

**CIVIL AIR PATROL  
CHAPLAIN SERVICE HANDBOOK**

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## CIVIL AIR PATROL CHAPLAIN SERVICE HANDBOOK

**INTRODUCTION:** This handbook is designed to assist new chaplains as they integrate themselves into Civil Air Patrol. It is designed as a reference to supplement CAP Regulation (CAPR) 265-1, The Civil Air Patrol Chaplain Service. While it also includes sections from CAP Pamphlet (CAPP) 221, The CAP Chaplain, and CAPP 221 A, Chaplains Helping Chaplains, it does not replace these publications. Each chaplain should have a copy of CAPR 265-1 and complete the two courses in CAPP 221 and CAPP 221A.

### CHAPTER 1 THE CAP CHAPLAINCY

The CAP chaplaincy is an organization of clergy who are appointed and endorsed as CAP chaplains. They represent their various denominations and support the pluralistic ministry of the CAP Chaplain Service. Air Force guidance is provided through a senior Air Force chaplain assigned to Headquarters, Civil Air Patrol-USAF (CAPUSAF), 105 South Hansell St., Maxwell AFB, Alabama 36112-6332.

#### 1-1. THE CAP CHAPLAIN

CAP has a vital interest in the moral and spiritual welfare of its members. Particular concern is directed toward cadets in their formative years. The obvious leaders in this development are the clergy. CAP's chaplaincy program encourages frequent contacts between its members and other religious leaders.

When clergy receive appointment as CAP chaplains, they become members of individual units. They receive the grade of FIRST LIEUTENANT if they are appointed on waiver of seminary education, or CAPTAIN if they meet all requirements. CAP Regulation 355, CAP Officer and Noncommissioned Officer Appointments and Promotions, gives all the details. Chaplains share in the responsibilities and advantages CAP offers its members and serve units in the area where they live. Under direction of unit commanders, chaplains assume general responsibility for the moral and spiritual welfare of unit

personnel. This responsibility includes conducting services and instructing moral leadership programs.

Like their military counterparts, CAP chaplains are first of all a clergy representing their religious body to the unit. The proper title of all chaplains is "CHAPLAIN," regardless of rank or denomination.

There are twelve **CORE PROCESSES** for the CAP chaplain service. These mirror the Core Processes of the USAF Chaplain Service. Each chaplain is responsible for implementing the Core Processes as appropriate for that chaplain's unit of assignment. The Core Processes are:

1. PROVIDES WORSHIP, LITURGIES, RITES, AND RELIGIOUS OBSERVANCES. Determines service concept, schedules facility, plans service, coordinates services, accomplishes protocol responsibility, determines support requirement, accomplishes support

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assignment. The Core Processes are:

**1. PROVIDES WORSHIP, LITURGIES, RITES, AND RELIGIOUS OBSERVANCES.**

Determines service concept, schedules facility, plans service, coordinates services, accomplishes protocol responsibility, determines support requirement, accomplishes support requirement, procures resources, publicizes services, accomplishes professional preparation, prepares facility, conducts service or rite, reconfigures and restores facility and prepares documentation. Examples of worship services: Memorial services, Sunday and Sabbath services, and funerals.

**2. PROVIDES PASTORAL COUNSELING AND SPIRITUAL NURTURE.**

Receives requests, schedules appointments, chooses appropriate responses, conducts counseling or activity, determines support requirements, procures and coordinates resources, determines follow-up actions, consults with other agencies, and performs professional follow-up. Examples: pastoral counseling (religious, marriage, ethical, work related), critical incident stress debriefing, substance abuse counseling, crisis intervention, and judicial marriage redress.

**3. PERFORMS PASTORAL VISITATION.**

Develops visitation plan, develops visitation schedule, determines support requirements, accomplishes support requirements, procures and coordinates resources, performs ministry, completes documentation and report. Examples: religious interview of new members, visits during meetings, Search and Rescue

(SAR)/Disaster Response (DR) exercises, to CAP encampments, homes and hospitals.

**4. PLANS FOR EMERGENCY SERVICE MINISTRY.**

Determines concept, prepares and coordinates Chaplain annexes to unit emergency services plans, determines support requirements, accomplishes support requirements, procures resources, accomplishes professional preparation, participates in emergency services activities, and prepares after-action report.

Examples: Makes input to SAR/DR exercises, coordinates operational plans, attends outbriefing and evaluation meetings, receives continuing chaplain emergency services training, and ministers to families of disaster victims.

**5. PROVIDES ETHICS AND VALUES INSTRUCTION.**

Evaluates need, determines concept, develops plan, evaluates resources and personnel, determines support requirements, accomplishes support requirements, schedules facility, procures resources, prepares facility, performs and monitors instruction, monitors facility, restores or reconfigures facility, and performs documentation. Examples: Values for Living and Ethics for Command classes, Moral Leadership during Encampments.

**6. PROVIDES GROUP PASTORAL CARE AND SPIRITUAL RENEWAL.**

Evaluates need, determines concept, develops action plan, determines support requirements, schedules facility, publicizes event or activity, procures and coordinates resources,

accomplishes support requirements, plans event or activity, reconfigures or restores facility, performs follow-up and accomplishes documentation. Examples: group critical incident stress debriefing, retreats, spiritual growth seminars, participation in USAF-sponsored Chapel Leadership Conferences.

**7. PROVIDES ADVICE ON RELIGIOUS, ETHICAL, AND QUALITY OF LIFE CONCERNS.** Gathers data, analyzes data, accomplishes professional preparation, determines support requirements, provides information, and performs follow-up. Examples: consultation with commander, consultation with other staff personnel.

**8. PROVIDES TRAINING, INVOLVEMENT, AND RECOGNITION.** Evaluates need, develops concept and plan, recruits volunteers, evaluates and procures resources, publicizes, schedules and prepares facility, implements plan, completes after-action report, and reconfigures facility. Examples: recruiting and training worship assistants, Moral Leadership recorders and discussion leaders, escorts for Chapel Leadership Conferences, writing appreciation letters.

**9. PROVIDES HUMANITARIAN PROGRAM.** Evaluates need, develops action plan, coordinates with appropriate agency, reviews action plan, determines support requirements, procures resources, accomplishes support requirements, organizes work force, schedules facility, publicizes program, prepares facility, accomplishes and monitors

program, reconfigures or restores facility, performs documentation, and performs follow-up. Examples: disaster relief programs, support of local food pantry, homeless, and environmental projects.

**10. PROVIDES FINANCIAL PROGRAM SUPPORT.** Establishes requirements for funds; develops, prepares, coordinates, and submits budget justifying costs; defends requests; records actions; obtains resources to receive offerings or contribution; accounts for and safeguards resources; arranges procurement; accomplishes disbursement and monitors expenditures; maintains records, prepares report and accomplishes follow-up actions. Examples: special donations, unit funds.

**11. PROVIDES COMMUNITY RELIGIOUS OBSERVANCES.** Evaluates need and determines service concept, determines and accomplishes support requirements, coordinates service with requester or participants, plans and develops service, accomplishes protocol responsibility, procures resources and accomplishes professional preparation, publicizes service, prepares facility, conducts service, and reconfigures or restores facility. Examples: Memorial Day service, Thanksgiving service, POW and MIA service, prayer breakfast, invocation or benediction at community event.

