

“SO YOU ARE THE NEW WING CHAPLAIN...”



HELPFUL HINTS FOR THE WING CHAPLAIN

Paul Ward, Chaplain, Lt Col, CAP

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FOREWORD

Through the years, many of us have lamented and even fumed about the paucity of information available to assist chaplains appointed to serve as Civil Air Patrol Wing Chaplains. I came on board as a chaplain in 1985 and was given the duty assignment of Squadron Chaplain for the Huntsville Composite Squadron in Huntsville, Alabama and had not served as a chaplain before in any capacity. It fell my lot to depend on pastoral experience and on training received in Clinical Pastoral Education while a student in the School of Religion at the University of Iowa. Three and a half years later I was appointed Alabama Wing Chaplain, and the old CAP Pamphlet, "*Chaplains Helping Chaplains*" was my only real guide. No human hand was there.

While many of my chaplain colleagues were as stunned as I by the absence of comprehensive material assistance for chaplains at the Wing level, evidence was wanting that any of us had sequestered himself or herself in a room with pen and paper or typewriter to meaningfully cope with the dilemma. There was no evidence of the kind of intellection or ideation needed forthcoming from any quarter. This persisted through my tour of duty as Deputy Chief and National Chief, which attests at least some of the blame for the absence of suitable materials to assist chaplains in this critical area of the CAP Chaplaincy rests on my shoulders.

What was needed and has remained needed until this time was an influx of inspired imagination goaded by targeted needs assessments to prompt our best minds into a creative stance with the preparation of a Handbook or Pamphlet for Wing Chaplains as its objective. It is to the advantage of the whole CAP Family that such a moment has arrived at last. It is the creation of Chaplain, Lieutenant Colonel, Paul Ward, Civil Air Patrol, former California Wing Chaplain.

Chaplain Ward is to be applauded for his creation of a Handbook for CAP Wing Chaplains. One may easily adduce from the chapter titles of the Handbook that it aspires to be and actually is a functional contribution to successful tenures of service for Wing Chaplains and chaplains at every level of chaplaincy in the organization.

The Handbook is a hallmark of substantive preparation and training for chaplain service in the CAP. Nothing less is acceptable for our service oriented organization.

A frequent result of appointments of ill prepared and non-tenured chaplains to the post of Wing Chaplain is frustration on the part of the chaplain and his commander because of a lack of understanding of both the job requirements and the responsibilities incumbent with the appointment. Chaplain Ward's manual addresses this problem head on. Also, it constitutes a primer of sorts and vouchsafes a modest guarantee that the chaplain appointed as Wing Chaplain and his response to this duty assignment will be on target. Negative evaluations and dismissive remarks about the quality of his chaplaincy will be unlikely, and the judgments applied to his work by his superiors will all be positive. The precise understanding and knowledge about what he is and about what is both

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expected and required of him gleaned from pages of the Handbook will be his stanchions.

The Handbook augers a realistic platform for personal assessments for the prospective Wing Chaplain of what being a Wing Chaplain is all about and his/her fit for the job personality wise as he/she tools through it a substantial time before agreeing to accept the appointment. This is critical since, while all of us as CAP personnel are volunteers, Chaplain Ward's Handbook will rivet in the mind of the prospective Wing Chaplain that upon accepting the appointment and strapping on his/her chaplain boots, the journey becomes far more than that of a mere volunteer. It becomes a responsibility: A responsibility to which he/she has committed the best of his/her integrity and will to service. And this is really good. Chaplain Ward's subtle philosophy mediates to the prospective Wing Chaplain that there is joy in being a Wing Chaplain. The joy itself rests in the acceptance that being a Wing Chaplain is something he/she freely accepts as a personal responsibility because of the level of understanding that is experienced and which can now be brought to the task.

More importantly, as the new or prospective Wing Chaplain leafs through and then engages in the serious reading of the Handbook, something special will happen. As he/she keys in to the philosophy statement in Chapter 1, and notes Chaplain Ward's near verbatim on his own beginnings and successes as a Wing Chaplain in the broadly textured culture of the California Wing and the implied reasons for his success, he/she will literally "feel" a sense coming upon him/her that though enormously stratified, the task of being an effective Wing Chaplain is doable. Doable! This is it, and I submit that, with this Handbook in hand, anyone tapped to become a Wing Chaplain will "step up to the plate" with a sense of confidence, saying in the privacy of his/her mind, "This job: The job of serving as a Wing Chaplain, is doable. It really is. I like it. I can do it."

