SOUTHWEST REGION HEADQUARTERS
CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY

SOUTHWEST REGION
EMERGENCY SERVICES
EDUCATION AND TRAINING PROGRAM
VOLUME 1 ORGANIZATION
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1.0 INTRODUCTION

The curriculum project served us well but we did not finish the job. Without classroom and on-the-job training facilities, Civil Air Patrol continues to operate as it did in the old days. We are even going backwards, as training information and course and support materials are not updated on a regular basis. Also, many if not most wings and members do not know where and how to access the material.

The Air Force has a stand-alone training command designed only for training; to close the gap CAP needs to do the same thing. Our proposal is the formation of an Education and Training Program that would be responsible for the training portion of our CAP Emergency Services mission. The Education and Training Program would be a stand-alone program lead by the Director of Emergency Services Education and Training and reporting to the Chief of Staff. The Director of Emergency Services would continue their role of conducting the missions with graduates of the Education and Training Program.

The SWR ES EDUCATION AND TRAINING PROGRAM starts with a region staff lead by the Director of Emergency Services Education and Training and passed down to their counterparts in each wing, then on to the unit level. The Director of Emergency Services Education and Training for each wing will be supported by their counterparts at the unit level. All would be supported by Academies and On-the-Job Training (OJT) Centers, developed and run per an Education and Training Program Manual. The Academy is the classroom portion of the training program and will emphasizes the “why” and some “how to” for the specialty tracks. The OJT portion will emphasize the “how to” and concentrate on hands-on training. Certified instructors will provide the core group that will assure professional performance and improve our reputation with our partner agencies.

This program will give all CAP ES personnel the opportunity to be trained to consistent, minimum standards. Trainees will know what to expect and how long it will take for their training. Changes and updates will be timely, presented as part of a robust Continuing Training program. As time and resources allow, much of the classroom and continuing training will be presented online. The program will make it easy to show others what our standards are, and provide easily recognized and thorough documentation.

Success depends on getting the appropriate personal to set up the Academies and OJT centers; the Education and Training Program Manual will foster consistency to help our members work together to accomplish our goals. We will need region staff, wing staff and train-the-trainer meetings to make it happen, supported periodically with a SWR Emergency Services Conference.
2.0 ACKNOWLEDGEMENTS

I would like to take this opportunity to thank the members of Southwest Region, Texas Wing, and Louisiana Wing, members of the National Curriculum Project and those that have and are now serving on staff at our National Emergency Services Academy (NESA). Special thanks go to the staff and members of the Louisiana Wing that gave me the opportunity to beta test the academy theory and for making it a success. John Desmarais and his staff gave us the start with NESA, and their continued support will insure we keep a quality program. Last but not least is my friend and CAP partner Rich Simerson; his leadership and efforts in course development, writing and updates have made it all possible. Without all of these members we would not have the opportunity to move forward with our training program. Without their endless hours of work and efforts we would not be able to take the next step. As mentioned in my introduction it is time to raise the bar and without the leadership if the following this opportunity would not be possible.

Col Frank Buethe – present SWR Commander
Col Joe Jensen - past SWR Commander
Col Arthur Scarbrough - past Louisiana Wing Commander
Col Rodney Ammons - former Louisiana Wing Commander
Major General Reggie Chitwood - National Chief of Staff, former SWR Commander
Col Tom Todd - past Southwest Region Commander
LTC Victor Delmoral USAF, SWLR - Retired
Col Colin Fake - former Southwest Region Commander
Col Tommie Herndon - former Southwest Region Commander
Col Ray Farley - former Texas Wing Commander
Col Orlan Scott - former Texas Wing Commander
LTC Roy Carman - former Texas Wing Director of Operations
LTC Richard Simerson - Commander, Tigershark Composite Squadron
National Emergency Services Work Group
National Emergency Services Academy
Members of Southwest Region
Members of Louisiana Wing
3.0 National Emergency Services Academy (NESA)