**12. MAINTAINS ECCLESIASTICAL AND CLERGY RELATIONS.** Determines concept, plans visit or event, determines and accomplishes support requirements, accomplishes

professional preparation, accomplishes protocol responsibility, conducts visit or event, participates in ministerial alliance, and prepares after-action report. Examples: visits to and from endorsing official and ecclesiastical superior in the role of a CAP chaplain, attending wing and region chaplain activities, publicizing CAP chaplaincy at denominational and other clergy meetings.

#### 1-2. ORGANIZATION AND

RESPONSIBILITIES. CAP chaplains have dual lines of accountability and responsibility. One is to the religious body that endorsed the chaplain. The other is to the CAP chaplain service.

a. Religious accountability is through an **Endorsing Agency**: the national board or council of any denomination authorized to examine and approve its candidates for the military chaplaincy. Only bodies approved by the Armed Forces Chaplains' Board and members of the National Conference on Ministry to the Armed Forces (NCMAF) may endorse CAP chaplains.

1. Chaplains derive their professional status from their denominational endorser. Chaplains who change denominations **MUST** receive a new endorsement in order to continue to function as chaplains in CAP.

2. Chaplains considering a change in denominational affiliation should contact the Director of Chaplain Services and their current endorsers before making such a move. The Director of Chaplain Services will assist the chaplain's transition so that CAP chaplaincy will not have to be terminated.

b. CAP Chaplain Service structure:

1. **The Chief of Chaplains, CAP**, is appointed by the National Commander, CAP, from the ranks of senior CAP chaplains as the chaplain staff advisor to the National Commander and members of the National Board on matters of religion, morals, and well being of personnel.

(a). Responsibilities of the Chief of Chaplains, CAP, working cooperatively with the Director of Chaplain Services, include: advising the National Commander on chaplain service policy; ecclesiastical matters and public relations; recruitment and retention activities; professional development and training; radio communications; and emergency services.

(b). The Chief of Chaplains, CAP, is Chairperson of the National Chaplain Committee and National Chaplain Administrative Committee.

2. **The Deputy Chief of Chaplains, CAP**, is appointed by the National Commander, CAP, from the ranks of senior CAP chaplains. The Deputy assumes duties of the Chief of Chaplains, CAP, in his/her absence and assists the Chief of Chaplains, CAP, in assigned duties as directed. The Deputy is the Vice Chairperson of the National Chaplain Committee and National Chaplain Administrative Committee. The Deputy performs special tasks, duties, and projects as established by the National Chaplain Administrative Committee.

3. **The Director of Chaplain Services** is a senior USAF chaplain appointed by the Chief of Chaplains, USAF. The Director serves as an advisor to the National Chaplain

Committee and National Chaplain Administrative Committee. The Director is a member of the National Headquarters staff. As such, he/she fills a dual role as Director of Chaplain Services, CAP, and Staff Chaplain, Headquarters CAP-USAF. The Director appoints new CAP chaplains after receiving the information required by CAPR 265-1, The Civil Air Patrol Chaplain Service. The Director also maintains close coordination with NCMAF to ensure CAP chaplains continue to faithfully represent their religious bodies.

4. **Region Chaplains** are appointed by their region commanders to implement CAP's Chaplain Program established by the National Chaplain Committee (NCC) and National Chaplain Administrative Committee (NCAC). Region chaplains: are members of the NCC; perform staff assistance visits to assist wing chaplains in performing their duties; monitor and evaluate programs and activities; conduct annual chaplain training conferences, workshops and staff colleges; support, with region resources, other chaplains in the region; ensure personnel assigned to region headquarters are interviewed (a current file of CAP Forms 48, Religious Interview Guide, will be maintained in a confidential manner); recruit, in cooperation with wing commanders, chaplains to serve as wing and unit chaplains in their region; write articles for inclusion in the region newsletter to stimulate the region chaplain program and publish a region chaplain's newsletter; inform gaining wing and region chaplains when chaplains move to other wings or

regions; stimulate chaplain participation in radio communication and emergency services activities throughout the region; and ensure wing encampments have chaplain coverage.

5. **Wing Chaplains** are appointed by their wing commanders to implement the chaplain program throughout the wing. They: supervise the chaplain program in the wing; delegate specific duties to chaplains; provide staff administration and guidance to the wing commander; interview all personnel assigned to wing headquarters (a current file of CAP Forms 48 will be maintained in a confidential manner); ensure wing encampments have chaplain coverage; write articles for wing newsletters to stimulate the chaplain program, and publish a wing chaplain newsletter; develop a program for recruiting and retaining chaplains within the wing; conduct wing chaplain conferences on a regular basis; inform gaining wing and region chaplains when chaplains move to other wings or regions; conduct training programs for all assigned chaplains; stimulate chaplain participation in radio communication and emergency services activities throughout the wing.

6. **Unit Chaplains** implement the Core Processes of the CAP chaplain program within the units to which they are assigned.

7. **Visiting Clergy** are religious leaders unable to meet the exacting standards for, or demands of, the CAP chaplaincy. Those who only participate in CAP activities on an occasional (less than three times per year) basis may be counted as guest speakers rather than visiting clergy in

chaplain reporting. Guest speakers need not be endorsed. CAPR 265-1 defines the three categories of visiting clergy.

(a) All visiting clergy except military and VA chaplains must be CAP senior members and must document completion of the full Level One training program. Their endorsement must be from a member of NCMAF.

(b) Since visiting clergy and guest speakers are not CAP chaplains, they may not use that title. Any counseling the commander may allow them to perform is not covered as confidential under CAPR 265-1. Consequently, they must have a CAP senior member present when working with cadets. These restrictions do not apply to visiting clergy who are CAP chaplains serving other units.

### 1-3. STANDING COMMITTEES

a. **The National Chaplain Committee** (NCC) is an advisory board to the National Executive Committee, CAP, on matters pertaining to CAP chaplain service. It meets annually to study, evaluate, establish and

recommend plans, programs, policies, and priorities of the CAP chaplaincy. Membership of the NCC is specified by CAPR 265-1.

b. **The National Chaplain Administrative Committee** (NCAC) is the continuous working group of the NCC. It meets four times each year, or as required, to plan, study, and refine policies of the NCC.

1. The NCAC: studies needs and problems of CAP's chaplaincy and recommends solutions to the NCC; plans the agenda for the NCC meeting; selects recipients of chaplain awards; reviews and recommends revisions to CAP publications; considers requests from chaplain applicants for waiver of formal seminary training (ecclesiastical endorsement and an accredited baccalaureate degree cannot be waived); appoints special staff officers as necessary to work special concerns for the NCC, e.g., recruiting and retention, professional development, radio communications, and emergency services.

2. The membership of the NCAC is specified in CAPR 265-1.

## CHAPTER 2 THE UNIT CHAPLAIN

### 2-1. THE CHAPLAIN AND THE COMMANDER

The commander is responsible for all activities and conduct within the commander's unit. The chaplain is the commander's staff officer to carry out the religious and spiritual portion of the unit's mission. As staff officers, chaplains have rank without command, except that chaplains exercise operational supervision of subordinates within the CAP chaplain service. Through staff meetings, private consultations, and written or verbal reports, the chaplain must always keep the commander informed on the spiritual and moral climate of the unit. Chaplains then recommend actions necessary to ensure the moral and spiritual development of unit members. With the commander's approval, chaplains carry out plans and programs.