As a final note, let me say that conviction is mine beyond doubt that Paul Ward has tapped into nascent resources of vision and imagination to craft this Handbook. It is absolutely reasonable to assume that the fluidity of his reader-friendly ideas and fluent style will be captured by the minds and hearts of generations of chaplains-in-preparation to serve as Civil Air Patrol Wing Chaplains. And well might this be, since every chaplain "born" into our ranks is born a potential Civil Air Patrol Wing Chaplain, barring none.

Dare I speak as a corporate person and say, "Let us gladly receive this highly functional Handbook and embrace its full content."

Chaplain, Colonel, James H. Melancon
National Chief of the Chaplain Service Emeritus
Civil Air Patrol, USAF Auxiliary

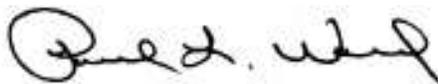
PREFACE

“So you are the new Wing Chaplain...” Kind of a jolt the first time someone said that to you? It was to me. But somehow, one day, you were selected to serve as the Wing Chaplain. I don’t think anyone of us ever set out to become the Wing Chaplain when our initial chaplain appointment was finalized through National Headquarters.

When you began your career as a Civil Air Patrol Chaplain all you wanted to do was be the best Squadron Chaplain possible. But one day, the call from the Wing Commander came asking you to serve as the Wing Chaplain. Now whether you were selected by the Wing Commander in order to fill a slot needed for the Compliance Inspection or you stepped up to the plate when the need for leadership arose, or your skill sets were recognized as what was needed for the Wing’s Chaplain Service, I believe you are in the position of Wing Chaplain due to the providence of God. Whatever the time you serve, be it for a short period of time or if you complete a six-year term, you are the Wing Chaplain because of a response to the calling to the Civil Air Patrol Chaplain Service by the Divine Chief of Chaplain Service/Commander in Chief (loosely based on 1 Peter 5:1-4).

This helpful hints handbook is by no means a regulation or an exhaustive treatise on the position of Wing Chaplain (hence the lack of footnotes and bibliography). Rather, it is a compilation of observations based on personal experience gleaned from interaction with other chaplains, relationships with commanders and members (Seniors and Cadets), along with participation in various Civil Air Patrol activities and events. Some of this material may be old stuff, but with a fresh spin, I hope that it results in either a confirmation of something you have been thinking about or a reminder of something filed away in the recesses of the mind. Other material may serve as a springboard to introduce something new. It is my hope and prayer that this handbook would be of benefit to you in your service.

“In Service Together”

A handwritten signature in black ink, appearing to read "Paul Ward". The signature is written in a cursive, somewhat stylized font.

Paul Ward, Chaplain, Lt Col, CAP
Morro Bay, California
26 February 2008

ABOUT THE AUTHOR....

Paul Ward, Chaplain, Lt Col, CAP – Pacific Region Chaplain

Chaplain (Lt Col) Paul Ward received his Chaplain's appointment from CAP-USAF in October, 1996 and was assigned to Squadron 103, San Luis Obispo. He has served as a Group Chaplain, a Deputy Wing Chaplain, and as the CAWG Chaplain (2001-2007). Chaplain Ward served as the Professional Development Officer on the Pacific Region Chaplain's staff from 1999 until his appointment as the Pacific Region Chaplain in 2008. He also serves as the Publications Specialist for the National Chaplain Service.

His commitment to the three-fold mission of CAP is demonstrated in his Emergency Services rating as a Mission Chaplain, serving on the staff of various cadet activities and events, and earning the Yeager Award for completing the Senior Member Aerospace Education program. The annual observance of CAP Sabbath/Sunday was an event that Chaplain Ward promoted in the California Wing.

Professional Development is an area that is dear to Chaplain Ward's heart. He holds a Master's rating in the Chaplain, Cadet Programs Officer, and Senior Program Officer specialty tracks. Chaplain Ward has completed Civil Air Patrol's Senior Member Professional Development Program receiving the Gill Robb Wilson Award (#2095). He has served on the faculty for Squadron Leadership School, Corporate Learning Course, Unit Commanders Course, and Pacific Region Chaplain Service Staff College. Chaplain Ward served as Chaplain for the 2006 and 2007 National Staff College. He served as a Seminar Advisor for the 2008 National Staff College.

In 2005, Chaplain Ward developed a "Core Values Course for Senior Members" curriculum for the CAWG, which is available on the CAP Best Practices website: <http://level2.cap.gov/index.cfm?nodeID=5963>.

In recognition of his contributions to CAP, Chaplain Ward has been the recipient of the Commander's Commendation Award (7 clasps), the Meritorious Service Award (2 clasps) and the Exceptional Service Award. Other Civil Air Patrol awards that Chaplain Ward has received include: the CAWG Chaplain of the Year, the Pacific Region Squadron Chaplain of the Year, the Pacific Region Senior Chaplain of the Year, and the National Senior Chaplain of the Year.

