



# CAP REGULATION 60-2

1 MARCH 2018

Cadet Programs

## CADET PROTECTION PROGRAM

This regulation outlines CAP's strategy for protecting cadets from the risk of abuse and establishes requirements regarding standards of practice, training, and reporting reasonable suspicions of abuse.

### SUMMARY OF CHANGES

This regulation replaces CAPR 52-10, February 2015. Substantive changes since the previous edition include:

- New guidance on bullying has been added (1.5.5 & 2.3).
- The section on adult / cadet fraternization has been amplified (2.2.3).
- "Sexting" is now specifically prohibited with cadets (2.2.4).
- Members who violate key standards of practice are now subject to certain penalties (2.10).
- Cadets over age 18 are required to report any reasonable suspicions of abuse (4.2).
- A process chart is available, illustrating CAP's response to cadet protection incidents (Attachment 3).
- References to CAP publications have been updated to reflect their new designations under the CAP publication reengineering program.

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## CHAPTER 1. CAP'S COMMITMENT TO YOUTH SAFETY

1.1. Overview. This regulation describes the CAP Cadet Protection Program (CPP), an evidence-based strategy for protecting cadets' safety and well-being while ensuring that adult volunteers are prepared to instruct, mentor, and supervise them using positive methods. This regulation:

- discusses CAP's protective strategy,
- identifies standards of practice governing how adult CAP members interact with cadets and how cadets interact with one another,
- establishes training requirements, and
- explains how to report and how CAP will respond to potential cadet protection concerns and allegations of abuse.

1.2. Roles & Responsibilities. This section summarizes key responsibilities only and is intended to help readers understand how leaders at various CAP echelons contribute to the CPP's success.

1.2.1. Board of Governors. The Board of Governors (BoG) establishes cadet protection policies consistent with the best practices for out-of-school time (OST) youth programs, and provides strategic leadership and oversight.

1.2.2. National Commander. The National Commander (CAP/CC) ensures that CAP conducts all cadet activities consistent with the BoG's policy and monitors the policy's effectiveness.

1.2.3. National Headquarters.

1.2.3.1. Cadet Programs. The National Cadet Team (CAP/CP) is the office of primary responsibility (OPR) for the CPP, which includes the underlying policies, standards of practice, and training materials. This office advises commanders and directors of cadet programs on CPP matters.

1.2.3.2. The General Counsel (CAP/GC) is the CAP Corporation's legal counsel and OPR for any allegation of abuse under this regulation.

1.2.3.3. The National Operations Center (NOC) is the after-hours resource for commanders needing to contact National Headquarters. They can be reached at 888-211-1812 x300.

1.2.4. Unit Commanders. Unit commanders at the region level and below, assisted by their director of cadet programs (or functional equivalent), ensure that the cadet activities hosted by their unit, and all cadet activities hosted by subordinate units, comply with this regulation. Further, unit commanders ensure that their individual members comply with the CPP.

1.2.5. Adult Leaders. Adult leaders are senior members and others (see 1.5.7) who interact with cadets. Adult leaders have a duty to act in loco parentis (in the place of parents), protecting the cadets' well-being as a reasonable adult would for the benefit of his or her own children. In relation to cadets, adult leaders are authority figures functioning as instructors, mentors, and supervisors. They do not permit their superior / subordinate relationship with cadets to deteriorate into a peer relationship.

1.2.6. Cadets. Cadets are young people voluntarily enrolled in the CAP Cadet Program who are preparing themselves for leadership and success in adult life. Cadets participate in an Air Force-style program environment. They fulfill their Cadet Oath, look after their wingman, and abide by the Core Values to the best of their ability.

1.3. Waivers, Supplements, & Operating Instructions. Local commanders will not add to nor subtract from the various standards articulated in this regulation, unless the affected wing and region commander endorses the proposed supplement or waiver and CAP/CP and CAP/GC jointly approve it. To maintain a single CAP-wide standard as much as possible, requests for supplements and waivers will not ordinarily be approved unless the local environment is substantially unusual.

#### 1.4. Key Organizational Policies.

1.4.1. The Cadet Environment. Civil Air Patrol conducts its Cadet Program in a positive, safe, age-appropriate environment that follows a military model emphasizing Air Force traditions and values. Cadets have opportunities to lead, encounter challenges, and have fun as they work to become “Dynamic Americans and Aerospace Leaders.” The key traits of cadet life discussed in CAPR 60-1, *Cadet Program Management*, 1.6, inform commanders of the desired look and feel of cadet activities.

1.4.2. Commitment to Safety. CAP policy asserts that there is no place for physical, sexual, or emotional abuse in any of its programs. CAP will report to law enforcement all reasonable suspicions of child abuse and other criminal activity as required by local law, and it will cooperate with law enforcement investigations. Attachment 3 displays the internal process CAP uses in making reports to law enforcement.

1.4.3. Supremacy of Law. Because of their professional responsibilities, some CAP members are required by state laws to report suspicions of child abuse to local authorities. If ever this regulation conflicts with a state or federal law, the law shall govern CAP’s conduct.

1.4.4. Scope. This regulation governs all CAP activities and applies to all CAP members, except as noted. Further, CAP-USAF/CC has directed in a separate document (see Attachment 5) that all CAP-USAF personnel will abide by this regulation when they interact with CAP cadets.

#### 1.5. Definitions. In the context of this regulation, the terms below carry the following definitions:

##### 1.5.1. Abuse. Federal law (42 USC §5101) defines abuse as:

*“Any recent act or failure to act on the part of a parent or caretaker (e.g. CAP adult leader) that results in death, serious physical or emotional harm, sexual abuse, or exploitation, or alternatively, an act or failure to act that presents an imminent risk of serious harm.”*

1.5.1.1. Actions can violate this regulation without rising to actual abuse. See “boundary concerns” in 1.5.6.

1.5.1.2. In CAP’s military-style training environment, it is important to distinguish emotional abuse, which by definition inflicts serious harm, from an inappropriately high training intensity, which, though momentarily unpleasant is not abusive because it does not inflict serious harm. See 2.6 for guidance on training intensity.

1.5.2. Cadet Sexual Abuse. Building upon the definition of “abuse” in the paragraph above, cadet sexual abuse includes:

1.5.2.1. all sexual contact between an adult leader and a cadet, regardless of whether there is deception, and regardless of the cadet’s understanding of the activity’s sexual nature;

1.5.2.2. sexual contact that is accomplished by force or threat of force, regardless of the age of the participants;

1.5.2.3. sexual contact between an older and a younger cadet if there is a significant disparity in age, development, or size, rendering the younger cadet incapable of giving informed consent;

1.5.2.4. sexual penetration or sexual touching;

1.5.2.5. non-contact sexual acts such as exposure, voyeurism, or indecent video recording or broadcasting; and

1.5.2.6. sexual contact between a cadet and another member that is in violation of law.

1.5.3. Reasonable Suspicion of Abuse. A CAP member may form a reasonable suspicion of abuse when two factors are present: first, the member has specific, credible information that a cadet has been hurt or harmed by another person, and second, another experienced adult leader would suspect abuse if given the same information. It is possible to have a reasonable suspicion of abuse without having proof of abuse.

