

Vermont Wing Green Mountain Academy



TAC Officer's Handbook

Civil Air Patrol
United States Air Force Auxiliary

CONTACT INFORMATION

POSITION	NAME	CELL
Encampment Commander		
Commandant of Cadets		
Chief TAC		
Squadron 1 Senior TAC		
Alpha TAC		
Bravo TAC		
Charlie TAC		
Squadron 2 Senior TAC		
Delta TAC		
Echo TAC		
Foxtrot TAC		
Safety/Medical		
Transportation		
Logistics		

IN THE EVENT OF AN EMERGENCY

(Life Threatening Medical Emergency, Fire or Police Matter)

1. Call 911* -Answer "**Police, Fire or Medical Emergency**"-appropriately.
2. Give address: **Camp Ethan Allen Firing Range**, and *specify the building*
3. **Briefly and clearly explain the nature of the emergency.**
4. Call **Range Control** at 802-899-7013. They will help responders get to you more quickly.
5. **In the event of a Life-Threatening Medical Emergency, contact the Medical Officer* for help.
6. **Contact Encampment Commander or Chief TAC** as soon as possible to advise them of the situation.

LOCAL MEDICAL CARE

UVM Medical Center Hospital ER (24/7)	(802) 847-2434	111 Colchester Ave, Burlington VT (28 Minutes)
Central Vermont Medical Center (24/7)	(802) 371-4100	130 fisher Rd. Berlin, VT (18 Minutes)

Chapter 1 OVERVIEW

1-1. Overview. The role of the TAC Officer at encampment is to act as a mentor, safety officer, chaperone, and parent all in one and all at once. This handbook should be used as a guide to outline primary responsibilities and as a reference to provide key information to ensure you are well equipped to be successful in this position. The TAC officer's most important function is to be an extremely good observer. The TAC officer should be aware that they often have the role of the parent for many of the basic cadets. Also, a TAC should always remember that they are one of the most important examples for the cadets.

For an encampment to function effectively and safely, engaged and observant TAC Officers are essential. Keep in mind, you are NOT in the cadet chain of command. You do not command, direct, or teach the flight - this is the responsibility of the cadet staff. The TAC must enforce this among cadets if the flight staff can answer their questions. This empowers the cadet staff and basic cadets to continuously learn, develop, and think independently. A TAC Officer serves by being a constantly available source of wisdom, common sense, knowledge, and sometimes just an extra set of eyes and ears.

To some degree, the TAC Officer role is something you will have to "feel." There will be times when your comments and critiques are welcomed and there will be other times when the cadet staff does not require help. Of course, there will be the times when the staff does not want the help but needs it anyway. Understanding which situation is apparent will come with experience.

1-2. Responsibilities. As a TAC Officer, you will have a number of responsibilities.

a. Shared Responsibilities.

- (1) Safety of all flight members.
- (2) Facilitate personal counseling and/or Chaplain/counselor referrals.
- (3) Custody and release of cadets to authorized personnel.
- (4) Blister check and Medical Officer referral.
- (5) General welfare of cadets including heat exhaustion/prevention, fluid intake, availability and use of latrine, etc.

b. Delegating responsibilities. From time to time, you may need to leave the flight for short periods. You may ask another TAC to cover the flight for you, but you should first consult your Chief TAC Officer. The Senior Executive staff will try to provide relief for TACs during the day. These will be discussed and assigned by the Chief TAC.

All TAC Officers must be current in Cadet Protection Procedures. This class can be taken in EServices. Reference [CAPR 60-2](#) and [CAPP 60-15](#).

It is also highly recommended that TAC officers also complete the Advance Cadet Protection Course in EServices prior to arrival.

