

# PART 2

## OPERATIONAL STANDARDS

### 2.1 Welcome Materials

Of course it is administratively essential for the encampment to provide some type of welcome materials to the cadets and their parents so that they will know what is entailed in encampment and can arrive ready to participate. Some best practices to consider are listed in the “Encampment Webpage” box below.

### 2.2 Integrated Flights & Co-Ed Environments

Cadet flights will be equally balanced by age, gender, cadet grade, and home unit, to the extent possible. Family members will be segregated from one another whenever possible. Flights should not be segregated by gender, except as a last resort due to logistical necessity. The real world is fully integrated; cadet activities need to be as well so that male and female cadets learn to work together as a single team.

**a. Supervision of Coed Interactions.** Although cadet units are co-ed, cadet sleeping and showering arrangements will of course be segregated by gender. Each facility is unique, so encampment commanders will need to be creative in how they allocate space and separate male and female cadets outside the duty day. Some best practices to consider include:

- Designate certain areas of the building to males only or females only.
- If males and females must be bunked in the same vicinity, install a makeshift door or curtain to mark the boundary between male and female areas.
- Establish a clear, consistently enforced policy regarding the how and when males enter the female area, and vice versa.
- Establish a clear, consistently enforced “open door rule” whereby if male and female cadets are interacting in a room without a senior present, the door is to be kept ajar. (It is good practice to keep the door ajar even if a senior is present.) Consider requiring a third person to be present during coed cadet interactions indoors. Direct that flight meetings and similar events take place in a common area.

Again, each facility is unique, so no national-level standard rule is practical, but encampment commanders must set clear policies on how, when, and where male and female cadets (both students and cadre) are to interact.

**b. Coed Inspections of Barracks.** Barracks regimens and inspections are an important part of the leadership block (see §5.2). In a co-ed cadet environment, this is problematic because of the need to uphold comparable standards for male and female cadets, while prohibiting male cadets from accessing female cadets’ personal belongings, undergarments, and the like, and vice versa. A best practice to consider is to prohibit cadets of the opposite gender from inspecting items stored in drawers, but for beds, uniform lockers, and common areas to be inspectable. A ranking cadet of the student’s gender could follow-up the main inspection by checking the drawers or specially-designated areas.

**c. Leadership Challenges in Coed Settings.** In co-ed training environments, one gender is invariably the last to receive word about changes in plan. If the flight includes eleven cadets of one gender and one cadet of the other gender, it is very easy for the flight to forget to pass word to the minority that dinner is early tonight, for example. Ensuring thorough communication and developing a sense of unity is difficult in a co-ed flight, but not insurmountable. Senior staff need to monitor the cadet cadre’s performance in this area and provide coaching when necessary.

#### Practical Tips: Gender Integration

On average, about 20% of CAP cadets are female, 80% male. Some encampments find it effective for one squadron to be integrated and all other squadrons to be male only. This approach may be a good way to balance the goal of gender integration with the practical / logistical aspects where one gender (males) typically outnumbers the other (females) by a factor of 4:1.

#### ENCAMPMENT WEBPAGE

Cadets and parents will find it helpful if encampment information is available to them online. Some key information to share via the webpage include:

- dates, including arrival and departure windows
- tuition, fees, and scholarship information, if available
- cadet cadre application procedures and training session dates
- application forms & permission slips
- facility name, location, and directions
- adult leaders’ names and contact information
- basic goals of the encampment program and a description of the major activities
- packing list and list of contraband
- information about CAP rules requiring cadets to be able to self-medicate
- rules regarding cadets’ use of cell phones and the web during encampment
- invitation for families to attend graduation
- social media and photo links

## 2.3 Uniforms vs. Civilian Attire

Experience has shown that prohibiting cadets from wearing civilian attire during cadet activities facilitates good discipline and reduces the likelihood of behavior problems. Therefore, encampment commanders will require cadets to remain in a “uniform” from the encampment’s start to finish. Obviously, sleeping, showing, and swimming times are the exception, but even when BDUs or Blues are inappropriate, such as during fitness activities, laundry time, and personal time, a “uniform” (e.g. navy shorts and a plain white tee) can be designated. Some NCSAs put cadets in khakis and special polo shirts during off-hours, for example, and that approach has proven more effective than allowing each cadet to wear whatever civilian attire in which they normally hang-out.