In many instances, the commander will assume that chaplains will be going about their business and will have no immediate personal relationship to these activities. However, even an expressed disinterest on the part of a commander does not relieve the unit chaplain of the necessity to keep the "boss" informed. When geographically possible, the chaplain should initiate personal contact. Chaplains must never forget they represent the commander in the performance of their duties. This is the reason that chaplains must consciously exhibit an openness to all religious sensitivities in

every CAP activity except specifically denominational worship.

Most chaplains will find that their unit commander is a congenial individual who sincerely welcomes both the professional partnership and the personal friendship of the chaplain. This relationship will inevitably bear a substantial benefit for all members of the command. By tact and wisdom, chaplains will help knit the unit together in mutual respect and responsibility to duty. Chaplains can be key members in promoting unit welfare.

### 2-2. THE CHAPLAIN AND THE UNIT

Personal Initiative. The commander is responsible for the operation and welfare of the entire unit, including the chaplain program. The chaplain is the specialist who ensures this work is done. Success depends upon the chaplain's personal initiative. Chaplains must be willing to work without waiting to be asked or reminded. Items such as an office area, administrative supplies, and visual aids will be supplied through actions of other staff members. When needing assistance, they must take the initiative to seek it.

Staff Meetings. The staff meeting is basically a closed meeting of key unit members. It is here that mutual problems are discussed and plans and programs for the organization are

formulated. This meeting is a two-way street. Commanders give guidelines and general principles for operation of the unit, and staff members provide the commander with information on progress, difficulties, or advisability of unit activities. In this respect, it is entirely proper for staff members to evaluate plans and recommend against, as well as for, any operation when in the unit's best interest. Only in this way can the commander know and benefit from the specialized knowledge which his staff members possess.

Chaplain/Commander Consultations. Chaplains will frequently find that matters in their area of duty are rather personal in nature and should be discussed only with the commander. While taking care not to burden commanders with excessive details, chaplains should seek to apprise the commander of any matters which will help in making proper command decisions. For this reason, chaplains should be prepared to make recommendations to the commander regarding all matters. As a general rule, staff officers should never present problems without presenting at least one potential solution.

Personal Relationships. It is important that chaplains be equally available to all members of the unit as pastor, priest, or rabbi, while giving all due respect to grade and position among unit members. Successful chaplains will be equally comfortable with the commander and with the newest senior member or cadet.

Specific Duties. As your unit's

religious leader, you are responsible for fulfilling the twelve Core Processes listed in paragraph 1-1. Generally, chaplains do so by:

a. Opening unit meetings with prayer. If you desire, you may have a moment of silent prayer and thus encourage members to search for creative ways to express their innermost feelings. If you do pray aloud, be sure to offer an INTERFAITH-type prayer.

b. Personally interviewing each new member and maintaining a confidential CAP Form 48, Religious Interview Guide. This form contains all data pertinent to your counseling program. DO NOT transfer this information to your successor. It is confidential information given only to you. It would also deprive your successor of the personal interview. The interview is conducted in a private setting where the content of the interview cannot be overheard by others. Once filled in, the CAP Form 48 cards should be kept in a locked file to which only the chaplain has a key. When a member leaves the unit, that member's card is destroyed by either burning or shredding. When the chaplain leaves the unit, ALL completed CAP Forms 48 are destroyed by either shredding or burning.

c. Actively encouraging regular church or synagogue attendance by unit members.

d. Conducting the "Values for Living" portion of the cadet training program, or ensuring that qualified visiting clergy are available to substitute in your absence.

e. Conducting "Ethics for Command" classes for senior

members.

f. Certifying officer that all cadets complete seminars in moral leadership.

g. Participating in unit exercises or actual missions.

h. Conducting, or arranging for, worship services in the field when the unit is deployed over a weekend. Frequently, the easiest way to accomplish this duty is to provide an interfaith worship to which all unit members may be invited. Where specific religious needs exist that the chaplain cannot meet, the chaplain must take all possible steps to ensure they are met through resources from a nearby community.

i. Completing required written reports of chaplain activities in accordance with CAP Regulation 2651. Chapter 3 of this Handbook provides more information about these reports.

Non-chaplain Duties. There are some duties outside the normal sphere of the clergy which the chaplain MAY NOT perform. CAP regulations follow the pattern and policy set by the Air Force in regard to these assignments. Chaplains are strictly prohibited from any activity which is incompatible with the chaplain's function and status as a clergy. Even voluntary service in such duties is prohibited. CAP chaplains must be free to perform the services and ministry of their calling. The question is one of propriety, not ability. Prohibited non-chaplain duties include, but are not limited to, those of commander, executive officer, deputy commander for cadets, aerospace education officer, testing officer, inspector, investigating officer, or

member of any grievance committee. Should a chaplain desire to accept any such position, that chaplain must immediately notify the Director of Chaplain Services, who will notify the chaplain's endorser and request the chaplain's endorsement be withdrawn without prejudice to that person's continued CAP senior membership.

### 2-3. THE CHAPLAIN AND THE CADET PROGRAM

A chaplain's effectiveness in CAP will largely be measured through their work with cadets and the moral leadership program. It is, therefore, in the chaplain's best interests to be as competent as possible in this area. Recent research on moral development indicates that cognitive and affective domains develop quite independently. In other words, people may know the "right" but may choose not to do it because of various emotional reasons. Research also indicates that teens and adults learn ethical reasoning best by role-taking, that is, by actively participating in something rather than by simply listening. If chaplains are to be effective counselors and instructors for CAP cadets, many of whom have no religious commitment, they will have to do so through stimulating dialogue and discussion which involves the whole person.

The Director of Chaplain Services' office regularly publishes guides to assist chaplains in the moral leadership program. In using these guides the chaplain should keep two responsibilities clearly in mind. It is

the chaplain's responsibility to understand the ethical or moral value to be communicated during the class period, and to ensure the learners do indeed understand that value. It is the cadets' responsibility to lead their own discussion and action groups, and to record results of those groups.

As a general procedure, the chaplain will throw out an idea in a brief space of time, then break up the class into small groups, each with an appointed cadet leader and recorder. Each group will have a group discussion for about 20 minutes; the chaplain may act as observer of, but not participant in, these groups. After discussion, individual groups will return and each recorder will give a brief summary of that group's conclusions. The class concludes with a moral and spiritual summary of the lesson's main point by the chaplain.

Chaplains may judge their instructional effectiveness by the accuracy with which cadets understand the main points of the lessons, and the positive emotion they display toward the lessons' ethical values during the discussion period. Meaningful contact between chaplains and cadets is the only way chaplains will have any effective influence on cadet values. Furthermore, only through such contact can chaplains attest to a cadet's progress as required by CAPM 50-16, Cadet Program Manual.

#### 2-4. THE CHAPLAIN AND CADET ENCAMPMENTS

Summer encampments afford unusual

opportunities for religious ministrations and services. Here again, the chaplain must provide general services and avoid the temptation to press for their own denominational tenets.

The cadet encampment is an integral part of CAP's Cadet Program. Its purpose, in general, is to broaden the base of a cadet's personal experience and bring the cadet into direct contact with modern aerospace life on an active military base or other appropriate location. The program includes intensive training, orientation, and recreational activities. The chaplain, as an important part in this program, has three principle objectives in an encampment:

- a. Provide opportunity for formal worship.
- b. Counsel individual cadets, as needed.
- c. Conduct moral leadership seminars.