1-3. Supervision and assistance. You are not alone as a TAC Officer. Within the encampment structure there are a number of people who are here to help you.

a. Chief TAC Officer. The Chief TAC is charged with supervising the TAC Officers and, as such, you are a direct report. The Chief TAC is someone that you should share concerns, problems, or positive feedback about certain cadets. Also, if there are issues with the cadet squadron staff or cadet executive staff you should also bring these concerns up to the Chief TAC.

b. Commandant of Cadets. The Commandant of Cadets serves in much the same role as a Deputy Commander for Cadets does in a composite squadron. The Commandant is responsible for ensuring that the Cadet Commander (C/CC) is executing the encampment plan as designed, and that the encampment objectives and standards are being met. All of your communications with the Commandant should go through the Chief TAC.

c. Chaplain. The Chaplain is available for many types of services and assistance. Counseling, mediating, and listening are just some of the skills and abilities that the Chaplain brings to the encampment setting. Do not feel that you need to solve or counsel all of the problems that your cadets may have. Involve the Chaplain early on so that he can help "manage" the load. Remember that many of our cadets will bring emotional "baggage" from home. While we cannot usually change their situation and we did not create it, we do have to effectively work with it to help the cadet be successful in reaching the encampment goals. If a cadet asks to see the Chaplain, they must be given the opportunity.

d. Safety/Medical Officer. The Safety/Medical Officer is available 24 hours/day to help address any medical issues, assist with Operational Risk Management or other safety or medical concerns. If you are not comfortable with any of the minor medical duties you have (blister checks, etc.), or have a more serious medical concern for a cadet, Cadet Staff or even a Senior Staff member, speak with the Medical Officer. Keeping an open line of communication with the Medical Officer will help you work as a team to quickly identify any progressive medical issues, avoid inconsistent or incomplete medical complaints and ensure any medical care is complete, safe and appropriate to the situation.

1-4. Additional duties and participation. In addition to the specific responsibilities listed above you may be asked to help out in other ways. You may also be asked to help find solutions to problems as you have many more years of experience and wisdom to pull from.

One lesson that can be difficult for new TACs to understand; is that the flight you are assigned to is not "your" flight. The flight, and the ownership of that flight, belongs to the cadet flight staff. Just as the encampment, in essence, belongs to the cadet command staff. The senior staff, from the TAC Officer to the Commander, serve as custodians of the encampment and its pieces. We give the encampment over to the cadets during the week. The seniors still maintain control and oversight, but the ownership of the success must lie with the cadets if they are to learn. If you allow yourself to think in terms of "my flight" then you will exert too much control over the flight and the cadet flight staff will spend the week doing nothing but following. They are here to be leaders -- not to just "fill a slot." Your primary job is to keep the cadets and the staff safe.

You may also be tasked with other minor staff duties to help fill in certain jobs. For example, you may be asked to help coordinate communications, set up the computer network, monitor supply levels, etc. Be ready to pitch in if asked!

Chapter 2 RESPONSIBILITIES

2-1. Responsibilities. In Chapter One we outlined those responsibilities that you are directly charged with. Here we will review the responsibilities in more detail. As you will see they are largely those duties that require every set of eyes and ears possible.

2-2. Health Matters, Blister Check, and Medical Officer Referral. Safety and health are of the utmost importance during Encampment. If you have a cadet who you feel should be seen by the Medical Officer – then do it! Don't forget to keep an eye on the Cadet Staff and even your fellow TAC officers as well! Leaders can get so wrapped up in their duties they forget to take care of themselves!

While CAP does not allow us to provide formal healthcare per CAPR 160-1, the regulations do allow for the provision of First Aid with appropriate training and experience. In this case, First Aid will be considered to be any care a reasonable and prudent parent would provide for their child, pet or even themselves based on past experience addressing cuts, bumps, bruises, upset tummies, sunburns, etc. for their child, pet or themselves. Use this mindset when identifying and addressing any healthcare issues as a TAC Officer.

As the schedule permits, plan for a daily check-in with your cadets that will allow you to do blister checks, assess their general health and address any sick call type complaints. (Ideally this will be at a time when socks are already off-such as after evening showers or pool time!). One of the most important duties you have is conducting blister checks. Encampment consists of a lot of marching, standing, and running. It is hard to make it through the encampment with bad feet. Treating blisters early will help prevent problems later in the week. Additionally, watch throughout the day for cadets who look unwell, dehydrated, are limping, have minor injuries to address or come to you or your Flight Staff with complaints. If you are able to easily and comfortably address any issues such as blisters, cuts or sunburn on your own then do so. TAC Officers will be provided with a basic kit that will include moleskin, band aids, sunscreen etc. for just these types of issues.