## 2.4 Meals, Sleep & Personal Time

**a. Meals.** Encampments will provide every participant with three full, well-balanced meals daily, excluding travel days. Cadets may be excused from a meal only by the training officer, commandant, or encampment commander. Upon receiving the meal, cadets will have at least 15 minutes of uninterrupted, training-free time to eat (cadre will ensure the students’ basic decorum, but no classes, quizzing, flight meetings, etc. are allowed).

**b. Drinks & Snacks.** Sodas (soft drinks, Coke, pop) should be prohibited except for special events such as a graduation cookout. Energy drinks (i.e.: Red Bull, Monster) are prohibited at all times. Sports drinks such as Gatorade or Powerade are permitted. If the encampment wants to make snacks available, fruits and other healthy choices are to be offered, not cookies and candy.

**c. Sleep.** Encampment commanders will program 8.5 hours of uninterrupted sleep time for all students every night, per adolescent health guidelines.\* Cadet cadre will have at least 8 hours of uninterrupted sleep time, and should be permitted downtime as schedules allow (i.e.: concurrent with the students touring a facility the cadre saw last year).

**d. Personal Time.** For students, the 30 minutes preceding lights out will be reserved as personal time, during which absolutely no training is to occur, though cadre will monitor cadets to prevent horseplay. During personal time, students may shower, prepare their uniform for the next day, visit with their flight mates, read, write in their journals, and even turn-in before lights out.

**e. Personal Needs.** Flight staff will proactively ensure cadets have time to care for their personal needs throughout the day.

**f. Showers & Hygiene.** All cadets will shower daily and use deodorant / antiperspirant. Seniors will shower separate from cadets. The object of showers is hygiene, not training. Therefore, showers will not be regimented or formally timed, though the flight staff will ensure that every cadet moves along, gets clean, and does not horse around. Senior staff should be aware that the communal showers could be a new experience for many cadets.

**g. Daily Blister Check.** Following daily shower time, the training officer, assisted by the flight staff, will check each cadet’s feet for blisters. Training officers will provide treatment and preventive aid at this time, as needed.

\* Mayo Clinic, “Teen Sleep: Why Is Your Teen So Tired?” <<http://www.mayoclinic.com/health/teens-health/CC00019>>.

\* National Sleep Foundation, “Teens and Sleep” <<http://www.sleepfoundation.org/article/sleep-topics/teens-and-sleep>>.

### Overnight Security

If the host facility has a security force, a suggested best practice is to meet with the chief, inform him or her that the encampment participants are teens, discuss the dorm situation, and review emergency procedures. The security office might provide extra coverage, if asked.

## 2.5 Safety

**a. Personal Vehicles.** Cadets who bring a personal vehicle to the encampment will hand-over all keys to the senior staff. Cadets will not operate personal vehicles during the encampment.

**b. Cadet Charge of Quarters or Firewatch.** Cadet CQ programs are ineffective as safety precautions, do not impart meaningful learning, are potentially hazardous, and are therefore prohibited. Cadets will not serve as sentries or safety monitors during the overnight hours. A senior member must bunk in close proximity to the cadets (at least one senior per floor or wing is suggested) and be available to respond to any emergencies that arise between lights-out and reveille.

**c. Knock It Off.** Any participant who notices a dangerous and unforeseen hazard may sound the Air Force command, “KNOCK IT OFF,” temporarily halting whatever activity is taking place at that moment until the senior staff authorizes the cadets to resume their activity.

**d. Safety Officer’s Checklist.** The safety officer will work through the outline found in Part 3 before cadets arrive, and coordinate local procedures with the encampment commander and staff. Many encampments find it useful to confer about safety policies and train cadet cadre and senior staff in how to meet those obligations during a staff training exercise conducted some time before the encampment begins.

## 2.6 Reception at Encampment

For the students, encampment begins with reception. The goal here is for the senior staff to build a partnership with the parents and enable the cadet to quickly join-in with his or her peers.

The senior staff and cadet cadre should warmly welcome each cadet and his or her parent(s) upon their arrival. By taking initiative to greet cadets and parents alike, the encampment staff can quickly establish an adult-to-adult and cadet-to-cadet system of communication.