NESA is a result of years of work by lots of members, starting with the curriculum project, to standardize our Emergency Services Education and Training material. As a result the program and academy has provided us with all tools needed for both the class room and on the job training to complete all task needed to become qualified in any of our emergency services disciplines. NESA is held only once per year for two weeks in Indiana and it is a great place to become qualified or learn more about how to become a great instructor. With all its advantages, we cannot educate the masses with the program so our new ES Training program is designed to take NESA on the road.
4.0 Lone Star Emergency Services Academy (LESA)

In years gone by several Southwest Region (SWR) members have worked with the curriculum project and on to help develop NESA and course material. Those along with others have attempted to start and run a similar school in SWR to give our members options to a higher degree of training and instruction compared to less formal training available at the wing or unit level. Ahead of its time, there was not enough support at region or the wing level to produce such a school.

Under the leadership of Col Smith and willing workers lead by Brooks Cima, Texas has started and has been running LESA with great success. The desire of those running the school is to make it available to others outside Texas Wing and there is no better place to start that SWR. LESA is similar to NESA in that it is only one week per year and provides lots of members with the opportunity to get qualified in a short time or increase their instructor skills. These members then go back to their wings and units to become assets to their units, wing and CAP.
5.0 MISSION STATEMENT

The Southwest Region Emergency Services Education and Training Program is a professional team dedicated to provide the facilities, materials and support to lead our members to a more professional, knowledgeable and motivated mission-capable force. The end results are Civil Air Patrol members ready to successfully provide the United States of America and the Southwest Regions Communities with quality services in our congressionally assigned missions.
6.0 VISION

To seek and apply Innovative Technological Advances, Advanced Educational Methodologies, Successful Operational Experience, Positive Motivation and Professionalism for the continued development of the Southwest Region Cadets and Senior Officers in order to meet the challenges of the 21st Century.
7.0 CORE VALUES

5.1 Safety
- Always work in a safe manner
- Proactively report and correct unsafe conditions
- Understand our critical role of safety in our missions

5.2 Teamwork
- Quick response to offer and accept help
- Treat others fairly and with respect
- Cooperation is more important than competition

5.3 Commitment
- Committed to serve customers, accomplish the mission and have fun
- Dedicated to serving both internal and external customers
- Uncompromising dedication to personal and professional integrity
- Balance of professional and personal life
- Ethical behavior at all times

5.4 Quality
- Pride in service, environment, product
- Every stakeholder has an impact on quality
- Strive to work with the best: members, partners and equipment
- Attention to detail
- Accredited programs

5.5 Communication
- Effectively communicate in a timely manner
- Open door policy throughout organization
- Offer constructive alternatives which can effect solutions
- Provide and accept candid, honest feedback
- Listen with the intent to understand

5.6 Attitude
- Willing to grow personally, professionally and technologically
- Embrace change; be proactive rather than reactive
- Learn from our mistakes
- “Can do” attitude; passion to exceed expectations
- Meet and exceed the rules that govern our organization
8.0 CORE COMPETENCIES

Civil Air Patrol's Emergency Services Education and Training Program develops, trains, sustains and integrates the elements of our Emergency Services Education and Training Program.

- Develop performance-based training programs
- Centralize and organize training material and courses on-line
- Develop Web-Based Training
- Provide an Organization to support our training program
- Provide an Educational Program to support our training efforts
- Provide Academy facilities for classroom and OJT training
- Provide Staff and Faculty to support our training program
- Provide an Administrative system to support our training program
- Provide a Scheduling system to support our training program
- Provide a Data and Operational Management system to support our training program
- Provide Training Levels to challenge our training program
9.0 GOALS

The Primary Goal of the Education and Training Program is to provide the Southwest Region with an education and training system that will foster the Civil Air Patrol national objective of standardized training. We can meet the training demands of the Region by promoting the following:

- **Professionalism** in all CAP Operations
- **Organization** in CAP Operations, Education & Training Activities
- **Training Programs** to support Emergency Services and other programs
- **Facilities** for ES Academy (classroom) and OJT Centers
- **Quality Staff and Faculty** to support the Academy and OJT Centers
- **Administrative System** to efficiently support the Academy and OJT Center
- **Scheduling System** to support the Academy and OJT Center
- **Data Management System** to support the Academy and OJT Training
- **Web-based Training** to support the Academy
10.0 Other Services