Refer any cadets who need more care than you are able or comfortable providing or “routine” medical treatment (icings, wraps, heat rash, more severe blisters, headaches etc.) to the Medical Officer. **The Medical Officer will not be conducting a formal daily scheduled sick call but will be available in the medical room if providing care, circulating throughout the day watching for issues or can be contacted by cell phone at any time.**

For immediate reference during a medical event, a copy of the cadet's medical conditions and a medication(s) list will be an insert to this manual labeled Medical (i.e., Medical A for Alpha flight). All flight medical information will also be inserted into your manual as a redundant measure in case you temporarily relieve another TAC officer or come across a sick cadet that is from another flight. The Medical Officer and Senior Executive staff will also have a copy of the records. These records are protected information and must be secured and accounted for at all times. They should not be shared and must be returned to the Senior Executive staff or Medical Officer at the end of Encampment to be destroyed. Report any loss immediately.

2-3. Personal counseling and Chaplain or counselor referral. Encampment can be a very stressful experience for some cadets. It may be their first time away from home, it may be the stress, or they may just be overwhelmed – in any case, cadets sometimes need an ear to talk to. As a general rule, the cadet flight staff members should be the ones conducting this type of counseling. In some cases, flight staff may ask you to counsel a cadet so they may focus on the training for the remainder of the flight. Do not counsel cadets from other flights. If you notice that another flight cadet

may require counseling, inform the TAC assigned to that flight or the Chief TAC. If cadet counseling within your assigned flight is required, refer to the Cadet Protection Policy to ensure compliance.

You should be ready to involve the Chaplain or counselor in any counseling process. Sometimes the needs of the cadet will be too much for you to handle. That's okay. The Chaplain or counselor is always available to assist you. Also, if a cadet should ask to see the Chaplain or counselor, the cadet is always allowed to do so. The only exception to this is when the flight is very far away from base or when it would be unsafe to leave the flight. In this case, every effort should be made to take the cadet to the Chaplain or counselor (or bring the Chaplain or counselor to the cadet) as soon as it is possible.

2-4. Custody and release of cadet personnel. At the close of encampment, or if a cadet is going/being sent home, you may have to release a cadet to a parent or guardian. You should make sure that you know who is supposed to be picking the cadet up, and that the person you are releasing the cadet to is the correct person. Think of how terrible it would be to release a cadet to a noncustodial parent (or other equally difficult-to-judge relationship). This process should be completed with the involvement of the flight staff and support staff to ensure the cadet has any medications he/she checked in during encampment, has no outstanding fees, and is signed out appropriately. Out-processing plans will be designed and discussed more at the encampment.

It is important that you understand that you are to be involved, but not directly responsible for the discharge of cadets under your care. Only a member of the Senior Executive Staff may authorize the discharge of a cadet.

2-5. Safety. Encampment is not fun for a cadet if they are hurt and unable to participate. While "everyone is a Safety Officer", as a TAC, you are required to be even more attentive to safety related items. Operational Risk Management is required by CAPR for all CAP activities and is an ongoing process in a continuous operations environment like Encampment-even for the most mundane and routine activities. Practice Risk Management techniques and help foster this mindset with the flight staff.

Some common safety pitfalls:

- Running in barracks
- Too much drill and not enough fluids
- Poor eating habits
- Running up/downstairs
- Dehydration/heat exhaustion
- Not enough sleep

Rarely is there a Flight Commander who purposely tries to hurt or endanger his/her flight. Far more common is the Flight Commander who becomes so focused on accomplishing the mission that he/she loses sight of more common and sensible risk management controls like sitting in the shade instead of the sun; not stopping for liquids; not allowing bathroom breaks; etc. In this type of scenario, a gentle reminder to the applicable flight staff member can go a long way. Try to offer this reminder with discretion, lest the basic cadets overhear.