**a. Adult Greeting Process.** The senior staff member greeting the parent(s)

- Invites the parent(s) to an optional parents’ orientation and Q&A session with senior staff
- Verifies that the encampment has the parent’s correct contact information (note: some parents go away on a vacation of their own – ensure the encampment has some means to contact them or an alternate guardian in case of emergency)
  - Verifies that the cadet’s medical information has not changed from what is listed on the encampment application
  - Provides the parent(s) with the encampment website, social media and photo sites etc., and a phone number where they can reach the encampment in case of emergency
  - Invites the family to graduation
  - Verifies the cadet’s travel itinerary home

Much of this information is provided to the parents already via the welcoming materials (§2.1), but it is always good practice in solidifying the partnership with the family to reiterate these details at reception.

**b. Cadet Greeting Process.** The heightened training intensity that is characteristic of encampment does not begin until the students sign the honor agreement (Lesson C1). Cadet cadre who greet students simply welcome their fellow cadets to encampment and, following good-byes (see §2.5d below), leads them to the encampment area.

**c. Phone Call Home.** If a cadet arrives with someone other than a parent (ie: another cadet’s family or the hometown unit), the greeting senior staff member must ensure the cadet calls home to let the parents know that he or she arrived safely. This phone call home is also the opportunity for the senior staff to work through the greeting process tasks of §2.6a above.

**d. Good-Byes.** When the moment comes for the student to enter the encampment area, the senior staff member should tactfully indicate that this is the time for parents and their cadets to say good-bye to one another. The cadet proceeds to the encampment area, and the parent(s) proceed to the parents’ orientation or depart for home. For a perspective on the learning goals of this process, see §5.7a.

**e. Sign-In Roster.** The senior staff will maintain a formal sign-in roster, enabling them to compare the list of actual arrivals to registered participants and follow-up with cadets who did not arrive on time.

## 2.7 Contraband Shakedown

One of the first tasks needing to be accomplished shortly after the cadets’ arrival is the contraband shakedown. The purpose of a luggage inspection or shakedown is for the senior staff, as responsible adult chap-

### When the Base is Closed to Cadets’ Families

Parents’ access to DoD installations can be limited, so although they might not get to tour the facilities upon arrival, the overall principle of greeting them, providing an orientation, and establishing a good rapport holds true in all situations.

### Parent Orientations: Practical Considerations

Obviously, not all parents are able to drop-off their cadet and attend an in-person orientation. But if parents do bring the cadet to encampment, the encampment must invite them to attend a brief orientation.

erones, to verify that each cadet possesses all required gear. Additionally, the senior staff verifies that no cadet has access to material that is undesirable for the learning environment, inappropriate for a youth activity, or a safety hazard. The senior staff conducts the contraband shakedown in the presence of each individual cadet, one-on-one. (Cadet cadre will be subject to contraband shakedowns, just as the students.)

**a. Contraband Items.** At a minimum, the following items are to be considered contraband. Encampments may enlarge this list as their local situation requires.

- tobacco, e-cigs, alcohol, illegal drugs
- non-prescription drugs, herbs, supplements, etc., not indicated on the CAPF 31 application
- weapons, fireworks, (pocket knives may be allowed at the encampment commander's discretion)
- snacks, candy, gum, soda, energy drinks, etc. (encampment commanders may grant cadre privileges)
- cell phones, computers, and consumer electronics (see §2.7c below)

**b. Contraband Storage.** The senior staff inventories and bags the contraband items in the presence of the cadet, then stores the contraband in a secure area. Cadets reclaim the contraband upon graduation. Of course, in the case of illegal items (alcohol, drugs, firearms), the encampment commander turns over that contraband to law enforcement or the parents.

**c. Cell Phones & Computers.** Each encampment sets its own policy regarding cadets' access to cell phones and the Web. This policy must be explained in the initial welcome materials (§2.1) so that cadets and parents have advance notice of encampment rules. Encampments are encouraged to prohibit cell phone and web access for the duration of encampment, but at a minimum, cadets will be prohibited from using phones and computers until Phase III begins (see §5.7c). Encampment commanders may grant cadet cadre privileges in this area, particularly for using personal electronics to conduct official business.