1.5.4. Hazing. Hazing is any conduct whereby someone causes another person to suffer or to be exposed to any activity that is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Questions of hazing often pertain to the intensity level of military-style training in Cadet Programs. Training intensity is evaluated in context. For example, a training intensity that is too stern and demanding for a unit meeting may be appropriate at an encampment. See CAPP 60-15, *Cadet Protection Implementation Guide*, for guidance on training intensity.

1.5.5. Bullying. For the purposes of the CPP, CAP considers bullying to be a form of misconduct sometimes exhibited by adolescents that falls short of abuse by not causing serious harm under the definition above (1.5.1).

1.5.5.1. Federal Definition. Borrowing from the U.S. Department of Health and Human Services' [StopBullying.gov](https://www.stopbullying.gov) program, CAP defines bullying as:

*"Unwanted, aggressive behavior among cadets that involves a real or perceived power imbalance. The behavior is repeated, or has the potential to be repeated, over time. Bullying includes making threats, spreading rumors, and attacking someone physically or verbally."*

1.5.5.2. Where & When Bullying Occurs. Bullying could occur at CAP activities, while traveling to and from CAP activities, over social media, or even outside of CAP activities.

1.5.6. Boundary Concern. A boundary concern occurs when a member is noncompliant with CPP standards of practice (see chapter 2) and that improper conduct does not amount to abuse as defined in this regulation.

1.5.7. Adult Leader. CAP has a number of membership categories available to adults who serve in a supervisory and mentoring role over cadets. The term "adult leader" is used in this regulation as a shorthand for all members who supervise cadets, but the term does not include cadet members.

1.5.8. Adult Member. An adult member is an individual who has attained the age of majority, based on the jurisdiction where they are physically present, and is assigned to any CAP membership category. College-age cadets, for example, are often adult members, depending upon the age of majority in a given jurisdiction.

1.5.9. Guests & Visitors. Guests and visitors are non-CAP members who interact with cadets at CAP activities. Examples include guest speakers, prospective members, CAP-USAF members, officials from the host installation, visiting dignitaries, etc. For standards of practice, see 2.4.11.

1.5.10. Project Officer. A project officer is a member who, via the unit commander's authority, is the on-scene officer in charge of an activity and is therefore responsible for conducting the activity in accordance with CAP regulations. Encampment commanders, activity directors, officers in charge, and similar positions are examples of project officers.

1.5.11. Field Conditions. Field conditions are off-road, backcountry training environments where the nearest road cannot be reached on foot within 15 minutes or less.

1.5.12. Sexting. "Sexting" is the practice of sending or posting sexually suggestive text messages or images including nude or seminude photographs via cell phones, tablet, or any electronic device.

1.6. Preventive Philosophy. CAP developed its overall CPP using the Centers for Disease Control and Prevention's publication, *Preventing Child Sexual Abuse in Youth-Serving Organizations* (2007) as a guide, in cooperation with academic researchers and practitioners from outside agencies. CAP pursues a preventive philosophy built upon the five pillars described below:

1.6.1. Screening. CAP conducts criminal background checks to keep known offenders from joining. But because academic researchers have found that youth-serving organizations need to guard against abuse by individuals who have no prior record of conviction, screening alone could be insufficient.

1.6.2. Standards of Practice. CAP utilizes a set of standards, tailored for its particular cadet environments, governing how members will interact with cadets and how cadets will interact with one another. These practices ensure cadet activities are adequately supervised, keep 1-on-1 contact to a minimum, and identify boundary concerns that could precede abuse.

1.6.3. Monitoring. CAP regularly monitors compliance with the CPP, particularly the standards of practice and training requirements. Having regulations is meaningless if the regulation's standards are not monitored and enforced. Ideally, the senior leaders who monitor cadet activities will "catch people doing things right," reinforce that positive behavior, and create a culture of wholesomeness. Monitoring can also uncover possible boundary concerns or abuse.

1.6.4. Reporting. CAP specifies clear channels for reporting suspicions of abuse and possible boundary concerns. If an immediate supervisor or commander is part of the problem, the member may report to a higher level commander or other official in accordance with CAPR 20-2, *Complaints*.

1.6.5. Training. CAP mandates that all adult members who interact with cadets will receive training in the CPP, and that cadets will receive age-appropriate training on how to be "capable guardians" against the potential for abuse. CAP also provides parents with information about CAP standards of practice and strategies for preventing abuse of cadets and responding to a possibly abusive incident.

1.6.6. Conclusion. All five of these CPP pillars, working in concert, provide a comprehensive, systematic approach for mitigating the risks of cadet abuse. Moreover, the comprehensiveness of the CPP gives adult leaders peace of mind in knowing that if they follow the CPP, they will be doing their part to keep cadets safe and to protect themselves, too.

## CHAPTER 2. STANDARDS OF PRACTICE

2.1. Continuum of Positive, Negative, & Abusive Conduct. See CAPP 60-15 for specific examples of conduct that CAP regards as positive, negative but not abusive, and abusive per this regulation and federal law.

### 2.2. Decorum & Fraternization.

2.2.1. Decorum. All members are expected to conduct themselves in a professional and appropriate manner at CAP meetings or activities.

2.2.2. Cadet-to-Cadet Fraternization. It is not inherently improper for cadets to have personal or romantic relationships with other cadets; however, relationships between cadets of substantially different ages or grades, or between cadets within the same chain of command, are discouraged. Cadets will not engage in inappropriate touching or displays of affection by kissing, hugging, or similar conduct while at a CAP activity.

2.2.3. Adult Leader-to-Cadet Fraternization. Adult leaders will not date or have an intimate romantic relationship with a cadet at any time, regardless of the circumstances. This requirement is known as the “bright-line rule.” This policy exists for at least two reasons. First, adult leaders have intrinsic supervisory authority over cadets, creating a power imbalance that renders any sort of “consensual” romantic relationship problematic and potentially abusive and predatory. Second, when adult leaders and cadets develop relationships as peers, the adult leader’s status as an authority figure is degraded, thereby harming the learning environment for the entire cadet community. Peer-to-peer relationships between adult leaders and cadets are prejudicial to the Cadet Program’s good order and discipline. See 1.2.5 for adult leaders’ roles and responsibilities.

2.2.4. Sexting. No member shall send a sexually suggestive text message or image to a cadet, nor send or post to the internet sexually suggestive texts or images about a cadet. Similarly, no member shall request or encourage a cadet to send or post to the internet sexually suggestive texts or images.

2.3. Cadet-on-Cadet Bullying. CAP does not tolerate bullying, which is defined in 1.5.5 above. Local leaders will be alert to the potential for bullying and, if observed, will intervene to stop it. Local leaders will discipline cadets who engage in bullying, by using CAP’s system of progressive discipline (see CAPR 60-1, 3.4). In the rare instance of bullying escalating to bona fide abuse under 1.5.1, CAP will respond to that abuse as discussed in chapter 4.