Although our goal is to provide a standardized training program for Emergency Services, the academy facilities and support can be made available to other CAP programs. The Academy Director will work with the Director of Emergency Services to provide classroom space for those courses. Each will be responsible for providing course material, instructors and support for all courses. Other CAP programs include:

- Professional Development
- Aerospace Education
- Communications
- Other Wing Staff positions
11.0 SWR ES Education and Training Program

11.1 Structure

11.1.1 SWR ES Education and Training Program provides each member with the Emergency Services hands-on training needed to become a “Professional” Civil Air Patrol Cadet or Senior Officer

11.1.2 SWR ES Education and Training Program staff

- Director of Emergency Services Education and Training
  - Standalone like the U.S. Air Force
- Assistant Director for Curriculum
- Assistant Director for Distant Learning
- Assistant Director for Web Services
- Assistant Director for Mission Management Systems
- Assistant Director for Ground Team Training
- Assistant Director for ICS Staff Training
- Assistant Director for Mission Aircrew Training (includes Flight Line)

11.1.3 Component Organizations of the SWR ES Education and Training Program

- Wings

11.1.4 Wings channel the continued support from region to the Squadron level (e.g., facilities and course materials) and support the ES Academy and OJT Center

11.2 Organization

11.2.1 The Director of Emergency Services Education and Training reports directly to the Region Chief of Staff and is responsible for supervising staff and promoting program objectives. Duties include:

- Work with NHQ Staff to keep up with changes and updates
- Work with the National Emergency Services Academy Staff to keep up with changes and updates
- Work with the Region PAO to produce a quarterly ES Newsletter
- Organize and produce a yearly SWR Emergency Services Conference
- Assign personnel to support and facilitate the wing accreditation process, and award accreditation to qualified programs (Appendix A)

11.2.2 Assistant Director for Curriculum reports to the Director of Emergency Services Education and Training and is responsible for working with the
EDUCATION AND TRAINING PROGRAM to produce, update and maintain curriculum materials and support all areas of the ES training program. Duties include:

- Work with AD for Web Services to have all materials posted on a region web site
- Making sure all Academy and OJT Center material are current

11.2.3 Assistant Director for Distance Learning reports to the Director of Emergency Services Education and Training and is responsible for working with the EDUCATION AND TRAINING PROGRAM to develop a distant learning program that will support ES courses in all areas of our training program. Duties include:

- Work with AD for Web Services to have all materials posted on the region web site
- Make sure all Academy and OJT Center material are supported wherever possible

11.2.4 Assistant Director for Web Services reports to the director of Emergency Services Education and Training and is responsible for working with the EDUCATION AND TRAINING PROGRAM to develop a website that will support the group’s efforts.

- Work with wing AD for Web Services to set up EDUCATION AND TRAINING PROGRAM page
- Work with director to set up a page map
- Work with EDUCATION AND TRAINING PROGRAM staff to keep their portion of the page updated

11.2.5 Assistant Director for Mission Management Systems reports to the Director of Emergency Services Education and Training and is responsible for working with the EDUCATION AND TRAINING PROGRAM to develop a mission management system that will support ES courses in all areas of our training program. Duties include:

- Work with AD for Web Services to have all materials posted on the region web site
- Make sure all Academy and OJT Center material are supported wherever possible

11.2.6 Assistant Directors (Ground, ICS Staff and Aircrew) report to the Director of Emergency Services Education and Training and is responsible for working with the EDUCATION AND TRAINING PROGRAM to utilize materials developed by our National Curriculum Project and National Emergency Services Academy. Duties include:

- Work with AD for Curriculum to develop and maintain courses
- Work with AD for Distance Learning to develop and maintain courses
- Develop, maintain and post the New Member training schedule
- Develop, maintain and post suggested monthly training schedules for squadrons
- Keep a list of counterparts in each wing
- Develop and maintain a communications system with wing counterparts
- Keep counterparts updated on all course changes
- Support counterparts in each wing with any request they may have
12.0 Wing Education and Training Program

12.1 Structure

12.1.1 Wing ES Education and Training Program is structured to provide each member with emergency services hands-on training needed to become a “Professional” Civil Air Patrol Cadet or Senior Officer.

