

Black Sheep Composite Squadron

**Policies and Procedures for
Administrators of the Cadet Program**

Section 1: Purpose, Scope and Applicability

- 1.1 The purpose of this manual is to establish common policies regarding the different aspects of the cadet program at Black Sheep Composite Squadron that are not covered under CAP Regulations.
- 1.2 The scope of this text shall apply to all aspects of squadron operations that involve the cadet program.
- 1.3 If at any time, any part of this manual contradicts a Civil Air Patrol regulation, the offending parts may not be relied upon and are to be disregarded and stricken from this manual.
- 1.4 If at a later date, a policy or regulation adopted by Civil Air Patrol contradicts any part of this text, that section shall be stricken from this manual.
- 1.5 The Squadron Commander, Deputy Commander For Cadets or any other person assigned to supervise the cadets have the authority to override the policies in this manual at any time. The policies and procedures herein are intended as a guide so that uniform action can be taken when situations arise. All parties are, however, encouraged to practice as closely as possible to this text, deviating only for good cause.
- 1.6 Any items in *italics* are quoted directly from regulations and are included to supplement this manual.
- 1.7 If no regulation exists to cover a specific topic and no solution resides within this document, the DCFC shall be the final authority.

Section 2: Mission and Overview Of The Black Sheep Composite Squadron Cadet Program and Philosophy

2.1.1 It is the goal of Black Sheep Composite Squadron to accomplish the basic goal of the CAP cadet program:

- a. *To provide the youth of our nation a quality program that enhances their leadership skills through an interest in aviation, and simultaneously provide services to the United States Air Force and local community.*

2.1.2 It shall also be the mission of Black Sheep Composite Squadron to:

- a. Create an environment where, with senior member supervision, cadets will administer their own squadron and take part in the decisions and actions that apply to them as much as possible in order to foster pride in themselves and their squadron, responsibility, teamwork and organization skills
- b. Utilize the basic structure of Civil Air Patrol, leadership tools and practices of various United States military branches as well as the talents of those involved with the cadets to help the cadets develop their own potential as responsible, confident and mature people as well as good leaders.
- c. Ensure that cadets receive the best possible training so that they may be competitive with other squadrons
- d. Endeavor to teach basic military values:
 - a. Honor
 - b. Loyalty
 - c. Duty
 - d. Courage
 - e. Responsibility
 - f. Teamwork
 - g. Physical Fitness

Section 3: Types of Staff, Appointments, Succession and Duties

Types of Cadet Staff

3.1.1 Line Staff (or Field Staff)

- a. Line Staff shall consist of the Cadet Commander, Executive Officer, Adjutant, Flight Commander(s) and First Sergeant
- b. Line Staff serve their post on a full time basis at meetings
- c. Term of service for all cadet Line Staff positions will be no more than one year in the same position.

3.1.2 Support staff

- a. Support staff shall consist of the Historian, Finance Officer, Supply Officer and Facilities Officer.
- b. Support staff serves their post only when conducting duties required of that post.
- c. Support will have a hierarchy, with Facilities Officer in the lower position, followed by Historian, then Supply Officer and finally Finance Officer in the highest position.

Appointments

3.2.1 Appointments and requirements are as follows:

<u>Position</u>	<u>Appointed By</u>	<u>Requirements</u> <small>(In addition to basic requirements for the post)</small>
Cadet Commander	<i>Squadron Commander</i>	Top 3 in rank, 6 months as First Sergeant, Encampment
Executive Officer	Cadet Commander	Top 3 in rank, 6 months as First Sergeant, Encampment
Adjutant	NOT APPOINTED	1 Year as Cadet Commander
First Sergeant	Cadet Commander	6 months as Flight Sergeant, Encampment
Flight Sergeant	First Sergeant	6 months as a cadet
Color Guard	First Sergeant	Below Master Sergeant (E-7)
Historian	Executive Officer	None
Facilities	Executive Officer	None
Finance	Executive Officer	None
Supply	Executive Officer	None
CAC	Cadet Commander	Senior Airman (E-3)

3.2.2 Succession should be used based on the experience gained from one position to serve in another. This is to minimize training time and utilize skills learned by the individual moving to the next position up. Succession will be as follows:

<u>Staff Position</u>	<u>Succeeded by</u>
Cadet Commander	Executive Officer
Executive Officer	1 st Sergeant

1 st Sergeant	Flight Sergeant
Flight Sergeant	1 st Element Leader

Note: In the absence of any position, the replacement for the absent position shall be used.

- 3.2.3 After one year of continuous service as Cadet Commander, once replaced, that cadet may serve as an Adjutant to the Cadet Commander.
- 3.2.4 The position of Flight Commander may be activated if one of the following conditions exists:
 - a. The size of the cadet active roster is in excess of 25 cadets.
 - b. The 1st Sergeant is promoted to 2nd Lieutenant.
 - a. Should this condition arise and there are no enlisted cadets capable of serving as the 1st Sergeant, the promoting cadet will assume the title of “Flight Commander” and the 1st Sergeant’s position will be kept vacant. The new Flight Commander will assume all duties and responsibilities of the 1st Sergeant (ergo, the change is in name only). This condition shall not be prolonged, and an enlisted cadet should be trained immediately to assume those responsibilities.
 - b. Once an enlisted cadet has been trained to replace the Flight Commander that cadet will assume the position of 1st Sergeant and the Flight Commander will be removed from that post.