For more than 30 years Paul Ward served in church ministries. He retired from pastoral ministry after serving 21 years as a Senior Pastor. In 2003 Paul began a new career in the area of Information Technology and works for the County of San Luis Obispo Sheriff's Department as a Departmental Automation Specialist.

Chaplain (Lt Col) Paul Ward can be contacted at hc@pcr.cap.gov.

CHAPTER 1

PHILOSOPHY: Who do you work for?

“ ... It goes without saying that a chaplain should be possessed of personal integrity and exemplary habits, and should be a man of religious experience with pious instincts and fervor for service. . . . ” Training Manual, U. S. Army, prepared under the direction of the Chief of Chaplains, 1926.

As Chaplains our personal walk with God will dictate every act we do, every decision we make, and how we relate with others. We have been given an awesome and distinct responsibility in answering the “call” to ministry – especially in the area of chaplaincy. Everything we do will be viewed under the microscope of others – both those who share our faith and those who may not. More importantly, our actions are under the watchful eye of our Divine Chief of Chaplain Service/Commander-in-Chief. It is He who called us and it is He who we are accountable to. Of all members of the Civil Air Patrol, the Core Values should be modeled by its Chaplains. The members of CAP expect it...but our Divine Chief of Chaplain Service/Commander-in-Chief requires it. At all times...in all ways our personal integrity must never be compromised or called into question.

We have all been schooled in the fact that Chaplains, at all levels of CAP, work for their commander. However, every commander has his or her leadership style and set of expectations. So the first thing you need to know is what the commander expects from you? I will never forget the words which I heard from Col Larry Myrick (CAWG Commander, 1999-2004) when he selected me to serve as the California Wing Chaplain. When asked what he expected me to do, he simply replied: “The California Wing Chaplain Service is broken...fix it.” And that is what I did. However, every major change that I sought to change or every problem which I felt had the remotest possibility of showing up on the commander’s radar, would be discussed with the Wing Commander or passed along as an informational item. No one likes to be blindsided, especially your commander.

With that in mind, a “game plan” is needed - something that will define your relationship with the Commander and those you serve. You will need to know how you are going to pursue your role as Wing Chaplain. Again, every Wing Chaplain has his or her ministry style based upon their philosophy of ministry. I believe that there are several philosophies of being a Wing Chaplain which can be adopted. Some of these philosophies can and do complement each other.

-- *Administrator of Wing Chaplain Service* – Wing Chaplains are responsible for facilitating appointments for Chaplains and Character Development Instructors, collecting and compiling the Form 34s and then submitting the Form 34a, grading the exams taken by Chaplains who are completing their specialty track training, reading and approving the one page reviews of the Chaplain Service submitted by Character Development Instructors for their Technician rating, along with a host of other

administrative duties. So one can devote themselves exclusively to serving as an administrator for the Wing Chaplain Service, fulfilling all the duties and responsibilities as set forth in the CAPR 265-1 (*The CAP Chaplain Service*), CAPP 221A (*The Squadron Chaplain*), and 221B (*Chaplains Helping Chaplains*).

-- *Counselor/Confident to the Commander* – Since Chaplains at all levels of Civil Air Patrol serve the Commander, it would be easy to see the role of the Wing Chaplain as being an advisor to the Commander regarding the religious/spiritual/moral needs of the Wing and being a sounding board/counselor for the Commander as needed.

-- *Chaplain to Wing Staff* – Having previously served as a Squadron Chaplain, it makes sense that one might perceive his or her role as primarily serving as the Chaplain to the Wing Staff since Wing Headquarters is their current assignment.

-- *Pastor to the Wing* – This is how I perceived my role and functioned as Wing Chaplain. Let me share two separate incidents so that you may see how I arrived at this perception or philosophy.

A few weeks after being named Wing Chaplain, Col Larry Myrick was in attendance at Squadron 103's meeting for a recognition/promotion ceremony (Squadron 103 was my "home" squadron...I continued to attend meetings there while serving as both Group 4 and Wing Chaplain). Following the ceremony, a few of us were standing around engaged in casual conversation. One of the members congratulated me on the appointment to Wing Chaplain and asked what that entailed. I replied, "Nothing much. I administer the Chaplain Service program for the Wing." Col Myrick was within earshot and shot back, "There's much more than that. Everything he says and does impacts the nearly 3,200 members of the Wing and their families." At that moment, he had a better grasp of my responsibilities than I did. From that night on, I began to look at the California Wing as my parish.