### 2.4. Universal Standards of Practice. These standards apply across all aspects of the Cadet Program.

2.4.1. Authorization for Activities. Every cadet activity must operate under the authority of the commander of the hosting unit. Commanders frequently delegate operational control over the activity and the authority to direct all participating members to a project officer.

2.4.2. Notification of Activities. Whenever reasonably possible, cadet activities will be scheduled at least 2 weeks in advance and announced on a web-based calendar that enables cadets’ parents to verify that a purported event is indeed an official activity. In the rare instance that a short-notice activity arises, the unit commander or project officer will notify parents of the event at the earliest opportunity.

2.4.3. Open Access. All CAP activities will be open to parental observation. Secret meetings are not permitted. Commanders and project officers will make reasonable accommodations to allow parents open access during the duty day. However, some environments such as operational missions and flying cannot accommodate non-members. Some activities hosted on military installations and other third-party

secure facilities offer only limited access to civilians. In such instances, parental access might be limited to certain specially-designated times.

2.4.4. Two-Deep Leadership. CAP's general policy is that every cadet activity must be supervised by at least two adult leaders who are in "Approved" status in eServices (see CAPR 39-2, Civil Air Patrol Membership). CPP training materials explain how that principle is put into practice. There are three exceptions to the "two deep leadership" rule:

2.4.4.1. cadet flying, explained in 2.7.1;

2.4.4.2. real-world operational missions (not training) conducted under CAPR 60-3, *CAP Emergency Services Training and Operational Missions*; and

2.4.4.3. chance encounters, prior relationships, professional relationships, membership in other organizations, and children's friends, as explained in 2.8.3.

2.4.5. Proximity of Supervisor. Because each physical environment, mixture of cadets' grades and ages, and nature of activity is different, CAP does not set a firm rule regarding the proximity between a group of cadets and their adult leader supervisor. If supervisors do not have direct line of sight contact with cadets, they must nevertheless be aware of where the cadets are, what they are doing, and check up on them periodically.

2.4.6. Semi-Private Discussions. Adult leaders who need to mentor or counsel cadets individually during official activities should do so in the presence of a third person when reasonably possible. Alternatively, one-on-one meetings are permitted if conducted in a semi-open setting (e.g. office door kept ajar, or conversing away from, but in sight of, the group, or other circumstances). Cadets are prohibited from meeting one-on-one in a closed environment; an adult leader must be present or other arrangements must be made to minimize the risk of misconduct, such as keeping the door fully open.

2.4.7. Transportation & Rule of Three. When adult leaders transport cadets to, during, or from CAP activities, they must follow the "transportation rule of three" by ensuring the carpool party consists of at least three persons (e.g., adult leader-driver plus two cadets; or adult leader-driver, second adult, and one cadet). Adult leaders who transport family members or cadets known through relationships existing prior to their CAP membership (see 2.8.3.2.) are exempt from the rule of three. Regarding liability insurance, transportation to and from CAP activities via member-owned vehicles is not official travel and is therefore conducted at the member's risk.

2.4.8. Parental Permission for Special Events. The unit commander or project officer must ensure that minor cadets who wish to participate in activities beyond weekly squadron meetings or taking place in a location other than the unit's normal meeting facility or local airport obtain written parental authorization via the CAPF 60-80, Civil Air Patrol Cadet Activity Permission Slip. Cadets who have reached the age of majority may self-authorize their participation; parent or guardian authorization is not required. Units may modify the CAPF 60-80 to meet local needs, provided all data required on the national-level form is included on the local version.

2.4.9. Favoritism & Gifts. Favoritism is to be avoided as much as is reasonably possible. Adult leaders are expected to make a good faith effort to avoid favoritism and to support each individual cadet in their sphere of responsibility with an appropriate amount of individualized attention.

2.4.10. Social Media. CAP assumes that social media will continue to evolve and that CAP rules cannot possibly keep up with the idiosyncrasies of the various platforms. CAP's general policy is that when



adult leaders interact with cadets via social media, they will make reasonable attempts to limit cadets' access to content that is of a personal, non-CAP, or non-professional nature.

2.4.11. Guests & Visitors. Guests and visitors may interact with cadets only in the presence of an adult leader who has completed CPP screening and training per chapter 3. Local leaders will ensure that guests and visitors conduct themselves in an appropriate manner.

2.5. Standards of Practice for Overnight Activities. These standards are in addition to those listed in 2.4.

2.5.1. Sign-In and Sign-Out. At overnight activities, all participants must sign-in upon arrival and sign-out upon departure with the project officer (or designee). Accordingly, the project officer will be held accountable for the whereabouts of all participants registered in attendance at that activity.

2.5.2. Co-Ed Supervision. Ideally, the staff of adult leaders supervising an activity should include adults of the same gender(s) as the participating cadets, but that is not a requirement. Co-ed cadet activities may proceed without a co-ed adult staff. However, if an activity's adult leaders are of a single gender, that fact will be publicized in advance and noted on the CAPF 60-80 so that parents and cadets can make an informed decision about their participation.

2.5.3. Adult Leaders' Quarters. No adult leader will lodge with a cadet in a hotel room, dorm room, or tent sheltering fewer than 10 people, unless of the same immediate family. Adult leaders will be lodged separate from, but near the cadets. In an open-bay barracks environment, one or two adult leaders may be assigned to beds on either end of the cadets' bay, but it is preferable that the adult leaders be lodged in the small rooms that are sometimes adjacent to the bay.

2.5.4. Segregation by Age & Gender. Male and female cadets will be assigned to separate quarters. Commanders or project officers will establish clear guidelines as to when and how personnel of one gender may enter areas designated for personnel of the opposite gender. Makeshift barriers are acceptable; in a gymnasium setting, for example, males might sleep on the gym floor and females on the gym stage and behind the stage curtain, or something similar. Further, in dorm-like settings, age should be considered when assigning roommates. For authorized best practices regarding lodging of transgender cadets, see CAPP 1-10, Suggested Best Practices for Including Individuals with Special Needs.

2.5.5. Hotel-Based Events. CAP conducts some activities such as annual conferences in hotels or hotel-like settings. Because this environment often makes supervision difficult, the project officer (i.e.: wing conference organizer) must ensure that each cadet is assigned to a specific adult leader who is responsible for supervising the cadet. Contact information for the project officer, designee, or command post will be provided to unit commanders and parents. Further, the project officer (or designee) for hotel-based events will:

2.5.5.1. Prior to cadet arrival, conduct a risk management analysis of the event, set ground rules, and identify off-limits areas. (Examples of factors meriting risk management analysis could include sight-seeing around town, interactions with the general public, access to fitness and pool areas, access to shopping and restaurant areas, etc.);

2.5.5.2. Convene a group meeting of all cadets at the start of the day, during the day as necessary, and just prior to lights out;

2.5.5.3. Require cadets to move about the property in groups of three or more, when outside the main training area;

2.5.5.4. Require cadets to be accompanied by at least two adult leaders when leaving the property (e.g. sightseeing, excursions for dinner);

2.5.5.5. Designate a location, when reasonably feasible, where cadets can socialize, and;

2.5.5.6. Make the above rules (2.5.5) available to cadets in writing (e.g., individual hard copies, or via email, or posted in a designated space).