Attachment 1 provides a checklist for chaplains to use in planning and carrying out ministry during a cadet encampment.

The chaplain, as a member of the encampment staff, will usually have an office, or office area, to provide seclusion when counseling, letter writing, studying, etc. Encampment chaplain(s) should be selected as far in advance as possible. From the time of selection, chaplains should be in regular contact with the encampment commander and staff. Planning is

important, and most encampment plans will be made well in advance. The chaplain must work closely with the rest of the staff to ensure religious services and moral leadership schedules are fully developed as final plans are "firmed up."

Worship. Part of the objective in this phase of the encampment is to enrich a cadet's worship experience. Use base chapel services, if possible, rather than a separate worship service for CAP members only. If the encampment will be held on a military base, the senior installation chaplain and the CAP chaplain should "team up" in the services. This will help cadets recognize the close relationship between the military and CAP chaplaincies. Most base chaplains will welcome cadet participation if they receive proper advanced coordination.

Evening Devotions. Evening devotions held before "lights out" each night should be conducted by encampment chaplains for cadets. This may take the form of an informal assembly, indoors or out. Brief evening devotions might be given by the chaplain immediately following "lights out." Some encampments have found this latter method exceptionally effective.

Personal Counseling. Throughout the encampment, daily opportunity will be afforded for personal contact. As chaplains visit each activity and make themselves known to cadets, the cadets will in turn seek out the chaplain for assistance and advice. Chaplains should, therefore, ensure that office

hours are conveniently set and well publicized. Each encounter will give chaplains a moment to aid the cadets in their daily need.

Moral Leadership. The "Values for Living" pamphlet IS NOT TO BE USED in the encampment curricula. It is to be used ONLY in the regular academic program. Instead, moral leadership seminars or discussions should be led by chaplains using available chaplain resources. Videos and films can be employed with great effect. If used, Air Force chaplain films must be requisitioned at least 30 days in advance of desired showing date. Senior installation chaplains are requisitioning authority for these films.

Schedules for most encampments include times for "opening" and "closing" ceremonies (optional). In each case, there is a specific place for chaplains to provide an invocation and benediction. This opportunity should not be neglected. Chaplains who must be absent should ensure that someone is chosen and prepared to act as a substitute.

## 2-5. THE CHAPLAIN AND PLURALISM.

CAP chaplains, like their, military chaplain counter-parts, are endorsed as representatives of their respective denominations. They are also endorsed to function in a pluralistic environment. This means that chaplains accept a dual moral responsibility. They must be faithful representatives of their denominations. They must be just as faithful defenders

of the First Amendment rights of all CAP members. Chaplains wear the badge of their major faith group (Christian, Buddhist, Jewish, Muslim) and are addressed as chaplains because of this first duty. They wear the badge of officership (rank) because of the second.

The chaplain is morally obligated to provide for the religious needs of the entire command. Chaplains accomplish this objective through their own personal services and through the cooperative efforts of others. No chaplain is required to conduct any service or rite contrary to the requirements of his denomination. Moreover, no chaplain is required to officiate jointly in a religious service with a chaplain or civilian clergy of another denomination.

The chaplain's spiritual authority to teach and preach in public, to conduct religious services, to perform ecclesiastical rites, and to administer the sacraments and ordinances is imparted by ordination. The ritual and rules of their denomination are consequently their guide in these matters.

While these are safeguards for the chaplain, the denominational integrity of the individual CAP member must also be respected. In lectures, conferences, and even services, chaplains must guard against the injection of their particular

denominational attitudes. Chaplains lead the group in general, teaching true moral concepts that are basic to civilized humanity and applying them

to the development of character and responsibility. **NO CHAPLAIN SHOULD USE THE MORAL LEADERSHIP PERIOD TO DISCUSS THEIR OWN THEOLOGY.** Any attempt to proselytize does a grave disservice to CAP and the chaplaincy. On the other hand, if a member of the chaplains' own faith comes to them for specific guidance, it would be right and proper that the chaplains' counsel should be in harmony with the denomination they represent.

In essence, chaplains are official representatives of many religious groups. Chaplains will teach by example and by word. At all times, they will be conscious of a responsibility to conduct themselves consistent with professional training and religious integrity. The chaplain's very presence in a group should set the moral tone of the group. It is common knowledge that wherever a chaplain communicates high ideals, there is respect regardless of denominational character. This is the CAP chaplain's objective: Be representative of God, and conduct oneself by word and example so that all will recognize your mission.

## **CHAPTER 3 REPORTING AND .WHY**

3-1. TOTAL QUALITY MINISTRY. Total Quality Ministry (TQM) is a process of developing a vision of quality ministry and enabling people to achieve effectiveness. This means, in the first place, that TQM is a process rather than a destination. One never "arrives" at quality. In the second place, it means that there must be clear standards by which "effectiveness" can be measured.

Obviously, effectiveness is easier to measure in industrial settings than in service settings such as ministry. One can count the number of widgets coming off the assembly line and measure how many "work" to determine effectiveness. In ministry, the product often has to do with intangibles such as faith, character, commitment, and satisfaction with life. Precisely because these fundamental values are so difficult to measure, chaplains must create clear visions of ministry to ensure the people they serve are receiving the quality ministry they deserve.

The National Chaplain Committee provides every chaplain two tools to help establish both the vision and the measure of quality ministry. The first is the Core Processes found in Chapter 1 of this handbook. The second is the CAP Form 34, Chaplain Statistical Report.

3-2. CHAPLAIN STATISTICAL REPORT (CAP Form 34). The CAP Form 34, Chaplain Statistical Report,

is primarily a management tool for wing chaplains. CAP Regulation 2651, therefore, gives wing chaplains the freedom to require submission of the report as often as they wish. EVERY UNIT MUST REPORT, even if only to indicate no activity (a "negative report"). Wing chaplains consolidate reports from all CAP chaplains and visiting clergy within the wing and forward the consolidated reports on CAP Form 34a, Wing Chaplain Statistical Report, to the Director of Chaplain Services' office as specified in CAPR 265-1.

Chaplains assigned directly to region report directly to the region chaplain on CAP Form 34. Region chaplains report to the Director of Chaplain Services on the CAP Form 34a.

As a volunteer organization, budgets within CAP are extremely tight. The CAP Form 34 provides the wing chaplain the information necessary to justify budget requests to the wing commander. It also supplies the wing chaplain with powerful support in recruiting new chaplains and non-CAP backing of CAP projects. For example, if a civic group knew that CAP chaplains in their state spent a total of \$18,000 out of their pockets for CAP ministry in the last year, that civic group might be very motivated to help out.

The Director of Chaplain Services uses the consolidated forms in similar fashion. The Director provides other

NCC members with the information by wing so the NCC can vision new programs and track progress of current programs. The Director also uses the consolidated reports as part of the annual CAP Report to Congress to let Air Force, congressional, and denominational leaders know what CAP chaplains are doing. The Chief of Chaplains, CAP, uses the same information to build support for CAP chaplaincy within the National Board.

### 3-3. INSTRUCTIONS FOR CAP FORM 34:

#### 1. Personal Information.

a. Write your current personal information as requested. If you expect a move during the next reporting period, make a note to that effect on the reverse side. Note any changes similarly.