Col Myrick's remark that evening impacted me to such a degree that a few years later, when someone would inquire about my role as Wing Chaplain, I had a much better answer. In late 2003, due to some health issues, I retired after 31 years of church ministry and began working in the field of Information Technology. This change of vocation also afforded me week-ends off to participate in a variety of CAP activities and events. One day a couple of my friends and I were having lunch together. In the course of conversation, one of them remarked, "I was so sorry to hear that you have left the ministry." The other friend knowing of my work with the Civil Air Patrol, quickly responded, "Paul, tell him about what your ministry now entails." It was second nature by now to say, "My parish is the state of California, consisting of nearly 3,200 members and their families --- who meet in 67 locations. It is my responsibility to see that the 58 members of the California Wing Chaplain Service, who directly minister to their squadron's needs, are properly trained and have the resources needed."

Back to the question posed in the chapter title, "Who do you work for?" Without a doubt, you serve the Wing Commander through your service to God. It is your

responsibility to answer to him or her, to provide him or her with counsel regarding events or religious observances that would affect the Wing, or issues that need to be addressed at the Wing level. For example, during my tenure as Wing Chaplain, there was a news report of a pastor in the Southern California area who had been arrested and charged with molesting two young girls in his church. Unfortunately, this pastor was also serving as a Character Development Instructor in one of the local squadrons. As soon as I had learned of the news report and was able to confirm it, I first called the Wing Commander in order that she could take appropriate action. Fortunately, there were no incidents involving the local squadron with this person. However, the Wing Commander was informed and took appropriate action regarding this member.

You need to come to know the fellow members of the Wing Staff and be available to them. As Wing Chaplain, it was my privilege to be able to minister to several members of the Wing Staff by providing pastoral counsel; standing with them and their families during times of adversity and difficulty, illness and death; officiating marriages and attending or participating in Memorial Services.

You also serve the membership of the Wing, especially the members of the Chaplain Service. Your influence upon the members of the Wing's Chaplain Service has an impact on the entire Wing. You are the pace-setter. You set the tone. You set the example. You are a role model.

Keeping the members of the Chaplain Service up to date about what is taking place at the National, Region, and Wing levels is imperative. As important as that is, be sure to provide them with the necessary resources (i.e. release of new regulations that impact their service to Cadets, their Emergency Service involvement, uniform wear, new publications like "*Flight Time*", Core Values material, recruiting brochures, etc.) so that they in turn can minister effectively to their squadrons.

Always be on the look-out for opportunities to serve whenever and whoever you can. It is a blessing to minister to/serve the Wing Commander one day and the very next day minister to/serve the newest Cadet Basic.

CHAPTER 2

PERSONNEL: Staffing and Serving

It should come as no surprise that in your role as Wing Chaplain you will be dealing with people...lots of people. They will range from cadets to commanders, from members within the Chaplain Service to the general membership within the Wing. You will also find yourself interacting with peers from other Wings and Region, even those at the National level. On some occasions you will even find yourself assisting non-members.

--- Chaplain Service Staff

One of my greatest experiences of serving as Wing Chaplain was the opportunity to assemble a staff to serve with. After hanging up the phone and having said “Yes” to serving as the Wing Chaplain, my first thought was, “What have I gotten myself into?” Feeling overwhelmed was an understatement. I knew that there were some things I could do well and there were areas where I lacked expertise (or interest). The sheer size of the Wing – membership and geography – also created a challenge. Knowing one’s strengths and limitations is key in providing leadership.

Within days of being appointed as Wing Chaplain, a request went out to several people, asking them if they would assume certain duties that would involve representing the Wing Chaplain when there were scheduling conflicts, publications, administrative work, and professional development.

You might be wondering, “Where does one find these people?” Some Wings are blessed with an abundance of personnel...others aren’t. There are a couple of options that are worth considering:

- 1) IAOD (“In Addition to Other Duties”) - When appointed as Group 4 Chaplain in 1998 and then as Deputy Wing Chaplain in 1999, I really didn’t want to leave Squadron 103. So I was listed on the Group and Wing Personnel Authorization (PA) as “In Addition to Other Duties” (IAOD). In fact, with the exception of myself, the entire CAWG Chaplain Service staff from 2001-2007 served IAOD. They wanted to continue serving in their assigned squadrons or groups.
- 2) Non-Chaplain Service Personnel - The people you chose to serve with you do not have to be either Chaplains or Character Development Instructors. There are people in your Wing who have a great appreciation for the Chaplain Service and are willing to help. For instance, find someone within your Wing who is interested in publishing newsletters or someone who is knowledgeable in professional development as it applies to the Chaplain Service or someone who possesses administrative skills.

In selecting a staff, the following observations are offered for your consideration:

-- *Surround yourself with competent people.* Those selected to serve on the CAWG Chaplain Service staff were individuals whom I had observed and interacted with during various events. From these times together, I felt that I had an idea of where their interests lay and their capabilities. The responsibilities they were tasked with were those which I believed would fit their interests and skill sets.