2.5.6. Personal Care Time. CAP will respect cadets' reasonable expectations of privacy during times designated for sleeping, dressing, and showering. If all participants share a single shower facility, adult leaders and cadets will use the showers at separate times. Ranking cadets will maintain good order in the shower area when cadets use it. Adult leaders are not to enter the shower and latrine areas during cadets' personal care time except in case of emergency. Devices that have cameras are prohibited from the shower and latrine areas and must be stowed away when cadets are undressing in the dorm or barracks area.

2.5.7. Travel on Commercial Airlines. When cadets travel to CAP activities via commercial airlines, the project officer (e.g. conference organizer, NCSA director, etc.) will ensure that an adult leader meets the cadets at the activity's designated airport for arrivals or ensure that the cadets have access to a shuttle bus, for hotel-based activities. For the return trip, because airport security prevents non-flying adult leaders from accompanying cadets to their gates, CAP releases cadets from the activity upon their departure for the airport. However, the project officer will ensure cadets can reach an adult leader via telephone in case of travel difficulties. Project officers will communicate these principles to cadets' parents in the activity's welcome letter.

2.6. Standards of Practice Regarding Training Intensity. The Cadet Program follows an age-appropriate, military-style training model based on Air Force traditions, as discussed in CAPR 60-1, 1.6 and CAPP 60-15. These standards are in addition to those listed in 2.4.

2.6.1. Alignment of Training Goals & Training Intensities. Adult members who supervise cadets must ensure that the activity's training goals and the intensity level of military-style training are age-appropriate and properly aligned. CAPP 60-15 discusses this principle in depth. In a training environment, even members of the cadet cadre are learning, and it is to be expected that they will sometimes pursue an inappropriately high training intensity. The system of boundary concerns allows cadet cadre room to make mistakes and learn from them without adult leaders having to respond via formal disciplinary action. Nevertheless, commanders shall not tolerate inappropriate training intensity levels for extended periods of time; if a situation does occur, the ranking officer (by duty assignment) on-scene is responsible for correcting the training methods so that they match the guidelines of CAPP 60-15.

2.6.2. Mismatched Goals & Intensities.

2.6.2.1. An inappropriately high level of training intensity does not meet this regulation's definition of abuse or hazing unless it causes serious physical harm or serious emotional harm. Inappropriate yelling, using exercise as punishment, and creating an overly-stressful environment and other conduct listed in CAPP 60-15 are examples of inappropriately high training intensities that will be treated as boundary concerns.

2.6.2.2. If the act causes serious emotional harm or serious physical or sexual harm it is then deemed abusive. CAPP 60-15 provides examples.

2.6.3. Hazing. Hazing is abusive conduct that takes the form of physical, emotional, or sexual abuse. Hazing shall not be tolerated in CAP, and as with any other instance of suspected abuse, must be

reported per chapter 4. To avoid mistakenly deeming that hazing has occurred, first review 2.6.1, 2.6.2, and CAPP 60-15.

2.7. Standards of Practice: Special Environments. These standards are in addition to those listed in 2.4.

#### 2.7.1. Flying.

2.7.1.1. Orientation Flights. In powered aircraft, whenever reasonably possible, orientation flights involving cadets should be made with three individuals on board: a pilot and two passengers. The nature of gliders makes that impossible, so glider flights are permissible with just one instructor and one cadet on board.

2.7.1.2. Waiting to Fly. If the unit anticipates that cadets will be waiting on the ground more than 30 minutes for their turn to fly, at least two adult leaders will provide supervision. If the wait is anticipated to be 30 minutes or less, only one adult leader on the ground is needed to supervise.

2.7.1.3. Flight Instruction. Two-deep leadership is not required aloft, when an adult leader is providing formal flight instruction to a cadet. The recommended best practice is to follow a “rule of three” where three people are aboard the aircraft (the cadet plus two other crew members). Weight and balance restrictions must be followed, and if the cadet is pilot in command, the other crew members must be senior members. On the ground, mission briefing and debriefing is also exempt from two-deep leadership requirements, but should be conducted in a public setting. All other one-on-one interactions between instructor and cadet are prohibited.

2.7.1.4. Operational Missions. Two-deep leadership is not required when a cadet serves as aircrew on an operational mission. The recommended best practice is to follow a “rule of three” where three people are aboard the aircraft (pilot, cadet, and a backseat passenger).

2.7.2. Activities Above Squadron Level. In planning cadet activities above squadron level, cadet staff interact closely with adult leaders from outside their home unit, and consequently are unknown to the cadet’s parents. Examples include CAC representatives interacting with the wing director of cadet programs, and cadet cadre at encampment interacting with the commandant. In such instances, adult leaders are encouraged to introduce themselves to the parents (e.g.: phone, email, or in-person) at the commencement of the project and briefly explain their roles and the duration of the project.

2.7.3. Field Rule of Four. In backcountry field conditions (see 1.5.11), where cadets participate in day hikes, bivouacs, orienteering courses, and the like, injuries are more likely to occur than when cadets are in a classroom environment, thereby making it necessary to take extra precautions. In field conditions, the smallest subgroup must have at least 4 members so that if one person becomes injured and unable to move, a second person can stay with the first, and the third and fourth persons can go for help together. During operational missions, training or actual, the incident commander may waive the field rule of four. Ground teams of 3 personnel are authorized with one adult and two cadets, or two adults and one cadet.

#### 2.8. Interactions Outside of CAP Activities.

2.8.1. Email and Open Social Media. When adult leaders need to communicate with cadets in the interval between official activities, if reasonably possible they will do so via email or social media that is visible to other members. With email, adult leaders will include their supervisor or director of cadet programs in the distribution, except for very brief messages or email traffic distributed to two or more members.

2.8.2. Closed Media. Texting, private messaging, webcams, and similar forms of electronic communication that third parties cannot easily monitor are permitted only for very brief messages of an official nature. Adult leaders may not engage in lengthy one-on-one telephonic conversations with a cadet who is not a family member. A third party must be online for any conversation lasting over a few minutes.

2.8.3. Personal Contact Outside of CAP Activities. Normally, cadets and adult leaders are not permitted to have significant contact outside of official CAP activities. However, CAP recognizes that there are a limited number of situations in which contact between adult leaders and cadets outside of authorized meetings and activities may occur because of chance encounters, pre-existing relationships, or other situations described below.

2.8.3.1. Chance Encounters. Brief conversations between adult leaders and cadets resulting from chance encounters in the community are permitted.

2.8.3.2. Prior Relationships. Non-romantic relationships between adult leaders and cadets that existed prior to one of the individuals joining CAP (e.g. family, neighbors, coworkers, etc.) are not improper and may continue, including substantial contact outside of CAP activities. However, all CPP standards of practice will continue to apply during CAP activities except the “transportation rule of three” (2.4.7) is not applicable. Adult leaders with prior relationships with cadets may transport those cadets to and from CAP activities under one-deep leadership with the parent’s permission.

2.8.3.3. Professional Relationships. Relationships of a professional nature between adult leaders and cadets (e.g. teacher/student, doctor/patient, clergy/congregant, etc.) are not improper, and substantial contact outside of CAP activities may occur, provided the interactions are made in the context of the professional relationship.