2-6. General welfare of the cadets. This is strongly related to safety but also includes other areas such as hygiene, emotional health, and stress management. Many of the cadets are experiencing their first time away from home in a large group and may need some assistance with hygiene issues. Other cadets may need someone to talk to, or just some tips on how to manage the stress they are faced with.

2-7. Phone calls home. Occasionally cadets will want to call home during encampment. The reasons for these calls can be varied from saying “Happy Birthday” to a home sick call. **These types of calls are not allowed.** However, since some of the calls to home are due to homesickness you should first attempt to counsel the homesick cadet. If you feel it is warranted, you should involve the Chaplain or counselor as well. Some calls home will be for family emergencies. Refer these requests for calls to the Chaplain or Senior Executive Staff

UNDER NO CIRCUMSTANCES, ALLOW A CADET TO USE YOUR CELLULAR PHONE TO CALL HOME. ONLY A MEMBER OF THE SENIOR MEMBER EXECUTIVE STAFF MAY AUTHORIZE A CADET TO USE A TELEPHONE.

2-8. Customs & Courtesies. Customs & courtesies are a very big deal at encampment. Teaching them, enforcing them, and executing them is a major part of the training curriculum. For many cadets (and seniors) this is the one time they will be faced with having to use their customs and courtesies on a continual basis. As a TAC, you are expected to be familiar with military customs and courtesies. If you are unfamiliar with military customs and courtesies it is recommended that you review Attachment 1 of this handbook and [CAPP 151](#). Also consult the Encampment Training Officer, your fellow TACs, or Chief TAC for advice and information.

2-9. TAC Officer/Cadet Staff Relationship. TAC Officers are the mentors for the flight staff. When dealing with Flight Staff, TAC Officers are expected to provide advice and counsel, when necessary, while allowing the cadet chain of command to remain intact. Immediate problems of a safety nature shall be corrected at any time when the judgment of the TAC Officer so dictates. Minor matters of technique, command presence etc. shall be handled in private whenever possible. The TAC officer should be seen, not heard. The objective of the TAC Officer is to allow the cadet staff members an opportunity to solve problems first, but advice is always available to cadet staff members merely by asking for it.

2-10. Cadet Protection Monitoring. You should always be watching for situations that violate the Cadet Protection Policy. The Cadet Staff faces heavy stresses that may cause them to make poor decisions. You are the safeguard against that. Watch for things like physical punishment (push-ups, etc.), hazing, emotional abuse, and even physical abuse.

Cadet Staff should not be assigning physical requirements to the cadets for any reason other than legitimate physical training. PT may never be used as a form of punishment. This is considered hazing and must be stopped immediately. Hazing can come in many forms and can be difficult to identify at first. To help you in identifying hazing or conduct that may border on hazing try using this three-part test:

- Do the actions of the flight staff have a direct and apparent relation to the training issue at hand?
- Are the flight staff's actions in good taste and do not “shock the conscience?”
- Can the staff remain professional while conducting the actions?

If the answer to any of these three questions is “no” then you probably want to address the staff's behavior and find out what their ultimate goal and purpose is. You are the safety valve.

You must also be cognizant of your own status as it relates to the Cadet Protection Policy. Never allow yourself to be in a situation where you are alone with a cadet in a room with the door closed. Always travel in groups of three or more. If private counseling needs to be done, ask another senior such as the Chaplain, counselor or another TAC, to sit in with you and the cadet to avoid being alone with them in a closed room. This policy even applies if your own children are attending encampment

and you wish to speak with them in private. Should there be TAC Officers who have their own children in other flights, be observant to ensure there is no undermining of Flight Staff between a TAC Officer and his/her cadet.

Chapter 3 TAC OFFICER'S TASKS

3-1. Specific tasks. Besides managing your responsibilities, you also will have specific tasks that you are asked to perform. If you need help completing these tasks you should talk to your Chief TAC.

3-2. TAC Officer Meeting. This meeting is conducted nightly. It provides an opportunity for all the TACs to meet and discuss how things are going. You should be present to offer insight, give advice, and be an information resource. The Chief TAC conducts this meeting. If the Commandant is available, he/she should be included in the meeting.