-- *Don't be threatened by them.* I knew from the "get-go" that I could not do all that would be required as the Wing Chaplain by myself...that assistance would be needed and lots of it. I also knew that those whom I would be serving with could and would do a better job in some areas than I could. That was not a problem since the common goal was to empower and equip our Chaplain Service personnel so that they could more effectively serve their local squadrons. *"There is no limit to the good you can do if you don't care who gets the credit."* – General of the Army George C. Marshall

-- *Share your vision and passion.* Getting and keeping your staff on the same page is important to you and to the members of the Chaplain Service. Your personality, vision, and passion will set the tone. Your staff should reflect this as well. *"Leadership means being good at what you do and much more. It means building teams, nurturing and setting the example for others to follow."* – Dr. Sheila E. Widnall, Secretary of the Air Force, 1993-1997.

-- *Don't micro-manage.* Once a task is assigned, trust that person to perform the task to the best of his or her ability. Set deadlines and hold the person assigned accountable for meeting them. While sharing what is expected, empower them to have their fingerprints all over the finished product. *"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."* - General George Patton

-- *Recognize their contribution.* Every one of us likes to know that our contribution makes a difference. With correspondence (letters, e-mails) or phone calls, I endeavored to make it a point to let the members of the staff know that what they were doing on behalf of the CAWG Chaplain Service was appreciated. At the yearly Wing Chaplain Service Conference, a Certificate of Appreciation (CAP Certificate 35) was presented to each staff member in front of their peers. At the conclusion of my tenure, each member of the staff was recommended for either for a Meritorious Service Award or a Commander's Commendation Award. I cannot say enough about how I appreciate the continued friendship and support of these wonderful people or how much I depended on them during the six years we served together.

-- *Members of Chaplain Service*

A lesson that I learned early in my pastoral ministry and carried into my Civil Air Patrol Chaplain ministry was to take care of the people entrusted to you. Care is simply being attentive to others.

However a couple of my pet peeves are: 1) to be placed on hold while on the phone and having to listen to elevator music; and 2) not having a letter or e-mail acknowledged. I am sure that those things probably aggravate you as well.

Often those serving in the local squadron feel isolated and that no one knows that they are there. So it was my personal goal that there would be a response within 36 hours to every letter, e-mail, or form that was sent my way. The person who sent it would then receive an acknowledgment that it was in my possession. As an aid, a log was created (using an Excel spreadsheet) to keep track of what form had been submitted. (see Appendix A)

Those who feel isolated may also feel that their service is not appreciated. The annual Wing Conference is an excellent opportunity to present awards to members in recognition of their service. If your Wing presents "*Chaplain of the Year*" and/or "*Character Development Instructor of the Year*" awards, as Wing Chaplain, it would be good to work with Squadron Commanders to submit the name of their Chaplain or Character Development Instructor for these awards. There is nothing that builds morale within an organization better than that of seeing the contributions of its own members being recognized.

Speaking of morale building, find something that the members of the Chaplain Service can identify with and build around it. For the CAWG and the PCR Chaplain Services, it has been our mascot, "Flat Stanley". Often at a PCR/CAWG event you would see either the Pacific Region HC or the CAWG HC carrying around a picture frame with "Flat Stanley" and having participants at the event pose for a photo with him. Sometimes it was not even a PCR/CAWG event...it was wherever they went representing CAP.

"Flat Stanley" was introduced to the PCR/CAWG Chaplain Services during the 2000 Chaplain Service Region Staff College at Hickam AFB. We were also celebrating the 50th year of the establishment of the Civil Air Patrol Chaplain Service. Near the end of the week, Laura Colton joined her husband, Ch (Lt Col) Ken Colton (USAF, retired) for some vacation time. Chaplain Colton was serving as the CAP National Staff Chaplain at that time. Laura joined a tour and when we arrived at the orchid farm, my wife Nancy told me that sometime on the tour Laura would like to have a picture taken of her with this little cut-out figure called, "Flat Stanley." Laura is a schoolteacher and this is a classroom project. So "Flat Stanley" had his picture taken at Diamond Head with Laura Colton.

I shared an outrageous idea with Ch (Lt Col) Dan Dyer (PCR Chaplain, 1999-2005). Chaplain Dyer took my idea a step further. "Flat Stanley" received a certificate of participation in the CSRSC and was also a guest at the luau. Chaplain Dyer even listed "Flat Stanley" on the Director's Report, which raised eyebrows at National Headquarters since they had no record of a "Flat Stanley." "Flat Stanley" was made an honorary member of the PCR/CAWG Chaplain Service.