Evaluations For Advancement

- 3.3.1 For advancement in cadet line staff positions above flight sergeant, should more than one cadet be eligible, an oral review board should be used. An oral review board shall consist of members of the squadron that are either directly effected by the appointment or who have knowledge of the candidate that will aid in the decision.
- 3.3.2 Following the oral review board hearing, all parties will discuss the performance during the evaluation, and any person present may discuss any other qualifications, restrictions, problems, achievements or personality traits that will aid the deciding party in making a good decision.
- 3.3.3 Succession provides that for these positions, only one candidate shall be available. In this case, the oral review board shall be used to ensure that the candidate is ready for the increased challenges.
- 3.3.4 Should it be demonstrated that the candidate is not ready for the increased challenges, succession should be used to determine the next person to be considered for the position. Should they express an interest in the position, they shall be called to be evaluated for the oral review board. If they do not express an interest, succession shall be used to determine the next person eligible. This will continue to be done until another qualified candidate is located.
- 3.3.5 An oral review board for First Sergeant shall consist of the DCFC, Cadet Commander, Executive Officer and another senior member designated by the DCFC. Final approval is determined by the DCFC.
- 3.3.6 An oral review board for Executive Officer shall consist of the Squadron Commander, DCFC, Cadet Commander and another senior member designated

by the Squadron Commander. Final Approval is determined by the Squadron Commander.

- 3.3.7 An oral review board for Cadet Commander shall consist of the Squadron Commander, DCFC, existing Cadet Commander (if available), and another senior member designated by the Squadron Commander. *Final approval is determined by the Squadron Commander.*

Removal From A Position

- 3.4.1 Removal from or reassignment of a line staff position may only be done by the approving authority
- 3.4.2 Removal from or reassignment of a support staff position may be done by the Executive Officer or Cadet Commander and must be approved by the DCFC.
- 3.4.3 Any staff member who allows their membership to lapse and subsequently renews will have a notation placed in their cadet file and shall face one or more of the following:
- a. Permanent removal from staff
 - b. Temporary removal from staff

A Line staff member who comes to meetings while inactive may do so for four meetings from the date that their membership expired to stay current with activities, but may not wear the uniform or participate in any manner. Succession will determine who will temporarily take on the duties of the inactive member. After the four week period has passed, the supervisor of the inactive cadet shall replace the inactive member permanently, using methods discussed in this manual.

Duties

- 3.5.1 The Cadet Commander responsibilities are:
- a. to supervise all cadets
 - b. to aid in the planning and execution of meetings
 - c. to maintain the image and conduct of the cadets in their charge
 - d. to see to the well-being, safety and morale of the cadets in their charge
 - e. to add, update, delete and keep current all events on the cadet calendar as the situation dictates.
 - f. to delegate duties to those members on their staff who are responsible for accomplishing those duties.
 - g. to supervise their immediate subordinates to assure that they are accomplishing their tasks.
 - h. to ensure that all Line Staff members are training their subordinates adequately.
 - i. to pass on all communications from the DCFC to the cadet chain of command.
 - j. to check e-mails, voicemail or any other means that the DCFC might use to pass on information at least once daily.

- k. to keep the DCFC appraised of cadet morale and other issues going on within the cadet ranks.
- l. Maintain a presence on the cadet message board by posting and responding to messages
- m. to stay on top of tasking and keep track of all items ensuring that they are addressed
- n. to be the ultimate role model for the cadets in their charge

3.5.2 The Executive Officer shall:

- a. To function as the Cadet Commander in his/her absence
- b. To function as the Cadet Commander by their permission
- c. Ensure that all cadets on cadet support staff are completing assignments and doing their jobs properly
- d. Shall be responsible for taking orders from the CC and delegating the tasks to the appropriate cadet support staff members.
- e. To collaborate with the Cadet Commander on decisions and policies.
- f. To handle tasks that cannot be immediately handled by the Cadet Commander

3.5.3 The Adjutant shall:

- a. Advise and serve as a consultant to the cadet commander.
- b. Be entitled to the same privileges, rights and courtesies as the cadet commander, but shall not be considered at the same level in the chain of command.

3.5.4 The First Sergeant shall:

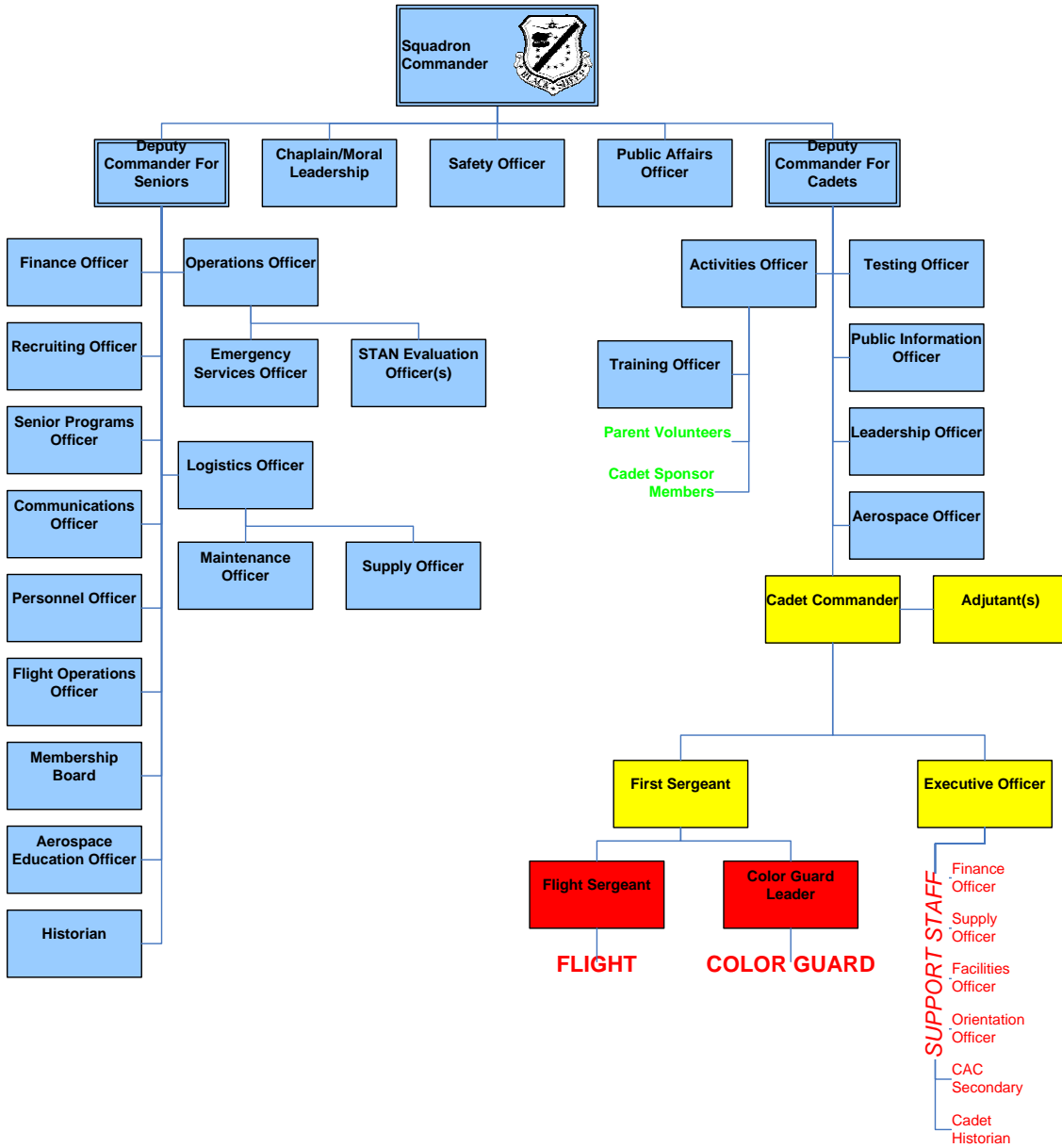
- a. See to the proper instruction of drill, wearing of the uniform and customs and courtesies by the flight sergeant.
- b. teach squadron level drill and advanced drill
- c. supervise the Color Guard
- d. be responsible for all flights, flight sergeants and flight commanders in the squadron.
- e. see to the well being of the cadets in their charge, including proper quartering, hydration and morale.
- f. conduct inspections to ensure proper wear of the uniform by all cadets in their charge in the squadron.