2.8.3.4. Other Organizations. An adult leader’s and cadet’s mutual membership in another organization is not improper, and substantial contact outside of CAP activities may occur when the interactions are made expressly for the purpose of participating in that organization’s activities (e.g. a cadet and senior join a radio club and interact there IAW club rules).

2.8.3.5. Children’s Friends. When cadets become personal friends and a member of one of the families is an adult leader, the adult leader’s interactions with their child’s friend outside of CAP activities in a non-CAP capacity are not improper. However, all CPP standards of practice will continue to apply during CAP activities.

2.9. Responding to Boundary Concerns. To protect cadets from harm, CAP asks every adult leader – not just commanders and supervisors – to observe their fellow members’ interactions with cadets and intercede if they see a member failing to follow the CPP standards of practice. Most boundary concerns arise inadvertently, while in very rare instances boundary concerns may otherwise precede more serious misconduct, including abuse. Some ways that peers, supervisors, and commanders may respond to boundary concerns include:

2.9.1. Peer Correction. As peers, adult leaders may correct one another through informal, friendly reminders about CPP standards of practice, regardless of differences in grade or position. Such a collegial approach successfully resolves the vast majority of boundary concerns. If a member is unsure whether an informal reminder has corrected the situation, the member should consult with the unit commander or supervisor.

2.9.2. Supervision. Commanders and supervisors may provide closer supervision and/or mentoring to the noncompliant member. Such a response is recommended if a member has not corrected his or her behavior in response to multiple informal, friendly reminders.

2.9.3. Remedial Training. Commanders may require noncompliant members to complete remedial CPP training. Cadets would re-take the Cadet Wingman Course. Adult leaders would re-take the Cadet Protection Basic and/or Advanced Course, as determined by the commander.

2.9.4. Progressive Disciplinary Action. Commanders may respond to noncompliant adult leaders through other progressive disciplinary actions including written warnings, suspensions, or terminations.

2.9.5. Conclusion. The collegial monitoring of one another's interactions with cadets is one of the five pillars of CAP's preventive philosophy discussed in 1.6. When local leaders lead by example in their monitoring and mentoring, would-be abusers' schemes are frustrated, and cadets are better protected.

2.10. Consequences of Violating Key Standards of Practice. Unit commanders will impose a minimum punishment of a 60-day punitive membership suspension (in addition to any suspension ordered for the purpose of conducting an investigation), plus a minimum 1-step demotion in grade, if they determine that an adult leader has willfully and deliberately violated one of the key standards of practice listed below.

2.10.1. Cadet Fraternization. Permitting inappropriate cadet-to-cadet fraternization at a CAP activity when the adult leader knew of or reasonably suspected the improper relationship and failed to take reasonable actions to stop or prevent further fraternization (see 2.2.2 and 2.5.4)

2.10.2. Bright-Line Rule. Violating the "bright-line rule" governing adult leader and cadet fraternization (see 2.2.3.)

2.10.3. Sexting. Sexting with a cadet (see 2.2.4.)

2.10.4. Adult Quarters. Lodging in the same room or tent with a cadet who is not a member of the adult's immediate family (see 2.5.3.)

2.10.5. Personal Care. Showering, nudity, or partial nudity in the presence of cadets, or deliberately observing cadets shower or be in a state of nudity or partial nudity (see 2.5.6.)

2.10.6. Drugs or Alcohol. Any violation of the CPP where illegal drugs or alcohol are given or offered to a cadet, or where the adult leader was intoxicated or under the influence of illegal drugs

2.10.7. Abuse. For consequences of abusive behavior see 4.4 through 4.6.

2.10.8. Further Guidance. For information about suspension procedures, see CAPR 35-1, *Assignment and Duty Status*. For information about demotion procedures, see CAPR 35-5, *CAP Officer and NCO Appointments and Promotions*.

### CHAPTER 3. SCREENING, TRAINING & COMPLIANCE

3.1. Screening of Potential Adult Members. Prospective members will be screened at the unit and national levels before being granted membership. See CAPR 39-2, *CAP Membership*, for details.

3.2. Cadet Protection Basic Course. This course is an introduction to child sexual abuse and CAP Cadet Protection Policies, with a special emphasis on the standards of practice. Members obligated to complete this course must refresh their training every 48 months. This course is available in online and classroom formats. The course home page is [gocivilairpatrol.com/cadetprotection](http://gocivilairpatrol.com/cadetprotection).

3.2.1. Required Participants. All adult members must satisfactorily complete the Cadet Protection Basic Course. New members complete this course in conjunction with the Level I Orientation Course. To make it easy for cadets to comply with the training requirement, cadets become eligible to participate in the course upon reaching age 17.

3.2.2. Non-Compliance. Adult leaders who do not complete the Cadet Protection Basic Course within 60 days of joining CAP, or who fail to refresh their training every 48 months, are prohibited from participating in any CAP activities. Cadets who do not complete the training before their 18th birthday are ineligible to earn cadet promotions until they complete the training. A report of non-complying members is available to commanders in eServices.

3.2.3. Records, Expiration & Open Access. The course's graduation credit is recorded in eServices and expires after 48 months. Members may voluntarily refresh their training as they desire. Members who complete the Cadet Protection Advanced Course (3.3) may renew that credential in lieu of renewing their Basic Course credential.

3.3. Cadet Protection Advanced Course. This course prepares commanders and key staff members to take a leadership role in the screening process of potential members, and informs them how to resolve CPP matters. Completion of the basic course is a prerequisite to enrolling in this advanced course. Members obligated to complete this course must refresh their training every 48 months. It is available only online at [gocivilairpatrol.com/cadetprotection](http://gocivilairpatrol.com/cadetprotection).

3.3.1. Required Participants. Members must complete the Cadet Protection Advanced Course before being assigned to the following positions: commander, deputy commander, vice commander (group or higher), chief of staff (wing or higher), director of cadet programs (group or higher), and inspector general. Further, encampment commanders, commandants of cadets, and NCSA directors and deputies are also required to complete the course.

3.3.2. Non-Compliance. Members whose training expires are automatically prohibited from accessing eServices until they renew their graduation credential.

3.3.3. Records, Expiration & Renewed Access. Graduation credit is recorded in eServices and expires after 48 months. Members may voluntarily refresh their training as they desire.

3.4. Cadet Wingman Course. This course provides an age-appropriate introduction to youth protection and more. It combines four main topics that at first glance might not appear to fit together: Core Values, the wingman concept, safety, and cadet protection. The wingman concept is what connects the topics and provides the lesson's central theme, which is to use a wingman to aim for excellence, stay safe, and have fun. The course is conducted in-person at the squadron using materials available at [gocivilairpatrol.com/cadetwingman](http://gocivilairpatrol.com/cadetwingman).

3.4.1. Required Participants. All cadets working toward Achievement 1 will complete this course as part of their training in Achievement 1's character development task.

3.4.2. Instructors. The unit commander may assign any senior member to serve as the instructor, and cadet NCOs and officers may serve as assistant instructors.