#### b. Check the appropriate category:

**CAP Appointed:** Chaplains appointed by the Director of Chaplain Services and reporting for home unit.

**CAP Visiting:** Chaplains appointed by the Director of Chaplain Services but reporting for other than home unit (make sure the charter number is the number of the unit for which the report is being made).

**Visiting Clergy:** CAP senior members who are clergy endorsed by their denomination but who are not appointed as CAP chaplains.

**Military/VA:** Endorsed chaplains who are not CAP members but who serve at the unit commander's request.

**Other:** The proper location for guest speakers and others who

provided religious support during the reporting period. Commanders reporting without chaplains or visiting clergy check this box.

#### 2. Activities:

a. **CAP Meetings/Staff Meetings/CAP Promotional Activities:** CAP meetings the chaplain attended or conducted and the total attendance in each category. Include any special unit planning meetings under Staff Meetings. Include participation in air shows, mall recruiting booths, etc., under CAP Promotional Activities and count the number of people to whom you actually spoke about CAP. Include yourself in all meetings and presentations, but not in counseling or interviews.

b. **Presentations to Non-CAP Groups:** Talks given to non-CAP groups about any topic. Examples include presentations to civic groups, city government, and denominational groups. Count all people to whom you spoke, and include yourself.

c. **Encampments:** The number of encampments you participated in as staff during the reporting period. Count only the total encampment attendance, not the total multiplied by the number of days you were there. If you visited less than two days, count your activity under CAP meetings.

d. **Wing/Regional/National Conferences:** Any CAP or USAF sponsored conferences you attended during the reporting period. Count the total attended for each event only if you were in charge of the event. If you only attend, record the number of events but leave attendance blank.

e. **Mission Activities:** Include

any SAR, DR, or humanitarian missions you participated in as a chaplain. List each by type (i.e., SAR, DR, etc.) and count the number of people to whom you spoke at each. Continue on the reverse if necessary.

f. Regular Radio Net: The number of normal CAP radio nets checked into.

g. Chaplain Radio Net: Just chaplain nets checked into.

### 3. Professional:

a. Interviews: The number of CAP Form 48 interviews with new CAP unit members.

Attendance will be different only if you interviewed more than one person at a time (NOT a recommended practice since these interviews are supposed to be confidential). Do NOT count yourself.

b. Counseling: The number of counseling sessions you held as a CAP chaplain and the total number of people counseled, NOT including you.

c. Home/Hospital Visits: Count the number of homes and hospital visits, and the total number of people you visited, NOT including you.

d. Prayers: invocations, benedictions, prayers at meal times, etc., that you performed during a CAP activity or while in CAP uniform.

e. Worship Services: include funerals, memorial services, dedication services, sabbath services, etc., that you performed during missions, encampments, or in civilian worship, while in CAP uniform (e.g., CAP Sunday/Sabbath). Include yourself in this section.

4. Training: Fill in this section each reporting period and add any new training completed.

NOTE: THIS SECTION IS TO INCLUDE YOUR

ENTIRE CAP CHAPLAIN SERVICE HISTORY. "Other" may include regional staff college, ECI courses, or any ministerial training that benefits CAP. Specify the training and continue on the reverse as necessary.

5. Other Training: Training which does not directly bear on your status as a CAP chaplain (CPR, first aid, observer, mission pilot, etc.). Detail and continue on the reverse as necessary. This section IS NOT cumulative.

6. Miles Driven/Hours Served/Costs: Include totals from this reporting period. This will also be helpful information in preparation of your personal income tax return.

7. The signature is that of the person actually preparing the report. Any additional comments may be added on the reverse of the form. Attach additional pages as necessary.

3-4. CHAPLAIN POINT SYSTEM. The vision of the NCC is that every unit will have a CAP chaplain assigned who actively provides quality spiritual care for the unit, and therefore for the community. The point system used to assess quality ministry in each wing reflects that vision. Since this is a quality assessment, every wing can potentially be a "winner."

1. Wing Raw Score. The wing's raw score is the number of activities reported in each of the following categories: Activities, Training, and Professional. The CAP Form 34a allows the wing chaplain to report activities by CAP chaplain, visiting CAP chaplain, military/VA chaplain, and visiting clergy. These correspond to the four multipliers: four (4) for

CAP chaplains, three (3) for visiting CAP chaplains, two (2) for military or VA chaplains, and one (1) for visiting clergy. For example, if there were 36 meetings during the reporting period, a CAP chaplain would generate a raw score of  $36 \times 4$  or 144 for that area, while a visiting clergy would generate only 36 for that same number of meetings. Obviously, the more chaplains a wing has, and the more active they are, the higher the raw score will be.

Conversely, the more the wing does not report, or the more the wing does not support an active assigned CAP chaplaincy, the lower the wing score will be.

2. **Wing Revised Score.** To make comparisons between wings fair, the Director of Chaplain Services' office produces a revised score as follows. The number of units in each wing is gleaned from current listings prepared by the National Headquarters personnel office. That number is equal to the authorized chaplain manning for that wing. The total wing raw score reported by the wing chaplain will be divided by the authorized manning to produce an average raw score. Next, the number of chaplains assigned to the wing is divided by the authorized chaplain manning. This provides a decimal figure which approximates how many units have a CAP appointed chaplain assigned. This decimal figure is multiplied by the average

raw score to provide a revised score. For example, if the wing has an average raw score of 575 and has 40 % of its units manned by CAP appointed chaplains, the wing's revised score would be 230. If that same wing had 67% of its units filled, the revised score would be 385. The closer the wing's revised score approaches the raw score, the more that wing fulfills the NCC vision of quality ministry.

#### DETERMINING WING SCORE

1. Number of units = authorized manning (am)
2. wing raw score  $\div$  am = average score (av)
3. CAP chaplains assigned  $\div$  am = percent manned (pm)
4. av \* pm = revised score

3. **Quality Wings and Regions.** Each year the NCAC will set and publish the revised score necessary for a wing's being honored as a "Quality Wing." The revised score considered "Quality" may be changed up or down to meet the changing vision of the NCC. "Quality Region" awards are based on the percentage of wings within that region which achieve "Quality Wing" status. Again, this percentage may be revised annually by the NCAC. Any changes will be published as soon after the first of the calendar year as possible.

## **CHAPTER 4 SPECIAL PASTORAL RESPONSIBILITIES**

### **4-1. MILITARY-TYPE FUNERAL OR MEMORIAL SERVICE.**

Since membership in CAP does not by itself entitle a deceased CAP member to military honors, the CAP chaplain will rarely be called upon to conduct a military-type funeral. Should the need ever arise, the chaplain should refer to the appropriate chapter in CAPP 221, "The CAP Chaplain." The Director of Chaplain Services and the Chief of Chaplains, CAP, can be of additional assistance.

### **4-2. EMERGENCY SERVICES MINISTRY.**

In the U.S. military today, readiness is the order of the day. Military chaplains, active duty and reserve, must be ready to deploy anywhere in the world on as little as two hours notice. In CAP, emergency services deserves the same sense of priority.

Attachment 3 provides a checklist for mission chaplains to use at the mission base. Mission chaplains should carry copy of this checklist with them whenever they report to a mission, whether the mission is actual or simulated. This serves two purposes. It can be effectively used to inform the mission commander (and mission evaluators if this is a SAR/DR evaluation) what the chaplain can do. It can also help the chaplain establish priorities for ministry. In a real crisis situation this can prove exceptionally helpful. Even the most experienced

people can become overwhelmed when tragedy and suffering swell to disastrous proportions.