3.5.5 The Flight Sergeant shall:

- a. Instruct basic drill
- b. Instruct Customs and Courtesies
- c. Instruct proper wear of the uniform and ensure that cadets are compliant with uniform regulations prior to inspections by the First Sergeant.
- d. Shall make the utmost attempt to earn the respect of those in their charge and serve as a mentor to those in their flight.

- 3.5.6 The Color Guard shall:
- a. Be at all times responsible for the colors when uncased.
 - b. Shall not be subject to the cadet chain of command when tending to the colors when protocol regarding the colors is being violated.
 - c. Shall be well versed on all rules, regulations and protocol regarding the colors.
- 3.5.7 The Cadet Historian shall:
- a. Ensure that all important events are documented in the cadet history
 - b. Shall make available to the cadets the squadron's history
 - c. Shall be entrusted to make sure that the history materials are kept safe
- 3.5.8 The Cadet Facilities Officer shall:
- a. Document any flaws or problems with the facilities
 - b. Be responsible for the cleanliness of the facilities
 - c. Shall enlist any cadet to help the clean the facilities after a meeting
- 3.5.9 The Cadet Finance Officer shall:
- a. Ensure that all cadets are current in the payment of their dues
 - b. Shall receive money from cadets for dues and promptly deliver it to the squadron finance officer
 - c. Shall notify the XO when someone is more than 2 months behind on dues
- 3.5.10 The Cadet Supply Officer shall:
- a. Shall track all supplies and notify the XO should they run low in any item
 - b. Shall receive money for supplies and provide those supplies to the cadet paying for them.
 - c. Give the money for the supplies to the cadet Finance Officer.
- 3.5.11 The Cadet Advisor Council Members shall:
- a. Attend all CAC functions necessary
 - b. Represent not their own views, but the views of the cadet squadron as a whole.

3.5.12 Chain Of Command:



BLUE=Senior Members
 YELLOW=Cadet Line Staff
 RED=Cadets
 GREEN=Auxiliary Personnel

Staff/Non Staff Ratios

3.6.1 The cadet Line Staff Positions available depends on the number of actively attending cadets:

Number of Active Cadets	Position Available (inclusive)
1-4	Cadet Commander

5-6	Flight Sergeant
7-9	Guideon Bearer
10-13	Executive Officer
14+	First Sergeant

Section 4: Testing and Promotions

Testing Procedures

- 4.1.1 *Academic testing procedures shall be carried out in compliance with CAPR 50-4.*
- 4.1.2 Cadets may at any time request a re-grade. One Re-grade will be allowed per test and will be carried out by any other TCO (Test Control Officer) within the squadron and will be requested to do so by the DCFC.
- 4.1.3 *Physical Fitness tests will be carried out in compliance with cadet physical fitness testing standards.*
- 4.1.3 Two senior members shall be present for the following physical fitness testing sections:
- Mile Run: The TCO shall stay at the starting point and time each cadet as they complete the run. The other shall observe the cadets running to ensure that they are being safe and that they are not exerting themselves at an unsafe level.
- Push Ups/Sit Ups: The TCO shall time and record the results while the other monitors the cadets for proper execution of the test.