Since that CSRSC, it has been the custom of the PCR and CAWG HCs to take a photo of "Flat Stanley" to every event that they attend and document it with a picture. At each

PCR Chaplain Service Staff College and CAWG Chaplain Service Conference, there is a presentation of where “Flat Stanley” has traveled. “Flat Stanley” has been to encampments and other cadet programs, SLS/CLC, UCC, SARXs, National Staff College, Wing/Region/National Conferences, Chaplain Service Institute, Military Chaplain Association Conferences, IACE (International Air Cadet Exchange) to Japan, Washington D.C. and other locations. He has been on O-Rides with cadets. “Flat Stanley” has had his picture taken with National Commanders, members of the Board of Governors, Region/Wing/Squadron/Encampment Commanders as well as other notables such as Mary Feik. (see Appendix B)

In 2002, the PCR Chaplain established the “Order of Flat Stanley”. This award is bestowed upon the member of the PCR Chaplain Service who best exemplifies the “Spirit of Flat Stanley”.... that of being a good-will ambassador. There has even been a “Flat Stanley Invitational Mini-Golf Tournament”. This silly but simple item has provided members of the Chaplain Service not only a humorous tradition but something to share in common. The use of “Flat Stanley” has opened the door to communicating to other members of Civil Air Patrol the mission and vision of the Chaplain Service. (Information on “Flat Stanley”: <http://flatstanley.enoreo.on.ca/how.html>).

Beginning in 2004 and the years following, the CAWG Chaplain Service began to bestow two awards named for men who had a great impact upon the CAWG during their lifetime and continuing after they went to their eternal home: Chaplain (Lt Col) Sammy Campos and Major Bruce Joyner. Both Sammy and Bruce touched the lives of those whom they served. They were the very epitome of what “*service before self*” means. Sammy had served as a Squadron, Group, Deputy and Wing Chaplain (1999-2000) as well as an Encampment Chaplain. His passion for this ministry was infectious. Sammy was a mentor to so many of us in the Chaplain Service. It was a privilege to have served as Sammy’s deputy prior to his stepping down as Wing Chaplain in April of 2000 due to declining health. In fact, I have stated time and time again that what I did as Wing Chaplain was Sammy’s continued legacy. Bruce Joyner had served as a Character Development Instruction Officer long before there was such an official position, filling in when the squadron Chaplain was unavailable. He loved the interaction with the Cadets and facilitating their discussions. When approached about serving as the Squadron Commander, he wouldn’t accept the position until he learned that he could continue as a Character Development Instructor. Both these men had the heart of a servant and a love for those they served and were loved in return.

The “*Chaplain Sammy Campos Ministry of Excellence Award*” is presented to the Chaplain who has best exemplified the “*Ministry of Presence*” during the year at the annual CAWG Chaplain Service Conference. In the same spirit, the “*Major Bruce Joyner Ministry of Excellence*” is presented to the Character Development Instructor who best demonstrates the “*Ministry of Presence*”. These awards are more than just a tangible form of recognition. They are an affirmation to the recipients and to the members of the CAWG Chaplain Service that there is a wonderful legacy which we cherish and desire to perpetuate in our own lives.

Another way that the Chaplain Service can honor their members is to remember those who have passed on to their eternal reward. During the Chaplain Conference, a Memorial Service can be conducted in remembrance of our Chaplains and Character Development Instructors who have passed away during the time between conferences. While they may have physically left us, their legacy of service continues.

Other Region/Wing Chaplain Services have ways to build morale: challenge coins, polo shirts, a motto, special awards and the list goes on. During the National Chief of the Chaplain Service's tenure as the Pacific Region Chaplain, Chaplain (Col) Whit Woodard built morale and a sense of identity at each Chaplain Service Region Staff College (CSRSC). Those attending CSRSC received such items as a shirt or a tote bag with the Pacific Region Chaplain Service logo embroidered on it. He bestowed a coin to staff members and others who have contributed to the success of the region Chaplain Service.

The Wisconsin Wing Chaplain, Chaplain (Lt Col) Steve Thomas, has some great ways of recognizing a newly appointed Chaplain. He will attend their squadron meeting and present them with their chaplaincy certificate framed and then present their first Air Force insignia cross to them. Once they pass their CAPP 221 and CAPP 221A Specialty track test he will give them a framed certificate of completion. For the "*Chaplain of the Year*" and "*Character Development Instructor of the Year*" award winners, Chaplain Thomas presents them with a large CAP challenge coin with their name engraved on it during the Wing Conference.

Whatever the item may be, one thing is certain, use something to build an esprit de corps.