Chaplain participation in SAR/DR exercises is extremely important. Although there may very well be nothing real to do, and mission commanders or evaluators may forget to build chaplain participation into scenarios, only by training at every opportunity as though the situation were real will the chaplain be adequately prepared for real disasters. By working as though each exercise were real, the chaplain will set a personal example for the rest of the mission staff. The chaplain will also build expectations into the mission staff that the chaplain will be an active participant in the mission. The worst thing a chaplain can do, for the mission and for the CAP chaplaincy, is to go to a mission and complain there is nothing to do. Others go to a mission knowing what they are to do and expecting (sometimes even demanding) they will be allowed to do it. Chaplains should be no less assertive.

### **4-3. DEATH/INJURY NOTIFICATION.**

Unlike the USAF, CAP has no hard rules on chaplain delivery of death or serious injury notification. The Director of Chaplain Services offers the following advice based on decades of USAF experience.

If the deceased or injured person was not a member of CAP, notification will normally be made by civilian authorities and CAP chaplains will not be involved. If the deceased or injured person is a CAP member, the commander of that person's unit should be the one to actually break the news to the next of kin. Frequently, the commander will have no experience in delivering "bad news" and will ask the chaplain to do it. The chaplain will not notify, but will provide the commander spiritual support and advice on how best to perform this uncomfortable task. If not already asked, the chaplain should volunteer to accompany the commander to the next of kin's house and be present during the notification. At the house the chaplain should stay in the background until the news is given, and then quickly step forward to offer spiritual comfort to the grieving person. The final act of ministry before leaving the next of kin's house should be volunteering to contact the family clergy person. This contact should be made as soon as possible so the family minister can step in and provide appropriate spiritual care.

#### 4-4. INSPECTIONS.

Inspections are quality management tools used by higher headquarters. The checklists that the headquarters prepare and distribute prior to an inspection give firm guidance on what the headquarters considers important. Do not ignore this guidance.

Attachment 4 contains the inspection checklist the Director of Chaplain

Services distributes to inspectors from HQ CAP-USAF, including wing and region liaison officers. All chaplains should be familiar with this checklist since the unit's final rating depends on each and every member's contribution. In other words, a wing or region chaplain, no matter how dedicated and talented, cannot pass an inspection without the active assistance of each chaplain within the wing or region.

CAPR 123-3, Civil Air Patrol Inspection Program, defines the possible ratings on an inspection as:

- a. Outstanding - Performance or operation far exceeds mission requirements.
- b. Excellent - Performance or operation exceeds mission requirements.
- c. Satisfactory - Performance or operation meets mission requirements.
- d. Marginal - Performance or operation does not meet some mission requirements. Deficiencies exist that impede or limit mission accomplishment.
- e. Unsatisfactory - Performance or operation does not meet mission requirements. Significant deficiencies exist that preclude or seriously limit mission accomplishment.

All chaplains should know that the all CAP-USAF inspections results` are briefed to the National Headquarters staff. The Director of Chaplain Services must answer to the Executive Director for each chaplain rating. As with any military or military-type organization, when one part looks good, everyone looks good. The opposite is equally true.

## CHAPTER 5 CHAPLAIN TRAINING CONFERENCES (A Planning Guide)

**5-1. INTRODUCTION.** This guide offers ideas and suggestions to those who have the responsibility of conducting and hosting a Chaplain Training Conference. A conference may take many different forms and its subject matter may vary according to the desires and capabilities of the sponsor. The core requirement is that the conference provides for the professional development of CAP chaplains in specific areas of orientation and training.

**5-2. PLANNING A CHAPLAIN TRAINING CONFERENCE.** Preliminary planning should include conference site, dates, tentative program, schedules, and outside assistance that will be needed.

**Planning Committee.** Once National Headquarters (HC) gives approval for a given conference, the project chaplain should establish a planning committee. That committee begins work by reviewing the preliminary plans and any factors peculiar to the conference site. At every stage, the committee members need to seek the advisory services of a CAP-USAF liaison officer and the senior installation chaplain if the conference is to be held on a military installation.

**Developing a Schedule.** Paragraph 5-6 gives a sample schedule. Using this as a guide, the planning committee should easily develop an appropriate and effective agenda for almost any chaplain training conference.

**Transportation.** Committee members must plan carefully for transportation needs, especially ground transportation. They need to focus particular attention on transportation for guest lecturers, National Headquarters staff personnel, and banquet speakers. Plans must include transportation to and from the conference site, and to and from their quarters as required.

**Field Trips.** One of the most interesting sessions of chaplain training conferences is a well-planned tour of a military installation or other field trip. This activity gives participants an opportunity to witness, first-hand, the different operations conducted at major air terminals, military installations, chapel facilities, or similar operations. These visits should be arranged through local public relations and public affair offices. Visits on military installations should be arranged through the CAP-USAF wing liaison officer. The senior installation chaplain should be directly involved in planning visits to or briefings about the base chapel.

**Publicity.** Advertising should begin as soon as the planning committee formulates definite plans, at least two or three months in advance of the conference date. At a minimum, all CAP chaplains within the conference area, the CAP Chief of Chaplains, the region chaplain, and the Director of Chaplain Services should receive advance publicity. The conference director's close cooperation and

coordination with the CAP-USAF liaison staff will ensure a successful conference publicity campaign.

Special Emphasis. Letters of invitation to the wing commander and wing liaison officer should be prepared well in advance of conference date. If they attend, knowledgeable chaplains should be tasked to brief them on the successes, the needs and the concerns of CAP chaplaincy in the wing. Other VIPs should receive similar treatment.

### 5-3. PHYSICAL FACILITIES REQUIRED.

Housing. Planning well in advance of the conference date is absolutely necessary. As a general principle, all conferees should be housed in close proximity so that they can become readily acquainted with each other and become a more solidified group. If the conference is on a military installation, the assigned project officer must coordinate all billeting requests with the CAP-USAF liaison officer. Meeting rooms may be available in the Chapel annex. The project officer should work directly with the senior installation chaplain for these requests. If the conference meets off base, the project officer arranges for housing and meeting facilities taking cost, distance, and convenience into consideration.

Dining Facilities. The project officer should coordinate all arrangements for food and refreshments with the liaison officer. The banquet should be the high point of the conference. Select a banquet speaker well in advance and assign them an appropriate topic.

Project chaplains should be extremely careful in making arrangements for the banquet. Some clubs, including military clubs, require a contract with a definite attendance number. If the project chaplain signs such an agreement and then, due to airlift cancellation or bad weather, only half the guaranteed number arrive, the project chaplain is still required to pay for the number contracted. A better alternative is to plan the meal in such a way that the host can give club officials the final number for the banquet after the chaplains' arrival time. Another alternative is to simply ask for a private room in which the group can have dinner together and have conferees order a la carte.

5-4. INSTRUCTIONAL MATERIALS AND EQUIPMENT. The planning committee should take the initiative to determine what instructional materials and audiovisual support equipment the conference instructors and guest speakers require. They should task one person to ensure all requested copies and equipment are on hand and functional BEFORE the start of the conference. One planning consideration is the cost of producing copies of handouts and the possible rental of audiovisual equipment.