Promotions

- 4.2.1 Promotions will only be granted after the cadet has:
- a. *Passed the appropriate academic tests*
 - b. *Passed the appropriate physical fitness tests*
 - c. *Has demonstrated that they are ready to advance by having shown proficiency in their actions*
 - a. A review board may be used at each achievement and/or milestone to enforce this
- 4.2.2 Promotions will be awarded by the following individuals at the appropriate level:

<u>Grade Earned</u>	<u>Type of Ceremony</u>	<u>Awarding Person</u>
Airman	Cadet Level	Flight Sergeant
Gregory Boyington Award	Squadron Level	Squadron Commander
Airman 1 st Class	Cadet Level	First Sergeant
Senior Airman	Cadet Level	Executive Officer
Staff Sergeant	Cadet Level	Cadet Commander
Technical Sergeant	Cadet Level	DCFC
Master Sergeant	Cadet Level	DCFC
Senior Master Sergeant	Squadron	Squadron Commander

	Level/Informal	
Chief Master Sergeant	Squadron Level/Informal	Squadron Commander
2 nd Lieutenant	Squadron Level/Formal	<i>Group Commander (or Higher), Wing Director of Cadet Programs, A State or Federal Official, or a local elected official</i>
1 st Lieutenant	Squadron Level/Formal	Squadron Commander
Captain	Squadron Level/Formal	<i>Wing Commander (or designee) or higher, an official appointed to a State or Federal office, or a State Legislator or a State Judge</i>
Major	Squadron Level/Formal	Squadron Commander
Lt Colonel	Squadron Level/Formal	<i>Region Commander (or designee) or higher, a Governor, Congressman, Federal Judge, official appointed to a federal office, or a military officer in the rank of Colonel (or Navy/Coast Guard Captains) or above</i>
Colonel	Squadron Level/Formal	<i>A Military or CAP general officer, Governor, Congressman, Federal Judge, or a cabinet level official</i>

- 4.2.3 All cadets will (when appropriate) dress in short or long sleeve blues uniform for the meeting in which promotions will be awarded.
- a. In inclement weather or meetings where it will be inappropriate for the blues uniform, BDU's are acceptable.
 - b. If a promotion is being presented that is formal, blues will be required for all cadets (promoting authorities should take steps to ensure that weather and other activities are not a factor during meetings where promotions are being presented)

Black Sheep Knowledge Test (Gregory Boyington Award)

- 4.3.1 A test will be administered by the Cadet Testing Officer or DCFC regarding the original Black Sheep Squadron (VMF-214) and our own squadron's history
- a. The test will consist of 15 general and widely known details
 - b. Shall be a pass or fail test, with 100% accuracy required
 - c. Shall not be written down or photocopied, but passed from cadet to cadet
- 4.3.2 The test will be available to cadets after their first promotion (Curry)
- 4.3.3 After successful completion of the test the cadets will be permitted to wear squadron insignia, including the patch and headgear.

a. The squadron commander shall have the privilege of announcing to the rest of the squadron that a new Black Sheep has been added to the squadron and presenting them with their insignia.

Section 5: Conduct of Senior Members Participating in the Cadet Program and Cadets in the Program

Senior Member Conduct

- 5.1.1 Senior Members participating in the cadet program shall at all times conduct themselves in a respectable, professional and impartial manner by:
- a. Not using tobacco products in view of the cadets
 - b. Not discussing personal issues
 - c. Not discussing personal views on controversial subjects
 - d. Conducting themselves in the same manner in which they would have the cadets behave.
 - e. Adhering as best as possible to requirements that are placed on the cadets (usage of cover outdoors, saluting, etc)
- 5.1.2 Senior members participating in the cadet program should never physically touch any cadet or any part of their person (including uniform) unless it is to correct a uniform violation.
- a. Contact in this manner should only be executed after the senior member has requested “Permission to touch?” and the cadet agrees. (This requirement is a squadron custom, intended to promote manners and respect others’ physical person, and not intended to be misconstrued as a CAP regulation.)
- 5.1.3 Senior members participating in the cadet program are to be familiar with the cadet chain of command and are to respect the chain of command when dealing with the cadets.
- 5.1.4 Senior Members participating in the cadet program shall refrain from fraternizing with the cadets. All discussions should be professional, to the point and brief.

Fraternization is defined as: “to associate or mingle as equals or on fraternal terms”

- a. Fraternization causes confusion within the cadet chain of command and undermines the effectiveness of the chain of command.
- b. Fraternization can also lead to false accusations of misconduct or a breach of the Cadet Protection Policy.
- c. Fraternization out of uniform and not at activities should likewise be limited to maintain the inherent boundary which exists between senior member/cadet. This encompasses:
 - a. Telephone calls
 - b. E-mail correspondence
 - c. Meeting cadets for non-CAP reasons
- d. AIR FORCE INSTRUCTION 36-2909 PROFESSIONAL AND UNPROFESSIONAL RELATIONSHIPS is a suggested text by CAP HQ to aid in outlining appropriate and inappropriate relationship

- 5.1.5 A Note On Fraternization As It May Apply to Extracurricular activities:
Extracurricular activities are defined as a gathering of CAP personnel when not in uniform, not on CAP property or during a CAP activity. Extracurricular activities are encouraged to allow cadets to spend time with one another in a non-CAP environment. Senior Members should adhere to the following guidelines when attending these types of activities with cadets:
- a. At least two senior members should be present
 - i. A parent may substitute for a senior member
 - b. A relaxed atmosphere should exist at such an activity; however professionalism and the rules governing fraternization and favoritism should be upheld in an effort to maintain the respect of the cadets and to keep in place the boundaries that should exist between cadets and seniors.
- 5.1.6 Should a Senior Member pursue any contact with a cadet that could be construed as fraternization, the squadron commander may remove that senior member from their position within the cadet program, terminate their membership or any other action that he/she may deem necessary to prevent a potential problem.
- 5.1.7 Should a cadet pursue contact with a senior member that is consistently:
- a. a violation of the chain of command
 - b. personal in nature (to any extent)
 - c. not at the solicitation of that or any other senior member

The senior member will immediately tell the cadet that they cannot discuss personal matters, and to use the chain of command. Should the cadet continue the same type of contact, the senior member will immediately notify the DCFC.