3.4.3. Non-Compliance. Any cadet who completes Achievement 1 has by definition met the course requirements. Cadet airmen basics who have not yet completed Achievement 1 do not experience any penalty for having not yet completed the course.

3.4.4. Records, Expiration & Open Access. The course's graduation credit is recorded in eServices and does not expire. All members, parents, and guardians may access the instructional materials at any time.

3.5. Parents' Guide. CAPP 60-12, *Parents' Guide to the CAP Cadet Program*, is available to the parents or guardians of all cadets. Although not formatted as a course of study, this resource communicates to parents basic facts about CAP, the CPP in particular, important strategies for preventing child abuse, how to report concerns or potentially abusive incidents, and other topics. The *Parents' Guide* is available online in English and Spanish at [gocivilairpatrol.com/parents](http://gocivilairpatrol.com/parents).

3.6. Inspecting & Verifying Compliance With Cadet Protection Policies. CAP ensures compliance with CPP via multiple methods.

3.6.1. Compliance Inspections. CPP compliance will be inspected via the compliance inspection and subordinate unit inspection. See CAPR 20-3, *Inspections*, for details on the inspection program. Inspectors may quiz adult leaders on CPP knowledge, and quiz cadets at random for awareness of CPP standards of practice.

3.6.2. Spot Checks. Commanders and directors of cadet programs may conduct no-notice spot checks into any of the objective requirements of this regulation during their interactions with cadet units or activities.

## CHAPTER 4. REPORTING & RESPONDING TO REASONABLE SUSPICIONS OF ABUSE

4.1. Immediate Safety. When reacting to a reasonable suspicion of abuse, the member's first priority is to ensure the cadet is safe from imminent harm.

4.2. Reporting Requirements. Adult members who develop a reasonable, good faith suspicion or belief that a cadet has been sexually abused, exploited, physically abused, neglected, or emotionally abused must report their suspicion to CAP through the chain of command.

4.2.1. Chain of Command. After ensuring the cadet's safety, the member will contact the wing commander via the chain of command. The wing commander will notify CAP/GC and the wing legal officer. After normal business hours, the point of contact is the National Operations Center, 888-211-1812 x300. Subsequently, CAP will ensure the affected parents or legal guardians are notified.

4.2.1.1. Fatalities. If the suspected abuse results in death, follow the guidance of CAPR 35-2, *Notification Procedures in Case of Death, Injury, or Serious Illness*.

4.2.1.2. Matters Involving CAP-USAF Personnel. When CAP members need to report reasonable suspicions of abuse involving CAP-USAF personnel, CAP members will follow the process of 4.2.1. and CAP/GC will forward the complaint to CAP-USAF/CC.

4.2.2. Process Flow Chart. See Attachment 3 for a flow chart depicting the process CAP uses when responding to a CPP incident.

4.2.3. Non-Compliance. Adult members who fail in their duty to report reasonable suspicions of abuse will be subject to disciplinary action. For a definition of "abuse" and "reasonable suspicion of abuse," see 1.5.1 and 1.5.3, respectively.

4.2.4. False Reports. Accusing someone of violating the CPP is a serious matter. The repercussions can affect an individual's personal and professional life. In reporting a reasonable suspicion of abuse, members must strictly limit their report to facts that they personally know to be true. If CAP determines that a member (including a cadet) made a report that he or she knew to be false, that individual will be subject to disciplinary action and referral to law enforcement.

4.2.5. CAP Reports to CAP-USAF. Within 48 hours of the initial report, CAP/GC will forward any complaints alleging sexual or physical abuse, any abuse that results in death, and any abuse that involves CAP-USAF personnel, to CAP-USAF/CC.

### 4.3. Access to Reporting Channels.

4.3.1. Self-Reporting. Members who believe they have been subject to abuse may file a complaint in accordance with CAPR 20-2. The CAP complaints process is available to cadets' parents or guardians, even if they are not CAP members themselves.

4.3.2. Cadets as Reporters. Cadets' training materials encourage them to report their reasonable suspicions of abuse to trusted adults, but unlike with adult members, CAP does not discipline cadets under age 18 for not reporting.

4.3.3. Parents as Reporters. Parents and guardians may report reasonable suspicions of abuse. CAPP 60-12, Parents Guide to the Civil Air Patrol Cadet Program, communicates that fact to parents and guardians.



4.3.4. Mandatory Reporters. As mentioned in 1.4.3, some members are required to report their suspicions of abuse to law enforcement due to their work-related responsibilities. Mandatory reporters will report in accordance with law, in addition to taking any other actions required by this regulation.

4.4. Membership Suspension. Immediately after receiving a report that alleges a reasonable suspicion of sexual, physical, or emotional abuse as described above, the commander will confer with the Wing/JA and/or CAP/GC. If legal counsel advises that the allegation does indeed represent a reasonable suspicion of abuse, the commander will immediately suspend the suspected member from CAP, in accordance with CAPR 35-1, *Assignment and Duty Status*, pending an internal investigation and, if applicable, the completion of a law enforcement investigation. Commanders who fail in this duty will be subject to disciplinary action.

4.5. Internal Investigations. The complaint and investigation process for allegedly abusive behavior is explained in CAPR 20-2. After reporting a reasonable suspicion of abuse, members are prohibited from undertaking any further action on the matter without specific authorization from CAP/GC.

4.6. Consequences of Abusive Behavior. Abusive behavior is always grounds for possible membership termination, and in the instances outlined below, termination is sometimes mandatory. For details on termination procedures, see CAPR 35-3, *Membership Termination*.

4.6.1. Sexual Abuse by Adults. For cases where an internal CAP investigation sustains a reasonable suspicion of sexual abuse by a member, the commander will terminate the suspected member.

4.6.2. Criminal Behavior. If a member's sexually, physically, or emotionally abusive behavior results in a criminal conviction, the commander will terminate the member.

4.7. National-Level Analysis. CAP/CP will analyze reports of abuse by type and frequency, compiling statistics annually to assist in the evaluation of the CPP and CPP training programs.