3-3. Building Security. VT Wing has made the decision not to maintain a Cadet Charge of Quarters (CQ) Staff. With this decision, it is everyone's job to watch the facility as it relates to security and safety. Usually, the TAC Officer is one of the last senior members in the flight's area, so check to ensure that the area is secured when leaving. Only specific Senior Command Staff Members have keys for building access.

3-4. Walk-Through. At least once each day walk through your flight's area. Note any unreported broken equipment or hazards. Check latrines, supplies, and trash.

3-5. Medications. Medical information of each cadet and any required medications will be on file at the encampment location.

3-6. Blister Check. Each evening, preferably right after showers and right before personal time, check for blisters. Watch for reddening of the heel, etc. Each TAC Officer will have a kit containing moleskin, Band-Aids, and rubber gloves. See the Medical Officer for additional supplies, if needed.

3-7. Laundry. Laundry should not need to take place at Encampment. Cadets are supposed to bring enough clothing to last them the week. However, if the need arises, there are laundry facilities. The washing of flight T-shirts may need to be coordinated through the Chief TAC Officer.

3-8. Check Out. Review procedures and supervise all check outs. Check out for staff does not occur until the encampment is released from the facilities. It is important that cleaning the facilities and packing up take place in a timely manner so everyone can leave as early as possible.

3-9. Return Possessions. Return collected and inventoried items to cadets. All items collected from cadets at the beginning of encampment should be returned to them. Check for any medicine which might not have been in the locked bags.

3-10. Clean Up. Clean up and restore the building, having cadet staff assisting. The final building clean up and restoration will be better than its original condition. The TAC Officers should take a VERY high profile in making sure the buildings are cleaned prior to departing the encampment.

3-11. Graduation. Check with the Chief TAC Officer for your assignment during graduation.

3-12. Sign-Out. All basic cadet luggage and personal items will be packed and neatly stacked on each cadets bunk prior to graduation. Cadets will return to the barracks after graduation with their parent/guardian to sign out, collect their luggage and certificate.

This process will be impacted by any change in formal graduation ceremony plans.

Chapter 4

GENERAL GUIDELINES AND LEGAL CONSIDERATIONS

4-1. Uniforms. The Senior Staff sets an example for the cadet staff and the basic cadets. Their uniform must always be neat and clean and must fit properly. It is essential that uniforms be correct in accordance with CAPM 39-1.

The duty uniform is generally Airman Battle Uniform (ABU), or appropriate Corporate Uniform. While the Commandant of Cadets will establish rules for encampment, accepted practice is duty uniform from morning meal until after evening classes, or after 2130 hours. Physical training (PT) gear is acceptable only during athletic activities and personal time. Time at encampment is limited. It is helpful to bring several duty uniforms to minimize laundry. Ribbons may be worn for the graduation ceremony. Shoes/boots should be highly polished, if possible, as we're setting the example for the cadets.

4-2. Living Quarters. The Senior Staff's quarters must be kept in proper order. Often it is necessary to conduct business in these quarters. As with uniforms, the Senior Staff sets an example for the cadet staff as well as the basic cadets.

4-3. Legal Responsibility. In today's society, we cannot afford to ignore our exposure to liability. The following is a lay interpretation offered as a basis for your understanding of the legal responsibility as a member of the Senior Staff, especially a TAC Officer. Should you have any questions, they should be directed to competent legal authority. As Senior Members, our legal position with respect to cadets is conceptualized in law by the doctrine of "in loco parentis," that is, we are acting in the place of the parents. Thus, we have a legal responsibility to act, nurture, protect and safeguard the cadets from harm, both physical and mental.

4-4. Standard of Care. In a world fraught with risks, how much risk is reasonable? How must we behave and with what "standard of care" must we comply to create an atmosphere that is reasonably free of risk? The final analysis of whether that standard has been met in each individual case would be in the hands of a jury.