-- **Goals**

In the previous chapter, the need to have a game plan (a "philosophy") as it related to your relationship to the Wing Commander was mentioned. You also need a game plan as to how you will relate to the members of your Wing's Chaplain Service. Goal-setting is imperative to keep you focused and on track. As you know, goals should be something attainable, measurable, and can be articulated. At every Wing Conference and every Corporate Learning Course where I taught the Wing Chaplain Service segment...these goals were presented. Once they were stated to a lot of people, I knew that there would be lot of people to hold me accountable for achieving these goals! These were the goals set which I endeavored to accomplish during my tenure:

- Improve communication within the Chaplain Service
- Recruitment of Chaplains/Character Development Instructors for Squadron coverage
- Encourage professional development within the Chaplain Service
 - a. Assist Chaplain Service Personnel in achieving their next level of training
 - b. Assist Chaplain Service Personnel to attain E.S. Qualification and Mission Chaplain rating (Chaplains)
 - c. Proper wearing of uniform
- Better reporting

- Staffing key Wing events
- Quicker response time to applications for appointments, awards, etc.
- Work with the Wing Directors of Emergency Services and Operations to develop CISM (Critical Incident Stress Management) teams throughout the Wing and implementing an on-line Mission Chaplain Course (this material was adapted from a syllabus prepared by Ch (Lt Col) Whit Woodard):
<http://cawg.cap.gov/Files/other/MissionChaplainCourseVer1.pdf>.

During the annual Chaplain Service Conference, members of the CAWG Chaplain Service would review these goals and see how we were progressing.

In determining the goals for your Chaplain Service, take a look at where the strengths and weaknesses exist. Then set goals to build on the strengths and turn the weaknesses into strengths.

-- Professional Development

One of the goals the Wing Chaplain should set is to see the promotion of the Senior Member Professional Development Program – resulting in members of the Chaplain Service moving through the five levels of training.

Let me dispel a common belief held by some Chaplains. When compiling the Form 34's (Chaplain Statistical Report), a chaplain would check their highest level of training as Level 3 on their form. However, the PDR (Professional Development Record) did not reflect that. They assumed because they completed the CAPP 221 (*The CAP Chaplain*) and/or the CAPP 221A (*Chaplains Helping Chaplains*) that they had completed Levels Two or Three. They were confused between the requirements for completing their Specialty Track training and the Senior Member Professional Development Program. With that in mind, a Professional Development Officer for the CAWG Chaplain Service was appointed which resulted in four members of the CAWG Chaplain Service who completed the Senior Member Professional Development Program, receiving the Gill Robb Wilson award. Many other members of the Chaplain Service completed Levels 2, 3, and 4. If you do not have the luxury of appointing someone as a Professional Development Officer, please ensure that you understand the Senior Member Professional Development program as it relates to the Chaplain Service. Assisting members of the Chaplain Service in progressing through their training is one of your responsibilities.

The need for members of the Chaplain Service personnel can be further demonstrated by the following statistics provided by Tracy Harris, Chaplain Service Program Manager – National Headquarters:

**LEVEL OF TRAINING – CAP CHAPLAIN SERVICE 2007
CHAPLAINS**

TOTAL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
633	391	32	47	86	77

**LEVEL OF TRAINING – CAP CHAPLAIN SERVICE 2007
CHARACTER DEVELOPMENT INSTRUCTORS**

TOTAL	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
368	166	56	62	52	32

In the CAP Chaplain Service there are 633 Chaplains and 368 Character Development Instructors. According to numbers provided, 62% of CAP Chaplains have not proceeded in their training past Level 1 (391 out of 633). On the other hand, 45% of the Character Development Instructors have furthered their training (166 out of 368). This is expected since Character Development Instructors must meet the requirements of the Senior Member Professional Development program in order to promote in grade/rank. However, that is not the case for Chaplains.

CAPR 35-5 SECTION E - PROFESSIONAL APPOINTMENTS AND PROMOTIONS

26. Promotions. a. After initial appointment, professional personnel may be eligible for future promotions by satisfying the requirements outlined in paragraph 11, except: (3) CAP chaplains must complete ECI Course 02210/CAPP 221 for all promotions after initial appointment. Additional related training is encouraged but not required for promotion.

Although the regulation may allow the Chaplain to promote simply by their time-in-grade, I personally believe that we - as Chaplains - should be leading by example in our local squadrons. This should include the pursuit and completion of the training Levels 2 through 5. There are other reasons why our Chaplains should consider attaining the various levels of training in the Senior Member Professional Development Program. One is for those who wish to be considered for National Awards (Senior Chaplain and Squadron Chaplain of the Year), the criteria includes the completion of Levels 3 and 4. Another reason why our Chaplains need to be working on their professional development is that there is always the need for leadership in Senior Chaplain roles at Wing, Region and National levels. A Chaplain may not desire to serve at a level above the squadron, but he or she certainly can be a mentor to others. I was blessed to have had two super mentors who taught me the ropes and a couple of other wonderful chaplains who shared their knowledge of the program with me.

