.
 - (2) When moving straight through a "T" intersection, treat the intersection as a regular crosswalk intersection.
 - (3) When making a right turn at this type of intersection the unit does not cross the road, and so road guards are not needed.
- F.** At a right side street intersection there is one path through the intersection, straight through.
- (1) When moving straight through the intersection, post one road guard on the right road, facing oncoming traffic. Post the left road guard to the left of the unit facing the other direction.
 - (2) When turning left the left forward road guard posting in the forward oncoming lane, and the right road guard posting in the right oncoming lane. The unit commander will post in the rear oncoming lane.
- G.** At a left side street intersection there is one path through the intersection, left turn.
- (1) When turning left the front right road guard will post in the front oncoming traffic lane. The front left road guard posts in the rear oncoming lane.
 - (2) When making a right turn at this type of intersection the unit does not cross the road, and so road guards are not needed.
 - (3) When proceeding straight at this type of intersection the unit does not cross the road, and so road guards are not needed.

6-11. Briefings

- A.** A short briefing will be given about the road guard duties and rules. This briefing should be given during the opening safety briefing, and will include demonstrations by senior cadets, showing the proper positions and uniform augmentations.
- B.** Each unit commander will be responsible for knowing the material contained in this manual. Unit commanders also have the responsibility to ensure understanding and compliance of this manual with each cadet in the unit.
- C.** The briefing will given by a qualified senior member or senior cadet. It can be given by the Safety Officer, but it does not have to be given by the Officer.

6-12. Sample Briefing Outline

- A.** The briefing should not take longer than 5-10 minutes. Main ideas should be discussed and understood, but not specific details of posts, unless there is a safety issue with certain posts.
- B.** This is a sample outline for the road guard safety briefing. Exact use is not necessary, but main points must be covered.

- I. Introduction to Road Guard duties.
- II. Safety Issues on traffic control.
- III. Position & Augmentation.
 - A. Show & describe vests
 - B. Show use of flashlights
 - C. Show posted position
 - D. Show nighttime posted position
- IV. Commands.
 - A. Who gives commands
 - B. What the commands are
 - C. What to do for each command.
- V. Position and Posts.
 - A. Location in unit
 - B. General overview of post locations

6-13. Conclusion**

It is the responsibility of the Squadron Commander to see that road guards are correctly trained and utilized in accordance with this chapter. It is the Cadet Commander and Commandant of Cadets' duty to ensure that road guards are used correctly by units when marching on base roads. Training Officers will be aware and watch for road guards and their usage. They may counsel the Squadron or Flight Commander as to safety concerns or discrepancies in road guard usage within this chapter. Blatant or continuous misuse of road guards or failure to execute the use of road guards is a safety issue. Training Officers will report any such occurrences to the Commandant of Cadets and to the Encampment Safety Officer immediately.

** Section added by Encampment Command Staff, 2003.