12.1.2 Wing ES Education and Training Program Staff

- Director of ES Training
  - Standalone like the U.S. Air Force
- Assistant Director for Mission Management System
- Assistant Director for Ground Team Training
- Assistant Director for ICS Staff Training
- Assistant Director for Mission Aircrew Training
- Wing Academy Director
- Wing OJT Center Director

12.1.3 The Component Organizations of the Wing ES Education and Training Program

- Groups
- Squadrons
- Classroom Academy
- OJT Operations Center

12.1.4 Group - is the optional organizational element of the Civil Air Patrol administrative structure for larger wings. The group’s main function is to support the efforts at the Squadron level. Therefore, the Group Commander and the Director of Emergency Services Education and Training are the main support for the backbone of all training activities in the CAP squadrons.

12.1.5 Squadron - is the foundation of the Civil Air Patrol. Not only are all Emergency Services operations based on the Squadron’s capabilities but all training programs are begun at the Squadron level. Therefore, the Squadron Commander and the Director of Emergency Services Education and Training are the backbone of all training activities in CAP.
12.2 Organization

12.2.1 The Director of Emergency Services Education and Training reports to the Wing Chief of Staff and is responsible for supervising staff along with promoting program objectives through the Southwest Region Director of Emergency Service. Duties include:

- Working with the Region Director of Emergency Services Education and Training to promote and distribute the quarterly ES News Letter
- Working with the Region Director of Emergency Services Education and Training to support, organize and produce a yearly Region Emergency Services Conference
- Working with the Region Director of Emergency Services Education and Training to gain accreditation of wing ES training programs (Appendix A)

12.2.2 Assistant Director for Mission Management Systems reports to the Director of Emergency Services Education and Training and is responsible for working with the EDUCATION AND TRAINING PROGRAM to utilize materials developed by our National Curriculum Project and National Emergency Services Academy (NESA). Duties include:

- Provided academy and OJT instructors with updated materials (posted on region website)
- Use new member training schedule as a training guide (posted on region website)
- Keep a list of certified Instructors to be posted on wing website
- Keep a list of certified Evaluators to be posted on wing website
- Keep a list of all trainees in the program to be posted on wing website
- Monitor all trainees progress through their training to be posted on wing website

12.2.3 Assistant Directors (Ground, ICS Staff and Aircrew) reports to the Director of Emergency Services Education and Training and are responsible for working with the EDUCATION AND TRAINING PROGRAM to utilize materials developed by our National Curriculum Project and National Emergency Services Academy (NESA). Duties include:

- Provided academy and OJT instructors with updated materials (posted on region website)
- Use new member training schedule as a training guide (posted on region website)
- Keep a list of certified Instructors to be posted on wing website
- Keep a list of certified Evaluators to be posted on wing website
• Keep a list of all trainees in the program to be posted on wing website
• Monitor all trainees progress through their training to be posted on wing website
13.0 Group/Squadron Education and Training Program

13.1 Structure

13.1.1 **Group/Squadron Education and Training Program** is the foundation of the Civil Air Patrol. Not only are all Emergency Services operations based on the Squadron’s capabilities but All the Educational / Training programs are begun at the Squadron level. Therefore, the Squadron Commander and the Director of Emergency Services Education and Training are the backbone of all training activities in CAP.

13.1.2 **Group/Squadron Education and Training Program Staff**
- Director of Emergency Services Education and Training
  - Standalone like the U.S. Air Force
- Team Leader Ground Team Training
- Team Leader ICS Staff Training
- Team Leader Mission Aircrew Training
- Mentors

13.2 Organization

13.2.1 **Director of Emergency Services Education and Training** reports to the Squadron Chief of Staff or Squadron Commander in absents of a Chief of Staff and is responsible for supervising staff along with promoting program objectives through the Wing Director of Emergency Service.