- a. Most Senior Members are not trained in psychology and may not understand nor be able to relate to the many dynamics involved in the lives of today's youth.
 - i. Disastrous consequences could arise from well-intentioned advice
 - b. Such contact could cause the cadet to become closer to the senior member than those that they should be close to (parents and other family members) thereby depriving the family member of the trust, respect and closeness of that cadet
 - c. By maintaining a personal relationship, Cadets may feel that they are more "special" to that senior member than the other cadets, causing them to do or say things that they feel that they can "get away with" and be left wondering why they were disciplined by the senior member
- 5.1.8 Exceptions:
The following shall be allowed as exceptions to section 5.1.7:

- a. A cadet is reporting an abuse by a parent, guardian or CAP member that would make it inappropriate to utilize the chain of command
 - i. Abuse is defined as physical contact causing bodily injury, serious bodily injury or neglect

5.1.9 Black Sheep Composite Squadron's Cadet Program is unique in that it allows the cadets themselves to run the squadron. Cadets should be allowed to plan and conduct activities at every available opportunity and when allowed by regulations.

A Senior Member's role in this environment is:

- a. To ensure that the Cadet Protection Policy is enforced
- b. To ensure that the cadets are receiving the required training
- c. To ensure that good conduct is maintained
- d. To ensure that the cadet chain of command is functioning properly
- e. See to the promotion, safety and participation of cadets

Aside from these roles, Senior Members should exercise restraint in other aspects of the cadet program and allow the cadets to manage themselves.

5.1.10 Senior members participating in the cadet program shall not :

- a. Show any sign of favoritism to a cadet or a group of cadets that does not include the squadron as a whole
- b. Demonstrate a higher degree of attention to a cadet or a group of cadets that does not include the squadron as a whole
- c. "Pick on" or engage in levity with a cadet or a group of cadets which would cause other cadets to feel "left out"
- d. Encourage, personally sponsor or publicly support a cadet or a group of cadets that does not include the squadron as a whole

5.1.11 Senior members participating in the cadet program shall make every attempt not to correct or discipline any cadet in public. This is essential to morale.

5.1.12 Senior members participating in the cadet program will not engage in spreading rumors or gossiping, especially with cadets or members of other squadrons.

5.1.13 Senior members participating in the cadet program will not discuss squadron business with members of other squadrons.

Appointment of Senior Members to Administer the Cadet Program:

5.1.14 This section applies to the following:

- 1. Those persons who have joined CAP within 3 months
 - i. Those persons who have transitioned to Senior Member but were not cadets at Black Sheep immediately prior to the transition.

2. Those persons who do not have a child active in the cadet program at Black Sheep Composite Squadron
3. An individual meeting the specified criteria of section 3.5.14(a) shall:
 - i. Not be permitted to enter the Black Sheep cadet program until the Squadron Commander has approved the action.
 - a. The Squadron Commander shall conduct an evaluation to determine whether or not the Senior Member is qualified, trustworthy, and reliable and sets a good example for the cadets. The evaluation shall be designed by the Squadron Commander and will contain any items the Squadron Commander sees fit to ensure only quality members are allowed to serve with the cadets.
 - b. The evaluation period shall be 3 months minimum. During this time, the Senior Member will not be allowed to:
 1. Interact or participate with the Black Sheep cadets in any capacity, except in the event that the Senior Member is performing duties assigned by the squadron commander.
 2. Attend the cadet meetings (including visiting the cadets after the Senior Member meetings conclude)
 3. Correct, advise or give orders to any cadet or group of cadets and will not be allowed to interfere in the cadet chain of command.
 - ii. The purpose of the evaluation period is to ensure that the following takes place:
 - a. The Senior Member joins CAP and has submitted all paperwork. A member has joined the squadron when their name appears on the NHQ roster.
 - b. The Senior Member takes the Cadet Protection Policy training.
 - c. The Senior Member is acquainted with squadron personnel, policies and procedures.
 - d. The Senior Member is observed to be of good moral character, a positive role model, mature and demonstrates the ability to follow Regulations, Policies and Procedures of National Headquarters, Southwest Region, Texas Wing, Group III and Black Sheep Composite Squadron.

- iii. It is only after the approval of the Squadron Commander that the Senior Member be allowed to participate with the cadets; once approved, the Squadron Commander will notify the DCFC in writing by letter, memorandum or E-mail, noting the date, the member's name and that they are being released to the DCFC to be assigned a staff position.

Cadet Conduct

- 5.2.1 Cadets shall at all times endeavor to be respectful, willing to learn, attentive to detail, capable and trustworthy.
- 5.2.2 Cadets are not permitted to:
 - a. *Use tobacco products in uniform or at an activity*
 - b. *Engage in any public displays of affection, (such as holding hands, hugging, kissing, or other display that would lead a reasonable person to believe that a display of affection is taking place)*
 - c. Use any profane, abusive or disrespectful language in uniform or at an activity
 - d. Intentionally demean, embarrass or harass any other cadet
 - e. Participate in, conduct or plan anything that is a violation of CAP regulations, Federal, State or local law, or the customs and courtesies of our squadron.
 - f. Engage in any activity that would damage the reputation of the squadron, Civil Air Patrol, or the United States Air Force.
 - g. Discuss squadron business with cadets or seniors of other squadrons
 - h. Engage in gossiping or spreading rumors
 - i. Intentionally take any action that might disturb or distract other cadets, or any other action which might cause a disruption of activities or the order of an activity
 - j. Engage in any type of insubordination
 - k. Drive recklessly or dangerously, anywhere in uniform, on Mesquite Airport property or on any other property being used by Civil Air Patrol, whether they are in uniform or not.

Cadet Squadron Customs

- 5.3.1 Cadets, while individually walking past the memorial next to the flagpole, will render a salute regardless of whether or not the colors are being flown
 - a. When a flight is marching past, the cadet in charge will order an "eyes right (left)" and salute for the flight and will not halt the flight.
- 5.3.2 Cadets at no time will be permitted to walk in the grass
 - a. Unless serving as color guard
 - b. Unless clearing the taxiway for moving aircraft or vehicles
- 5.3.3 Cadets will salute all senior members upon recognition, in or out of uniform.