4-5. Responsibility. It appears then, that we have the legal liability and responsibility of the parent. We have a duty to take care of incidents as they occur and to foresee and protect the cadets from damage, both physical and mental. We are responsible for the physical and the emotional and psychological well-being of the cadet.

- a. We note that historically we have had few problems because the people working at this level with cadets are usually highly motivated. They care a great deal about the well-being of the cadets.
- b. Responsibility to protect the cadets from physical damage is obvious. The Senior Member must always be aware of potential environmental hazards or situations that could result in injury. Less obvious is the responsibility to protect the cadet from psychological damage.
- c. What can we do to reduce our potential for legal problems? The encampment program must be planned and executed with a reasonable standard of care in mind. The Senior Member must remain sensitive to areas of exposure. We must be very conscious of the possible effect of our actions and the actions of others on the cadets. Always be conscious of safety and be aware of

areas where injuries or distress could occur. Beyond that, we must be sensitive to neutralizing the adverse consequences of any incident that might occur.

4-6. Counseling. The TAC Officer has an important job as a counselor both to the basic cadets and the cadet staff. The role of the TAC Officer as counselor is that of an advisor or coach.

- a. Arriving at the encampment, the basic cadets are cast into an environment that may be radically different from anything they have ever encountered before. Encampment is highly structured, stressful, and demands a high level of participation and concentration from each cadet. Some cadets will have more difficulty coping than others will. Be on alert to identify problems and provide counseling when appropriate.
- b. The responsibilities of the cadet staff place them in a similar situation. They too may benefit from counseling. Basic counseling skills include at least the following.
 - 1) Active Listening Skills. Effective counseling requires that the person being counseled feel that you have a sincere interest in his/her problem. This is best done using active listening techniques such as the following:
 - a. Eye contact
 - b. Body language
 - c. Reflection
 - d. Questions (Open ended)
 - 2) Sensitivity. Be sensitive to the emotional state of the cadet and his/her/her feelings. Always maintain respect for the individual; criticize the behavior, not the person. Consider:
 - a. Needs
 - b. Self-image
 - c. Personal worth
 - 3) Resolution. Resolution of problems or situations may take one of several forms.
 - a. Advice
 - b. Direction
 - c. Suggestions
 - d. Explanation or clarification
 - e. Self-resolution
 - f. Solution focused

If you run into a difficult situation, share the problem with other senior staff members. We are not professional counselors nor are we here to experiment with counseling skills. Another perspective might be helpful. **REMEMBER: WE DO HAVE A PROFESSIONAL MEDICAL OFFICER ON STAFF!**

ATTACHMENT 1 CUSTOMS & COURTESIES REVIEW

As a reference guide, the following customs and courtesies have been outlined here. These are not all of the customs and courtesies we follow in CAP, but they are the more common ones that you will be expected to monitor and enforce.

Saluting. One of the most basic of military customs, the salute, dates back to the Middle Ages when a knight would raise his visor with the right hand to show friendly intentions. Today, members of allied military services use the salute as a sign of respect amongst their peers and as respect to the flag.

CAP cadets and Seniors are expected to salute the following:

- Officers of all US military branches
- CAP senior members
- Officers of nations friendly to the U.S.
- CAP cadet officers of higher grade
- The U.S. flag
- The President of the United States

The salute is rendered sharply when the junior individual is 6 paces from the senior individual (or flag). The salute is held until returned or until the junior is 6 paces past the senior. A greeting or salutation is also expected of the junior. The senior officer should return the salute if possible or at least acknowledge the greeting. If the junior person has both hands occupied, then the junior does not salute and simply offers an appropriate greeting.

Cadets do not salute when indoors, in formations (unless their position requires it), while on a work detail, on a flight line, or while in a designated "no saluting" zone (sometimes the Dining Facility is designated so).

Using appropriate titles. Whenever cadets address someone in CAP they are required to use the appropriate title. The options they have are:

Sir/Ma'am, the person's grade (with all types of sergeants being addressed as "Sergeant" except for Chief Master Sergeants who are addressed as "Chief")

When you are addressing a cadet, you should attempt to use their grade whenever possible. At a minimum you are expected to use the title "Cadet." When you address fellow seniors, it is optional to use the terms sir, ma'am, or the person's grade. However, at encampment we ask that you do this regularly to reinforce the training to the cadets.