13.2.2 **Team Leaders (Ground, ICS Staff and Aircrew)** reports to the Director of Emergency Services Education and Training and is responsible for working with the EDUCATION AND TRAINING PROGRAM to utilize materials developed by our National Curriculum Project and National Emergency Services Academy (NESA). Duties include:
- Use new member training schedule as a training guide (posted on region website)
- Assign mentors to each trainee
- Keep a list of all trainees
- Report all trainees to wing counter part
- Recommend certified evaluators to wing counter part
- Monitor all trainees progress through their training schedule

13.2.3 **The Mentors** reports to the Director of Emergency Services Education and Training and are a trusted counselor or guide, tutor, or coach. Mentors are helpers and may be assigned to both Cadet and Senior Members.
Mentoring is a relationship in which a person with greater experience guides another person in their Emergency Services, Cadet Programs, Aerospace Education, Professional Development and Communications careers.
Appendix “A”
Accreditation Process

Purpose

SWR accreditation of region and wing training programs is designed to demonstrate that their Emergency Services (ES) Training Program has an effective program in place to ensure the technical competency of CAP ES personnel. Accredited organizations are recognized for having programs and processes in place that adhere to the minimum established objectives and criteria for effective ES training and qualification per CAP regulations and the goals of this manual. Accreditation ensures the consistent application of ES specialty track qualification requirements across the region, thereby ensuring that all ES personnel possess a minimum (standard) level of knowledge and skills and facilitating the transportability of qualifications when an individual moves from one unit or wing to another.

Process

1. Basic Elements

   • Development and implementation, by the wing requesting accreditation, of an ES Training Program that meets the requirements stated in CAPR 60-3 and the goals of this manual.

   • A comprehensive self-assessment of the ES Training Program against the objectives and supporting criteria as described in a document entitled “Assessment of ES Training Program” and posted on the SWR website (https://www.TBD.doc), by the requesting wing. The details and conclusions of that evaluation are documented in a self-evaluation report. The self-evaluation report and a declaration of readiness by the wing’s Director of ES Training are transmitted to the SWR Director of ES Training.

   • Evaluation of the requesting wing’s ES Training Program by an onsite accreditation review team. This team, consisting of specifically qualified individuals, will evaluate the wing program against the objectives and criteria. The onsite evaluation team pays particular attention to ensure that the program is being effectively implemented throughout the organization. The results of the onsite review are documented in a SWR Accreditation Review Team Report.

   • A recommendation to the SWR Director of ES Training for accreditation of the program by the review team. The recommendation is based upon information contained in the accreditation review report, and feedback and input from requesting wing organization.

   • A determination by the SWR Director of ES Training regarding accreditation. The accreditation will be valid for four years.

   • Continuous implementation and maintenance of wings' ES Training Programs. The wings are expected to continue to maintain and implement their ES Training Program in a manner that meets the objectives and criteria and that ensures a robust program. Renewal of accreditation is accomplished by the same process as initial accreditation, and involves both a self-evaluation report submitted by the wing as well as a review by an onsite accreditation review team. The SWR Director of ES Training will review the results of these efforts and make a decision to renew or defer accreditation based on the review team results and feedback from the requesting wing.

2. Accreditation Support
The SWR Director of ES Training will assign personnel to support and facilitate the wing accreditation process. This includes:

- Developing and maintaining program documents.
- Providing assistance as requested to support the accreditation process.
- Establishing accreditation review teams.
- Supporting the process to maintain and re-validate accredited wing ES Training Programs.
- Coordinating the necessary resources to support the accreditation process, including:
  - Content, format and process for requesting wings' self-evaluation and self-evaluation reports
  - Accreditation Review Team responsibilities, procedures and activities
  - Content, format and process for evaluations and development of the Accreditation Review Team Report
  - Accreditation criteria
  - Suggested processes and practices for maintaining accreditation