5.3.4 Cadets will always enter the FBO from the west door and exit from the north door

- 5.3.5 Cadets will adhere to the following regulations when a class is in session:
- a. The cadets will be called to attention by the cadet in charge. This is how command is passed to the instructor. The cadet in charge will then announce to the instructor that they are in command. The instructor shall take charge of the cadets as they see fit, allowing them to be seated.
 - b. When the instructor is finished, they will call the room to attention, following section (a) above in reverse, passing command back to the cadet in charge. Should the instructor not call the room to attention when finished, the First Sergeant will do so.
 - c. Cadets will only be allowed drinks and snacks by permission of the instructor.
 - d. Cadets will not speak without raising their hand and being called upon.

- 5.3.6 When leaving the cadet building, cadets will salute the picture of Colonel Boyington posted by the door and give an appropriate greeting (Good morning/afternoon/evening, sir), and when leaving for the night, (Good night, sir).
- a. This is to get the cadets used to saluting and to always give the proper greeting and also fosters a respect for our squadron's history.

5.3.7 All senior members involved in the cadet program may adopt a "single salute policy" between themselves and the cadet commander and executive officer by only requiring the cadet commander and/or executive officer to salute them at the beginning and at the end of a meeting, and no time in between. Given the frequent contact between these individuals, constant saluting may interfere with the productivity of the contact. Each individual senior member may advise those cadets that they prefer the "single salute policy"

- 5.3.8 Loss of Life:
Should a cadet, current or former, or senior member current or former lose their life, the Black Sheep cadet squadron will perform the following:
- a. Following opening formation, cadets will immediately retreat to the cadet office.
 - b. The Squadron Commander (in case of seniors) or DCFC (in case of cadet) will call the room to attention, announce the passing of the member and place the mourning cloth over the cadet photo of Pappy Boyington. On the day of removal, it will be removed just prior to closing formation. The cloth will remain up for the following durations:
 - i. Former member- 1 meeting
 - ii. Current member- 2 meetings
 - iii. Current member in the line of duty- 4 meetings
 - iv. Other circumstances may warrant variations of these durations and are allowable for extreme situations.

Cadet Attendance:

5.4.1 Definitions:

- a. Floating Holiday: A holiday that a cadet may use at any time of their choosing without any reason being given.
- b. Supplemental Leave: Leave that cadets must use by writing a paper and having a parent's signature to use.
- c. Absent: A state where the cadet is completely unaccounted for, not having called a supervisor or otherwise let anyone know they would not be in attendance.
- d. Supervisor: Persons responsible for certain cadets (ex. Element Leaders are supervisors to the elements, the flight sergeant is the supervisor to the element leaders)
- e. Quarter: January-March, April-June, July-September, October-December

5.4.2 Cadets will be expected to attend every meeting to the best of their abilities to ensure that the squadron is functioning properly as well as to ensure that they receive the proper training and education as cadets

- a. Cadets may be terminated from Civil Air Patrol for *lack of interest demonstrated by failure to attend three successive meetings without an acceptable excuse*

5.4.3 Floating Holiday: Cadets are allotted three floating holidays per quarter. Cadets may use these holidays at their own will, the only requirement being they must request the holiday prior to using it. Should a cadet request to use a floating holiday and doesn't have any left, an absence will be counted instead

5.4.4 Supplemental Leave: Cadets are allowed 4 Supplemental leave days per year. Cadets wishing to use this type of leave must write a short paper explaining why they wish to use the holiday and it must be signed by a parent. Requests for this type of leave may be granted after the leave is used up to 30 days upon a cadet's return.

5.4.5 Extended Absences: A cadet that will not be in attendance for 3 or more consecutive meetings shall be required to notify their flight sergeant (or first sergeant if unable to contact the flight sergeant) prior to the absence without exception to excuse the absence.

- a. Examples of extended absences include:
 - Grounding
 - Vacation
 - Family emergencies

b. Should a cadet take an extended absence, they shall fill out an "extended absence form" (BF-13) and see to it that the 1st Sergeant receives it prior to their absence.

5.4.6 The following procedure shall be executed in the event that a cadet is absent for 3 or more meetings and has not notified their supervisor:

1. The flight sergeant will attempt to contact the cadet
2. The 1st Sergeant will attempt to contact the cadet
3. The cadet commander will attempt to contact the cadet
4. The DCFC will attempt to contact the cadet
5. The DCFC will notify the squadron commander that the cadet is unaccounted for and recommend termination from CAP.

5.4.7 In the event that a cadet will be starting a new job, moving, beginning an extracurricular event in school that will require them to be absent on the regular meeting nights or any other event that will make it impossible or improbable that the cadet will attend as required, the cadet is urged to drop out of CAP and have their name removed from National Headquarters' roster. In this fashion, the cadet may rejoin within a six month period with no reduction in rank or awards when their time permits. Should they not do so, they will be terminated from the program and will be unable to rejoin CAP at a later date. This may be accomplished by requesting a "voluntary membership termination" or form 2-B.

5.4.8 Cadets who wish an exception to the above requirements, should make a request in writing, outlining why the exception should be made and address it to the DCFC. The request should be passed up the chain of command to the DCFC for approval. The DCFC will then notify the squadron commander who may overrule the DCFC's decision. A written response to the cadet shall be made by the DCFC.

Incoming Cadets

5.5.1 Definitions:

- a. Prospect- An individual who is not currently and has never been in CAP and is interested in joining
- b. Recruit- An individual who has submitted paperwork to National Headquarters and is awaiting their ID card.
- c. Basic- A cadet who has joined CAP and has received their ID card.
- d. Transferee- A cadet who is currently a CAP member and is in the process of transferring their membership to Black Sheep.

5.5.2 Joining Procedures:

- a. A Prospect must attend at least two meetings prior to submitting an application for membership.
- b. A Prospect or Transferee may not attend more than four meetings without submitting their paperwork to National Headquarters and becoming a recruit,

in the case of prospects, or having the squadron commander initiate an on-line transfer in the case of transferees.

- a. This must be verified by carrying proof in the form of a complete application and photocopy of payment.