Calling a room to attention. Whenever a senior officer enters a room, the room's occupants call the room to attention. The exceptions to this rule are when a class is in session or when on a work detail. If a higher-ranking officer than the officer entering the room is already present in the room, the room's occupants do not call the rooms to attention. Bathrooms should not be called to attention at any time.

Reporting. Reporting procedure is as follows: Knock once at the door and await instructions to enter. The cadet positions him/herself two paces from the officer or two paces in front of the officer's desk. Salutes and reports: "*Sir/Ma'am, Cadet Smith reporting as ordered*" or "*Cadet Smith reporting.*" The cadet drops his/her salute only after the officer returns it. The cadet carries on conversation in the first and second person. When the cadet's business is completed, he/she salutes (waiting to have it returned), executes a facing movement toward the nearest exit and departs.

Retreat. At the close of the duty day at Norwich University, you will hear Retreat being played. When you hear retreat you should stop, face the base flagpole, and salute (if in military uniform) or place your hand over your heart (if in corporate or civilian attire). If you are driving you should pull over, get out of the vehicle, and follow the above procedure.

Covers. In CAP, we use the term "cover" to refer to uniform headgear that we wear. Covers should always be removed when indoors or on a flight line. Covers should always be worn when outdoors. When in a "gray area" such as an open hangar, an open garage, or an enclosed porch, it is a judgment call. However, if you are with someone of a higher grade you should follow their lead. Also, when in a vehicle you should follow the example of the highest-ranking person in the vehicle. Covers are removed for prayers.

Further customs & courtesies. The above customs and courtesies are by no means an exhaustive list. Rather, these are some of the more common ones that you will see, use, and observe. If you have further questions about customs & courtesies, please reference [CAPP 151](#) or AFR 50-14/AFMAN 36-2203.

ATTACHMENT 2 DOs AND DON'Ts

DO

- Motivate and support your flight staff.
- Let them know that you are there for assistance when they need it. ALWAYS have your flight in sight, including during PT, drill, flight time and class time.
- **Make sure everyone in your care gets at least 8 hours of sleep every night. This includes you.**
- Unless there is a safety concern, let the staff make mistakes, as they are learning as well as the basic cadets. This is a great opportunity for you to learn too!
- **Use the cadet chain of command when dealing with cadet issues.**
- If you are having problems understanding what is going on, see the Chief TAC Officer. You may also speak to the Chaplain. Whenever possible follow the chain of command.
- Try to keep your temper and avoid swearing.
- Enjoy yourself and try to get some sleep!

DON'T

- **Do not undermine the cadet staff's authority. You are there as a flight advisor, not as a commander. You are NOT in the chain of command.**
- Do not encourage cadets to raid or play pranks on other units.
- Do not interfere with other flights, squadrons or senior staff assignments.
- Do not yell at the cadet staff. Take them aside and discuss your concerns. If a situation is at the point where you are yelling, then the Commandant of Cadets should be handling the problem, not you.
- **Do not discipline cadets.** The Cadet Staff should handle discipline problems unless things get out of hand. If things do get out of hand, please step in and then immediately inform the Cadet Commander and the Commandant of Cadets. If the need arises to review an issue with Flight Staff, please move the Flight Staff far enough away so your comments will not be overheard by the Basic Cadets.

Remember: Criticize in Private, Praise in Public!

Any serious problems are to be brought to the attention of the Senior Cadet Staff AND the Encampment Command Staff ASAP!

Do not feed the cadet basics or staff members candy or any treats.

Do not smoke in any buildings or vehicles, or around cadets. If you do smoke, do it away from cadets and dispose of butts in a properly marked receptacle.

Do not attempt any of the physical challenges the cadets will face unless you are physically fit.

**UNDER NO CIRCUMSTANCES, ALLOW A CADET
TO USE YOUR CELLULAR PHONE TO CALL HOME.**