MARK E. SMITH  
Major General, CAP  
Commander

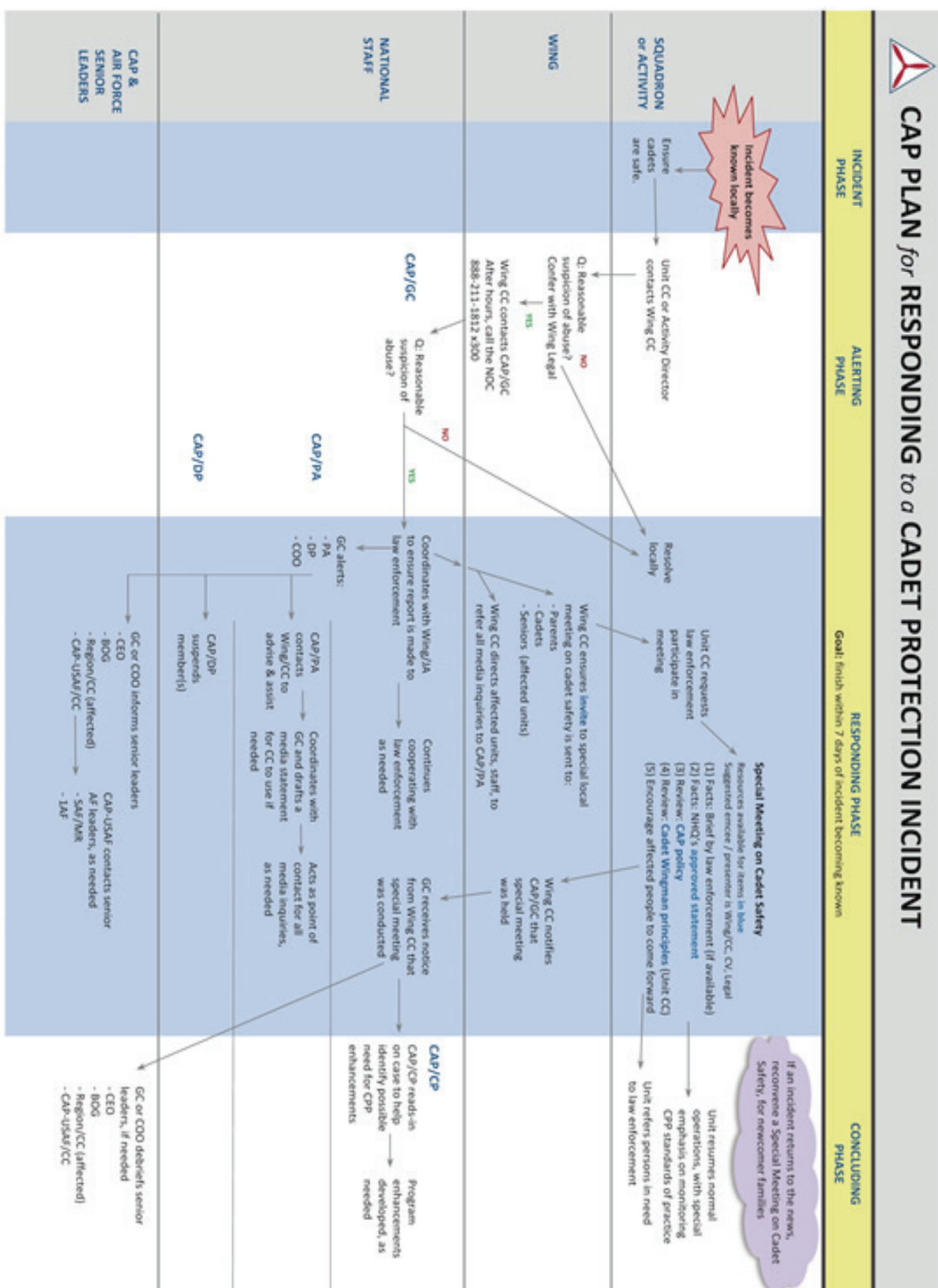
**ATTACHMENT 1. COMPLIANCE ELEMENTS**

<b>Checklist &amp; Tab</b>	<b>#</b>	<b>Compliance Question</b>	<b>How to Verify Compliance</b>	<b>Discrepancy Write-up</b>	<b>How to Clear Discrepancy</b>
SUI Tab B	1	Have all members who are required to complete cadet protection training done so?	eServices > Member Reports > Cadet Protection Course Completion Report  No discrepancy is issued if during the in-person portion of the SUI the unit voluntarily acknowledges the fact that inactive member(s) are non-compliant in their training and correctly identifies each by name.	(Discrepancy): [xx] (B1 Question 5). One or more members is non-compliant with cadet protection training (identify names, courses) and the unit commander did not voluntarily report this fact during the SUI IAW CAPR 60-2, 3.1 and/or 3.2.	If an active member, train the member and report completion. If an inactive member, submit a memo endorsed by the unit CC acknowledging that the member cannot participate in CAP activities until the training is completed.
SUI Tab B	2	Does the unit maintain a web-based calendar of cadet activities?	Visit unit website.	(Discrepancy): [xx] (B1 Question 6). The unit does not maintain a web-based calendar of cadet activities IAW CAPR 60-2, 2.4.2.	Unit CC will establish a web-based calendar.
CI Tab B	1	Have all members who are assigned to the headquarters squadron completed cadet protection training?	eServices > Member Reports > Cadet Protection Course Completion Report  No discrepancy is issued if during the in-person portion of the SUI the unit voluntarily acknowledges the fact that inactive member(s) are non-compliant in their training and correctly identifies each by name.	(Discrepancy): [xx] (B1 Question 5). One or more members is non-compliant with cadet protection training (identify names, courses) and the unit commander did not voluntarily report this fact during the SUI IAW CAPR 60-2, 3.1 and/or 3.2.	If an active member, train the member and report completion. If an inactive member, submit a memo endorsed by the unit CC acknowledging that the member cannot participate in CAP activities until the training is completed.
CI Tab B	2	Does the wing maintain a web-based calendar of cadet activities?	Visit wing website.	(Discrepancy): [xx] (B1 Question 8). The wing does not maintain a web-based calendar of cadet activities IAW CAPR 60-2, 2.4.2.	Wing CP will establish a web-based calendar.

**ATTACHMENT 2. REPORTING AND DUE DATES PRESCRIBED IN THIS REGULATION**

<b>Requirement</b>	<b>Due Date</b>	<b>Responsible Office</b>	<b>Reference</b>
Complete <i>Cadet Protection Basic Course</i>	Within 60 days of joining CAP or turning 18. Training must be refreshed every 48 months.	All adult members (cadets and seniors age 18+)	3.2
Complete <i>Cadet Protection Advanced Course</i>	Prior to being appointed to a designated position. Training must be refreshed every 48 months.	Unit CC, CD, CV, CS, CP, IG, encampment commanders, commandants of cadets, and NCSA directors and deputies	3.3
Complete <i>Cadet Wingman Course</i>	As a pre-requisite for Achievement 1	All cadets	3.4

**ATTACHMENT 3. CAP PLAN FOR RESPONDING TO A CADET PROTECTION INCIDENT: FLOW CHART**



**ATTACHMENT 4. GLOSSARY OF ABBREVIATIONS**

BoG	CAP's Board of Governors
CAP/CC	CAP's National Commander
CAP/CP	CAP's Cadet Programs Office
CAP/GC	CAP's General Counsel
CAP-USAF	The Air Force organization providing advice, liaison, and oversight to CAP
CAP-USAF/CC	The commander of CAP-USAF
CPP	Cadet Protection Program
IAW	In accordance with
NCSA	National Cadet Special Activities
NOC	National Operations Center
OPR	Office of Primary Responsibility
OST	Out-of-school time
WING/JA	The wing (state-level) legal officer

## ATTACHMENT 5. CAP-USAF LETTER ON CONTACT WITH CAP CADETS



DEPARTMENT OF THE AIR FORCE  
CIVIL AIR PATROL-UNITED STATES AIR FORCE (CAP-USAF) (ACC)  
MAXWELL AIR FORCE BASE, ALABAMA