**d. Watches & Jewelry.** Cadets ought to be discouraged from bringing expensive watches, jewelry, or anything of value, but will be allowed to keep watches and jewelry in their possession. There is no legitimate training need in confiscating these items, and the risk of the encampment losing them outweighs any benefit in considering them contraband.

**e. Prescription Drugs.** Per CAP policy, all CAP members, including cadets, are responsible for transporting, storing, and taking their own medication, unless local laws direct otherwise. Therefore, prescription drugs are not confiscated as contraband. See CAPR 160-1, *Operation of the CAP Health Service Program*, chapter 4.

## 2.8 Merit / Demerit & Award Programs

Encampments develop leadership skills and moral character in cadets through positive methods. Consequently, merit/demerit systems are prohibited because they function primarily through negative reinforcement. In contrast, award programs that challenge cadets to pursue excellence are encouraged. See Part 7 for guidance.

## 2.9 Early Dismissal

Cadets will be dismissed from the encampment early only with the approval of the encampment commander and after coordinating with the cadet's parent or guardian. Commanders should address each cadet's particular circumstances on a case-by-case basis, while following the basic guidelines listed below.

**a. Homesick / Lack of Interest.** Cadets who suffer acute homesickness or a lack of interest should receive counseling from the training officer before early dismissal is considered. The senior staff's posture toward homesick cadets should always be to lead the cadet toward choosing to remain at encampment and for the cadet to give himself or herself some time to adjust to the challenge. If, after counseling, the encampment commander or parent or guardian decides to send the cadet home, the encampment commander will inform the cadet's home unit via email or phone within 24 hours, as a courtesy.

**b. Hardship.** In the case of a family hardship, the encampment commander should make every effort to cooperate with the family and help the cadet get home quickly with the least inconvenience to the family. The commander may allow the cadet to return to the encampment at his or her discretion. The encampment commander will inform the cadet's home unit via email or phone within 24 hours, as a courtesy.

**c. Expulsion for Disciplinary Reasons.** Encampment commanders may expel cadets who refuse or are unable to abide by encampment rules. Expulsion is a last resort and normally is preceded by a series of progressively escalating interventions (ie: additional training, verbal warnings, formal counseling, etc.), though commanders may direct immediate expulsion for egregious offenses, after coordinating with a parent or guardian. As a courtesy, the encampment commander will notify the expelled cadet's unit and wing commander as soon as possible.

## 2.10 Dismissal Upon Graduation

After graduation ceremonies, the encampment needs to manage its dismissal process. Unless handled properly, the dismissal process can be chaotic, and in the worst case scenario, a cadet may miss his or her ride or depart with one party while leaving the intended party wondering what happened. As responsible adult leaders, the senior staff has a duty to formally track each cadet's departure from encampment.

**a. Clean-Up.** Before being released for the journey home, of course everyone must contribute to the clean-up effort.

**b. Sign-Out Roster.** The senior staff must take note of when each cadet departs from encampment and their mode of travel home (ie: with Cadet Curry, at 1:05pm). One best practice to consider is having each student check-out with his or her training officer, and for each cadet cadre member to check-out with the commandant, and then for all completed sign-out rosters to be forwarded to a single person, such as the administration officer.

**c. Cadets Traveling Home With Others.** Senior staff must ensure that each cadet in their charge travels home in accordance with his or her parents' instructions. Do not release minor cadets to travel home except with the individuals designated by the parent(s). CAP's role is to ensure minor cadets do not suddenly change their itineraries without parental permission.

**d. Participants Driving Home on Their Own.** Having completed a busy week of activities, participants may be more fatigued than they realize. Senior staff must ensure that participants are sufficiently rested for the drive home (especially if driving solo) before releasing them from encampment. A suggested best practice is for the safety officer to personally check the sleep plan of each participant-driver the day prior to and morning of departure.

**e. Parents Attending Graduation.** The encampment should try to avoid making parents, who face long drives home, stand around for an hour or more after graduation ceremonies have ended before dismissing their cadets. The senior staff should try to have the cadets fulfill all dormitory clean-up duties and close-out obligations prior to graduation. When impatient parents are made to wait an hour or more before departing, the encampment risks spoiling its hard-earned goodwill from those parents.