Cadets Attending Squadron Meetings of Another Squadron

5.6.1 Outside meetings are defined as:

- a. A meeting of another squadron that takes place on a regular basis where the squadron conducts regular business
- b. Meetings that the squadron routinely holds no matter how often the interval (weekly, monthly, etc)

5.6.2 Cadets attending other squadron meetings must:

1. Fill out a BF-1 to request permission to attend an outside meeting, including in the appropriate spaces, noting the reason for the visit, the Squadron Commander and DCFC's name. This form must be submitted up the chain of command reaching the Black Sheep DCFC no less than a week prior to the requested dates.
2. If approved, take the form with them to the outside meeting, and have the squadron commander and DCFC sign the form (to ensure that the visit to the squadron is sanctioned by the squadron commander and that the DCFC of that squadron approves of their attendance with the cadets of that squadron).
3. Return the form to the DCFC with both signatures upon their return to the squadron.

Internet Regulations

5.7.1 Definitions:

- a. Web Site: Any URL accessible to the public, even those that are third party sites, such as MySpace.
- b. Offensive Material: Contents which use profanity, discuss or condone illegal activity, contain sexual photographs or discuss sexual activity, promote hatred, racism, or religious discrimination .

5.7.2 It is the policy of Black Sheep Composite Squadron to refrain from interfering with a cadet's right to freedom of speech and will not have any input or commentary when it comes to a cadet's internet presence. However, certain situations may arise when intervention may become necessary. Below are the only reasons that a cadet's web site should meet with reproach:

- a. The web site contains offensive material and also refers to CAP
- b. The website contains offensive material and the cadet invites other cadets to visit the site.

In either of these cases, a cadet's parents should be notified immediately.

Section 6: Disciplinary Measures

6.1.1 Purpose:

Disciplinary measures shall be taken when it is deemed by the appropriate authority that an action has taken place that is:

- a. a violation of CAP rules and/or regulations
- b. a violation of squadron policies, procedures or customs
- c. either potentially or actively is destructive to the morale, camaraderie, reputation or orderliness of the squadron or Civil Air Patrol as a whole
- d. necessary to see that infractions do not occur again in the future.

6.1.2 Definitions:

6.1.2.1 Breach: A result defined as a violation of CAP regulations, Cadet Protection Policy, Federal, State or Local law, squadron policy or custom.

6.1.2.2 Commission: Causing a breach either by committing an act resulting in a breach or omitting an act which could have prevented a breach.

6.1.2.3 Mental States

- a. Willingly: A person commits/omits an action willingly and without coercion (i.e. someone did not force them to do it)
- b. Knowingly: A person commits/omits an action knowing that the action is a breach (i.e. they knew what they did was wrong)
- c. Intentionally: A person commits/omits an action with the intent of achieving the end result. (i.e. their action was intended to accomplish the end result)
- d. Recklessly: A person commits/omits an action by consciously disregarding risks that result in a breach (i.e. they did not mean to cause a breach but should have known that a breach could occur)
- e. Negligently: A person commits/omits an action without any intent, and without being able to reasonably conceive that the action/inaction could be a breach. (i.e. a person knows that the violation is a breach but did not act with any intent. Ex. A uniform violation)

6.2.2 All parties should carefully weigh the seriousness of the breach against the mental state of the person who committed it, taking into consideration repeat violations and previous disciplinary actions to ensure that the “punishment fits the crime”.

6.2.3 A person who receives a punishment has the right to appeal the punishment by the next higher authority up to the squadron commander with the permission of the current authority. Appeals higher than the squadron commander will be done in strict compliance with CAP regulations.

Punishments

6.3.1 The following punishments are placed in order of severity. The punishment should be justifiable to any reasonable person.

1. Verbal correction
2. Verbal warning
3. Referral to next person in the chain of command
4. Written warning
5. 30 day probation
6. 60 day probation
7. 30 day suspension from activities (excluding meetings)
8. 60 day suspension from activities (excluding meetings)
9. 30 day suspension from CAP
10. 60 day suspension from CAP
11. Dismissal from CAP

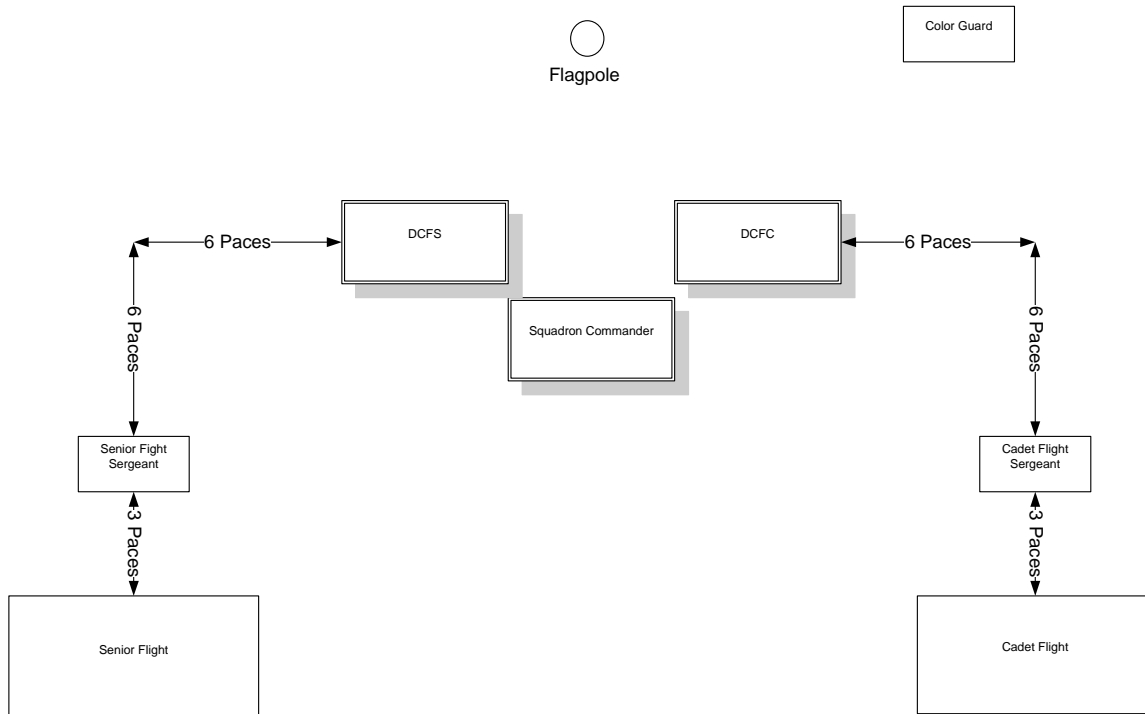
1. Any step in this list may be the initial punishment for a breach, depending on the nature of the breach and the mental state of the offender.
2. The individual administering the punishment should escalate through the list in order from the starting point
3. Anything above step 4 should be accompanied by a notation in the cadet's record describing the breach and the resulting disciplinary action.
4. Anything above step 3 should involve a conference with the cadet's parents.