### 5-5. COURTESIES TO PARTICIPANTS AND GUEST SPEAKERS.

Meeting and Greeting. The committee should task one person to be at the terminal or transportation facility to greet participants as they arrive and provide each a name tag. (This makes

introductions easier and saves the day for those individuals not adept at remembering names.) It is also good policy to provide participants with a conference schedule and brief them on any information they may need concerning quarters, local sights, etc.

Letters. Letters of invitation to guest speakers should be carefully composed and written.

Requests for support from various sources deserve similarly careful attention. If the letter looks like a form letter, many people will choose not to respond. Planning committee members should send personal letters of appreciation to all who donated their skills and support to the conference. Military members will especially savor a letter of appreciation addressed to their commander.

#### 5-6. SAMPLE AGENDA FOR CHAPLAIN TRAINING CONFERENCES (To be adapted to local needs.

##### FIRST DAY

1300	Registration (sign in at VOQ or hotel, etc.)
1400	Opening Ceremonies Invocation Introductions
1415	Report by region chaplain or host chaplain on the CAP chaplaincy
1430	Presentation by host wing commander
1445	Coffee Break
1500	Chief of Chaplains, CAP
1600	Discussion period
1630	Presentation by CAP chaplains on assigned subjects
1700	Adjourn
1830	Banquet, guest speaker, round table discussion

SECOND DAY

0730	Breakfast
0830	Devotions
0845	Director of Chaplain Services briefing
1000	Coffee Break
1015	Business, Plans, Programming
1115	Talks by region and wing LOs and commanders in attendance
1130	Benediction
1200	Lunch
1300	Departure

NOTE: The Director of Chaplain Services prefers that planning committees give CAP chaplains within the wing the opportunity of giving devotions, benedictions, and invocations. These chaplains should be selected well in advance of conference dates so their names can be included in the printed schedule.

## **CHAPTER 6 CHAPLAIN REGION STAFF COLLEGES**

Chaplain Region Staff Colleges (CRSCs) are described in CAPM 50-17, Chapter 6, and CAPR 265-1. CRSC project officers must apply for funding and approval of the curriculum to the Director of Chaplain Services' office at least 90 days prior to the staff college. The following page from CAPM 50-17 lists the range of topics from which CRSC project officers develop the specific curriculum.

### PROFESSIONAL DEVELOPMENT

Executive writing/speaking  
Goals and objectives  
Leadership theory and practice  
Current moral issues  
Character development  
Pastoral counseling  
Ministry of presence  
Time management  
Personal spiritual development  
Life transition  
Values/ethics/morals  
Small group processes  
Large group processes  
Developmental psychology  
Stress management  
Human relations and discrimination

### EMERGENCY SERVICES

How SAR is conducted  
Drug surveillance missions  
Dealing with trauma  
Chaplain's role in the field  
Chaplain's duty to mission  
General EMS overview  
Emergency first aid  
Chaplain's role in EMS  
Family trauma counseling  
Disaster relief program  
Counter drug mission  
Civil defense

### CAP OPERATIONS

Senior program  
ECI programs  
Aerospace education overview  
Internal aerospace education  
External aerospace education  
Forms and publications  
CAP organization  
Customs  
Uniforms  
Drill and ceremonies  
Legal issues  
Insurance programs  
Personnel issues  
Resource management  
Logistics/finance  
Public affairs

### CADET PROGRAM

Cadet program overview  
Family relationships  
Cross generation  
communications  
Cadet encampments  
Cadet protection  
Cadet aerospace education  
Moral leadership lab  
Recruiting for CAP  
IACE program  
National activities  
Phases of progress

## ITEMS OF SPECIAL INTEREST AND PARALLEL READING

### Standards, Customs, and Courtesies - CAPP 151

### Organization of Civil Air Patrol - CAPM 20-1

This manual prescribes and explains the mission and organizational structure of Civil Air Patrol and establishes officer manning authorizations for all CAP units.

### Assignment and Duty Status - CAPR 35-1

This regulation prescribes policy for assignment of senior members, including rules for transfer and retired status.

### CAP Officer & Noncommissioned Officer Appointments and Promotions - CAPR 355

Prescribes requirements and procedures for initial appointment and promotion of Civil Air Patrol members to officer and non-commissioned officer grades. Chaplains, medical officers, and legal officers fall under Section E, Professional Appointments.

### Civil Air Patrol Uniform Manual - CAPM 39-1

### Award of CAP Medals, Ribbons, and Certificates - CAPR 39-3

These two sources provide all the essential guidance every CAP member needs to know about uniform wear and the requirements for all CAP decorations and certificates.

### Emergency Services - CAPM 50-15

Describes the emergency services component of the CAP mission and prescribes the requirements for participation in this part of the mission.

### Cadet Program Manual - CAPM 50-16

### CAP Senior Member Training Program - CAPM 50-17

Outline the Civil Air Patrol cadet and senior member training programs, respectively. Since chaplains are normally involved in both programs, both manuals are required resources for chaplains.

### Travel of Civil Air Patrol Members via Military Aircraft and Surface Vehicles and Use of Militant Facilities - CAPR 76-1

Establishes policy and procedures for authorizing Civil Air Patrol member use of military resources. Indispensable for those planning chaplain conferences and staff colleges.

Army and Air Force Exchange Privileges of Civil Air Patrol Members - CAPR 147-1

Provides the source of authority for CAP members' Exchange privileges.

The Civil Air Patrol Chaplain Service - CAPR 265-1

Specifies the policies governing the status, functions, and program of the Civil Air Patrol Chaplain Service and assigns responsibilities. Absolutely required reading for chaplains.

Values for Living - CAPP 265-2

Ethics for Command - CAPP 265-3

Provide guidance for the cadet and senior, respectively, moral leadership programs. Starting in 1994, the pamphlet number remains the same for each edition. Dates indicate the current guide. Previous editions may continue to be used.

## ENCAMPMENTS

### PRELIMINARIES

1. Plan achieving encampment objectives:
  - a. Ministry of presence to cadets and seniors.
  - b. Provide worship services and daily prayer.
  - c. Present Moral Leadership program.
  - d. Provide emergency ministrations.
  - e. Be available for counseling.
  - f. Other appropriate objectives
2. Become familiar with CAPR 265-1 and CAPM 50-16.

### BEFORE THE ENCAMPMENT

1. The wing chaplain:
  - a. Ensures chaplain coverage.
    - (1) Selects encampment chaplain(s) six months prior to the encampment.
    - (2) Coordinates selection with the encampment commander.
  - b. Provides necessary and possible support and assistance to the encampment chaplain. 2. The encampment chaplain, as a member of the staff, discusses the following with the encampment commander and other staff members:
    - a. Time and location of encampment.
    - b. Commander's expectations of the chaplain.
    - c. Chaplain goals and expectations.
    - d. Encampment schedule.
    - e. Facilities and supplies.
    - f. Quarters and chaplain office space.
    - g. Uniforms.
    - h. Fees/cost factor.
    - i. Schedule of chaplains, if more than one.
    - j. Other.
3. At military installations, the encampment contacts the senior installation chaplain concerning:
  - a. Dates of encampment.
  - b. Time and place of religious services on the base.
  - c. Use of chapel facilities for Moral Leadership.
  - d. Major faith group worship opportunities.
4. The encampment chaplain orders audiovisual material and equipment.