20 October 2017

## MEMORANDUM FOR ALL CAP-USAF MEMBERS

FROM: HQ CAP-USAF/CC

SUBJECT: Contact with Civil Air Patrol Cadets

1. In order to protect the safety of both Civil Air Patrol (CAP) cadets and CAP-USAF members, all CAP-USAF members are required to accomplish CAP Cadet Protection Training (Senior Basic Course). Incoming CAP-USAF reservists will complete the course during their initial CAPRAP Training. In addition, those individuals who will participate as instructors or trainers at cadet activities must take the Senior Advanced Course as well. Although, CAP-USAF does not fall under recruiting or training guidelines with respect to the current DoD or AF instructions, it is clear that we must prepare our Airmen with appropriate training prior to performing our mission with CAP and their cadets. Ultimately, the goal is to continue a professional relationship with our CAP partners, provide the maximum amount of support, and do so by protecting all involved.
2. To keep it easy, my guidance is that no CAP-USAF member will be alone with any CAP cadet, period. Any time a CAP-USAF member needs to interact one-on-one with a CAP cadet, the CAP-USAF member must have another CAP-USAF member, a Cadet Protection Program trained CAP member (senior member or cadet), or the cadet's parent/guardian present at all times. This order pertains to any time a CAP-USAF member, on or off duty and regardless of status, could be one-on-one with a CAP cadet.
3. All CAP-USAF members are expected to exercise good judgement and make every effort to avoid a situation where they are alone with a CAP cadet. If a situation arises where a CAP-USAF member is left alone with any cadet and there was not sufficient time to obtain approval, the CAP-USAF member must immediately report the incident to either his/her Liaison Region Commander or to me.
4. Additionally, no CAP-USAF member will allow entry of any CAP cadet into their privately owned vehicle with the exception of official business when the safety or welfare of a CAP cadet is at risk. Finally, no CAP-USAF member will provide alcohol to, or consume alcohol with a CAP cadet on a personal social basis. CAP-USAF members are expected to exercise good judgement and common sense when choosing whether to consume alcohol at official events at which CAP cadets are in attendance.
5. This order does not apply if the CAP cadet is the biological, adopted, or step-child of the CAP-USAF member. Any request to waive this order will be addressed to the appropriate Liaison Commander or CAP-USAF/CC or CV. This memorandum supersedes any previous CAP-USAF policy on the same subject. If you have any questions or concerns, please contact your Liaison Region Commander for further guidance or clarification.

MICHAEL D. TYYNISMAA, Colonel, USAF  
Commander

## ATTACHMENT 6. CADET PUBLICATIONS BY “OLD” AND “NEW” NUMERICAL REFERENCES

The Cadet Programs family of publications is transitioning its numerical designation from the 52 series to the 60 series, as part of the CAP-wide publication reengineering project. To aid the community in that transition, what follows is a side-by-side comparison of the “old” and “new” numerical systems. The transition is expected to be completed in 2018. Until then, members could see both the “old” and “new” numerical system in use.

Old Numerical Reference System	New Numerical Reference System	
<b>REGULATIONS</b> 52-10 Cadet Protection Policy 52-16 Cadet Program Management <del>52-22 Drug Demand Reduction</del> <b>OBSOLETE</b>  <b>PAMPHLETS</b> 52 Today's Cadets 52-5 The Congressional Award 52-6 Cadet Programs Mentoring 52-7 Orientation Flight Syllabus 52-8 Unit Honor Guard Program 52-9 Cadet Great Start 52-12 Required Staff Training 52-14 Staff Duty Analysis 52-15 Cadet Staff Handbook 52-18 Cadet Physical Fitness Program 52-19 Cadet Advisory Council Guide 52-21 Cadets at School 52-23 CPP Implementation Guide 52-24 Cadet Encampment Guide 52-25 Cadet Encampment Handbook 52-26 First Talk Guide 151 Respect on Display 216 CP Officer Specialty Track  <b>FORMS</b> 31 Application for Encampment 32 Cadet Permission Slip 50-1 Cadet Lead. Feedback – Phase I 50-2 Cadet Lead. Feedback – Phase II 50-3 Cadet Lead. Feedback – Phase III 50-4 Cadet Lead. Feedback – Phase IV 50-5 Cadet Lead. Feedback – Enc. Student 50-6 Cadet Lead. Feedback – Enc. Cadre <del>52-1 Phase I Certification</del> <b>OBSOLETE</b> <del>52-2 Phase II Certification</del> <b>OBSOLETE</b> <del>52-3 Phase III Certification</del> <b>OBSOLETE</b> <del>52-4 Phase IV Certification</del> <b>OBSOLETE</b> 54 High Adventure Activity Request <del>56 DDR Request</del> <b>OBSOLETE</b> 58 Nomination for Cadet of the Year <del>66 Cadet Master Record</del> <b>OBSOLETE</b>	<b>REGULATIONS</b> 60-1 Cadet Program Management 60-2 Cadet Protection Policy  <b>PAMPHLETS</b> <i>Parents &amp; Adult Leaders</i> 60-10 Today's Cadets 60-11 CP Officers' Handbook 60-12 Parents' Guide 60-13 Cadets at School 60-14 First Talk Guide 60-15 CPP Implementation Guide 60-16 Prog. Discipline <b>FORTHCOMING</b>  <i>Cadet Orientation</i> 60-20 New Cadet Guide 60-21 Cadet Great Start  <i>Leadership Curriculum</i> 60-30 Learn to Lead Curr. Guide 60-31 Cadet Staff Handbook 60-32 Staff Duty Analysis 60-33 Drill & Ceremonies 60-34 Cadet Advisory Council Guide  <i>Aerospace Curriculum (OPR: CP)</i> 60-40 Orientation Flight Syllabus  <i>Fitness Curriculum</i> 60-50 Active Cadet Fitness Guide  <i>Character Curriculum</i> 60-60 Character Curr. <b>FORTHCOMING</b> 60-61 Red Ribbon Lead. Academy 60-62 Unit Honor Guard Program 60-63 The Congressional Award  <i>Activities</i> 60-70 Cadet Encampment Guide 60-71 Cadet Encampment Hbk. 60-72 Required Staff Training 60-73 RCLS Director Guide 60-74 NCSA Director Guide 60-75 National Cadet Competition	<b>FORMS</b> <i>Activity Forms</i> 60-80 Cadet Permission Slip 60-81 Application for Encampment 60-82 High Adventure Activity Auth. 60-83 Squadron Meeting Planner  <i>Leadership Feedback Forms</i> 60-90 Not Used 60-91 Cadet Lead. Feedback – I 60-92 Cadet Lead. Feedback – II 60-93 Cadet Lead. Feedback – III 60-94 Cadet Lead. Feedback – IV 60-95 C/ Feedback – Enc. Student 60-96 C/ Feedback – Enc. Cadre  <b>VISUAL AIDS</b> 60-100 Cadet Super Chart 2'x3' or self-print on two letter-size sheets 60-101 Personal Cadet Tracker 60-102 Cadet Programs Fact Sheet 60-103 CP Briefing Poster 60-104 Cadet Protection Policy 60-105 Cadet Wingman Poster Series of 4 60-106 Cadet Flight Plan Poster