Section 7: Squadron Formations

Opening Formation:

7.1.1 The Squadron should first be formed:

- A. Squadron Commander centers him/herself on the flagpole.
- B. Commands “Squadron, FALL IN”
- C. The DCFS and DCFC fall in one step to the side and one step behind the Squadron Commander.
- D. The DCFS orders “Seniors, FALL IN”
- E. The DCFC orders “Cadets, FALL IN”
- F. The Senior flight sergeant steps off 6 paces to the right of the DCFS, then steps off 6 paces in the direction the Squadron Commander is facing. He/She then orders, “Flight, FALL IN”
- G. The Cadet flight sergeant steps off 6 paces to the left of the DCFC, then steps off 6 paces in the direction the Squadron Commander is facing. He/She then orders, “Flight, FALL IN”
- H. Both seniors and cadets will center themselves on their respective sergeants, no more than 4 rows deep.
- I. Once the flights are formed, the sergeants will then face the DCFS or DCFC respective to their flight and announce “Sir, Flight is Formed” and exchange salutes.
- J. The DCFS and DCFC will then informally notify the Squadron Commander that “The Seniors are formed” and “The Cadets are Formed”.
- K. Upon completion, the squadron should appear as in the diagram below:



- 7.1.2 The colors should always be presented first. Since the staff (Squadron Commander, DCFS and DCFC) are facing away from the flagpole, they should be reversed. This is accomplished by:
- a. Squadron Commander orders, "Staff, Change Posts, MARCH"
 - b. The DCFS and DCFC will simultaneously take two steps and pause.
 - c. When the two steps are complete, all three members of staff will about face at the same time.
- 7.1.3 Presenting the Colors
- a. Squadron Commander will order "Color Guard, Present the Colors"
 - b. The color guard will approach the flagpole.
 - c. As the colors are being attached, the Squadron Commander will order, "Squadron"
 - d. The DCFS and DCFC will simultaneously order "Seniors" and "Cadets" at the same time
 - e. Then the flight Sergeants will simultaneously order "Flight" at the same time
 - f. The Squadron Commander will then order, "Present"
 - g. The DCFS and DCFC will simultaneously order "Present"
 - h. The Flight Sergeants will simultaneously order "Present"
 - i. The Squadron Commander will then order "ARMS!"
 - j. This command is not "echoed" and is executed by the entire squadron.
 - k. Once the color guard has presented arms, the command "Order Arms" should be given in the exact same manner as present arms.
 - l. The staff should remain fixed until the color guard has requested permission to fall back into the flight from the Squadron Commander, DCFC and Cadet Flight Sergeant.
 - m. Staff will then change posts to their original position.
- 7.1.4 The Squadron Commander should take the opportunity while the entire squadron is present to make announcements regarding upcoming events, news and other things that interest the entire squadron.
- 7.1.5 Once the Squadron Commander sees fit to dismiss the squadron, he will take one step forward, about face and tell the DCFS and DCFC "Take charge of your units" and salutes will be exchanged. The squadron commander may take leave.
- a. The DCFS is now in charge of the senior flight and they are at his disposal.
 - b. The DCFC is now in charge of the cadet flight and they are at his disposal.

Closing Formation:

- 7.2.1 Closing Formation should be done in the same manner as in section 7.1 except that the colors will be retrieved rather than posted and section 7.1.4 should be reversed with section 7.1.2.

Cadets Only Opening Formation:

- 7.3.1 Opening formation with cadets only will take place exactly as above except that the DCFC will replace the Squadron Commander, cadet staff will take the place of the DCFS and senior member staff will take the place of cadet staff.

Cadets Only Closing Formation:

- 7.4.1 Closing formation with cadets only will take place by combining section 7.2.1 with section 7.3.1.

Section 8: Squadron Activities

8.1 “Pizza and a Movie Night”

8.1.1 Should a Tuesday meeting fall on a 5th Tuesday, the DCFC may schedule a “pizza and a movie” night.

8.1.2 Should a uniform not be required, cadets will dress casually with the following guidelines:

- A. Shirts: No exposed midriffs, tank tops, off the shoulder tops, sleeveless tops or any other garment that would be inappropriate in an average public school nor will female cadets wear tops that expose any undergarment or a top that is too tight.
 - i. No clothing with vulgar, obscene or suggestive slogans or writing
 - ii. No clothing that has holes.
 - iii. Pants should be comfortable, loose fitting and should be worn properly (not sagging)
 - iv. Shoes should also be comfortable and practical (no heels, flip-flops, high heels or other inappropriate footwear)
 - v. The DCFC will reserve the right to evaluate the cadet’s appearance to determine if a cadet is properly dressed.

8.1.3 Cadets should bring a small amount of money to reimburse the Senior member who has bought the pizza. The cadet will be advised ahead of time as to the amount. The amount should never exceed \$5.00

8.1.4 Movies should be chosen based on:

- A. Historical significance
- B. Leadership values
- C. Moral lessons