### DURING THE ENCAMPMENT 1. Ministry of presence:

- a. Be present as cadets and seniors arrive.
  - b. On military installations, make courtesy call to senior installation chaplain.
    - (1) Review schedule and facilities.
    - (2) Invite installation chaplain to meet encampment staff.
  - c. Be present and take part in all scheduled activities as much as possible, i.e., formations, meals, recreation, tours, etc.
2. Worship services:
    - a. Announce and publicize worship schedule.
    - b. Involve cadets and seniors in worship services as possible.
    - c. Provide for special religious needs.
    - d. Utilize opportunities for inspirational messages
  3. Moral Leadership:
    - a. Explain the purpose of moral leadership. Review the roles of leader, recorder, and members.
    - b. Conduct moral leadership program.
    - c. Be innovative, creative, and imaginative.
  4. Emergency ministries:
    - a. Be on call and available for all emergencies.
    - b. Provide coverage in the event of your absence.
  5. Pastoral counseling:
    - a. Post and announce the place and time for regular counseling or chaplain call.
    - b. Remind the staff that cadets may meet with the chaplain at any time. This request may not be denied.

### AFTER THE ENCAMPMENT

1. The encampment chaplain writes letters:
  - a. Of appreciation to all who provided special support.
  - b. To parents and/or clergy of those attending the encampment as necessary.
2. The encampment chaplain sends an evaluation of chaplain encampment activities to the wing chaplain within two months of the end of the encampment.

**MISSION CHAPLAIN CHECKLIST**

- \_\_\_\_\_ Obtain briefing from the Mission Coordinator.
- \_\_\_\_\_ Possess and present to the Mission Coordinator your current CAP Form 101 Card, CAP vehicle driver's license, and CAP membership card (Chaplain on the card).
- \_\_\_\_\_ Determine if there is another chaplain at mission headquarters or if family members or friends have summoned clergy to mission headquarters. If so, coordinate your efforts. The highest ranking chaplain will be in charge, with the approval of the Mission Coordinator.
- \_\_\_\_\_ Minister to both spiritual and physical needs of all individuals, family and mission staff alike.
- \_\_\_\_\_ Coordinate with the Mission Coordinator to keep current on mission status.
- \_\_\_\_\_ Inform the family's religious leader of pertinent information, subject to approval by the Mission Coordinator.
- \_\_\_\_\_ Contact family of victims, subject to coordination with the Mission Coordinator.
- \_\_\_\_\_ Assist family members as appropriate.
- \_\_\_\_\_ Arrange for religious services on Sundays, Saturdays, and Holy Days.
- \_\_\_\_\_ Be available to accompany the Mission Coordinator or other appointed officer in the event of a casualty notification or serious injury notification.

## INSPECTION CHECKLISTS

### **CAP UNIT INSPECTION EVALUATION CHECKLISTS FOR CHAPLAIN ACTIVITIES:**

- a. Has a unit chaplain been appointed in writing?
- b. What is being done to ensure that moral leadership training is provided for all cadets?
- c. If a unit chaplain has not been appointed, is moral leadership being conducted by qualified visiting clergy as defined in CAPR 265-1?
- d. How is counseling and assistance being provided for cadets and senior members?
- e. Is a chaplain's report to wing headquarters being submitted on CAP Form 34 to meet the wing chaplain's specified deadlines?
- f. What unit activities is the chaplain involved in? Does the chaplain participate in staff meetings? What role does the chaplain take in SAR/DR missions?
- g. Does the chaplain personally interview each new member using CAP Form 48? What steps does the chaplain take to ensure the confidentiality of the completed cards?

### **CAP WING INSPECTION EVALUATION CHECKLIST FOR CHAPLAIN ACTIVITIES:**

- a. Manning. Has a wing chaplain been appointed in writing? Where distance prohibits proper supervision, are assistants appointed to help conduct the program? Has the wing developed an effective chaplain recruitment program?

b. Accomplishment of chaplain responsibilities:

- (1) Has the wing chaplain developed effective procedures to monitor the total program in the wing?
- (2) Are periodic staff assistance visits planned and conducted for all subordinate units of the wing to provide counseling and guidance to new chaplains or commanders if units do not have chaplains?
- (3) Is a private office assigned or available in which to conduct counseling?
- (4) Does the chaplain personally interview each new wing headquarters member using CAP Form 48? What steps does the chaplain take to ensure the confidentiality of the completed cards?
- (5) Has a communication link been established with all chaplains in the wing, either by phone, radio, letter, or computer?
- (6) Does the wing chaplain publish a newsletter or other periodical to stimulate the program in the wing?
- (7) Does the wing chaplain review each computer printout of chaplains as received from National Headquarters? Are copies of CAP Form 2a submitted on chaplains entering and leaving the wing?
- (8) Are newly assigned chaplains briefed: On their duties and on the wing and national programs? On the requirements of Level II, including CAPP 221, The CAP Chaplain? On reporting procedures and completion of CAP Form 34?
- (9) Is a chaplain conference planned and conducted in the wing?

each year?

(10) What is done to ensure chaplain coverage for each encampment?

(11) Are religious services provided for all CAP activities that last over the weekends? If a chaplain cannot provide the service, has a list of services in the local community been published?

(12) Does the wing commander support the chaplain program? How does the commander use the chaplain as a staff member?

(13) Does the wing chaplain submit a budget to the wing commander to support all necessary expenses, such as postage, stationery, printing, telephone calls, travel, conferences, etc.?

(14) Does the wing chaplain receive adequate financial support from the commander?

(15) Does the wing chaplain monitor monthly reports to verify chaplain membership renewal requirements?

c. Moral Leadership Training. Does the wing chaplain ensure that "Values for Living" is provided for all cadets? Is "Ethics for Command" offered to all senior members? Does the wing chaplain ensure that all moral leadership training is conducted by an assigned chaplain or qualified visiting clergy?

d. Are qualified chaplains in the wing being screened for nominations for chaplain awards and promotions?

e. Chaplain Reports. Are "Chaplain Statistical Reports" submitted on CAP Form 34 from each assigned chaplain (or commander when a chaplain is not assigned)? Are wing semiannual reports to National Headquarters submitted on CAP Form 34a, Wing Chaplain Statistical Report?

## DICTIONARY OF ABBREVIATIONS AND TERMS

AFCB - Armed Forces Chaplains' Board; the senior policy making body for the US Armed Forces chaplaincies, comprised of the Chief and Deputy Chief of Chaplains for the USAF, US Army, and US Navy

CAP - Civil Air Patrol

CN - Counter Narcotics; operations to stem/slow the flow of illegal drugs into the United States

DR - Disaster Response; operation to provide relief following a natural or man-made disaster (flood, earthquake, major explosion, etc.)

NCAC - National Chaplain Administrative Committee; the continuous working group of the NCC

NCC - National Chaplain Committee; the advisory board to the NEC on matters pertaining to the CAP chaplain service

NCMAF - National Conference on Ministry to the Armed Forces; the body of religious endorsers approved by the AFCB which controls the religious authority to function for all military, VA, and Civil Air Patrol chaplains

NEC - National Executive Committee

OPLAN - Operational Plan; a plan which spells out how a unit or group will function in a given situation (e.g., during a major natural disaster; during summer encampment)

POW/MIA - Prisoner of War/Missing in Action; official designation of military personnel involved in hostile actions whose presence is not otherwise accounted for

SAR - Search and Rescue; a search for a missing person or aircraft

USAF - United States Air Force