There were eight Chaplains who attended the 2007 National Staff College. I was delighted to see such an interest on the part of Chaplains to pursue their Professional Development. A lunch together and lots of conversations throughout the week with these colleagues provided both the inspiration and motivation to put together this handbook: Ch (Maj) Gene Abrams – Dep. NCR HC, Ch (Lt Col) David Bobbey – NCWG HC, Ch (Lt Col) George Dawson – CAWG HC, Ch (Lt Col) Tom Miller – Dep PCR HC, Ch (Maj) Kenneth Pollock – MSWG HC, Ch (Maj) Charles Sattgast – ORWG HC, Ch (Lt Col) Steven Thomas – WIWG HC, and Ch (Maj) Ronny Whitt – TXWG HC.

It is my opinion that when fellow Senior Members see the Gill Robb Wilson ribbon worn by a Chaplain or a Character Development Instructor, it serves as a source of motivation for them to work for the same award. Commanders look at the Gill Robb Wilson award favorably as it shows that Chaplains are team players. It also gives the Chaplain

enormous credibility as they have walked the walk, same as everyone else. If you were a Wing Commander, wouldn't you want to have well-trained Chaplains who understood the "big picture"?

"*Excellence*" is one of CAP's Core Values. "*This core value reflects CAP's continuous effort to be the very best, and to consistently improve its humanitarian service to America.*" (CAPP 50-2 *Civil Air Patrol Core Values*) The "*continuous effort to be the very best*" certainly could be applied to members of the Chaplain Service pursuing their training in the Senior Member Professional Development program. The people whose lives have been entrusted to our care desire and deserve well-trained Chaplains and Character Development Instructors.

One of the benefits for members of the Chaplain Service pursuing the training awards offered by CAP is the interaction with the other Senior Members in the organization (not only improving your own skills and increasing your own knowledge). I can personally attest that this interaction opens the door to a more effective ministry to CAP members. This takes place during the breaks, while enjoying a meal/snack or cup of coffee, or sharing insights in a group discussion and even the conversations that begin with the words, "Chaplain, can I talk with you for just a moment?" These are great opportunities that will occur during a Squadron Leadership School, Corporate Learning Course, or Unit Commanders Course; a Region Staff College, a SARX, or a Wing Conference. Once a member puts a face with the position and gets to know you as a person, there is greater likelihood that you will be the one they turn to in time of need.

Sometimes a member of the Chaplain Service has completed the necessary requirements for attaining the various awards, but no one at the Squadron knows what they have done. In CAP you need to be responsible for your own records....that is submitting the material/certificates for your training records. Encourage the members of your Wing's Chaplain Service to go on-line to Member Services to see what level of training is listed on the Professional Development Record (PDR). Once they know what level they currently hold, encourage them to take the necessary steps to reach the next level in their training. Familiarize yourself and your personnel with Forms 45/45b (Senior Member Master Record/Senior Member Training Record).

From time to time you, as the Wing Chaplain, will receive a PDR for the members of the Chaplain Service from National Headquarter. You or your Professional Development Officer can assist these members in learning what level of training is recorded for them and discussing with them what is needed to move to the next level. There is a chart in CAPR 50-17 *CAP Senior Member Professional Development Program* (page 25) that details the requirements for each level. In many cases, there is not a lot left to do because, by the nature of their involvement, most of the requirements have already been met. Their participation in certain required events simply needs to be reported and recorded on the member's PDR by their squadron commander or personnel officer.

Quotes in this chapter were taken from " <i>Vantage Points: Perspectives on Airpower and the Profession of Arms</i> "; Air University Press, Maxwell Air Force Base, August 2007
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CHAPTER 3

PAPERWORK: Forms, Publications, Regulations and Certificates

Paperwork...gotta love it. While it may be a pain, it is a necessity. But what do you do with all of it? How do you keep track of who sent what, when it was sent, and where did it go? How do you know if it is completed properly and where it is in the process?

Behind all the paperwork that is being pushed is a person who either keeps it in the pipeline or gets it processed. I encourage you to get acquainted with the Personnel Officer at Wing Headquarters. This person is the one who handles the following forms: 2 (Request for Promotion Action), 2A (Request For and Approval of Personnel Actions) and 24 (Application for Senior Member Development Awards). There are times when the Wing Personnel Officer may not be familiar with all the steps that Chaplains have to or don't have to go through. You or the Chaplain Service Professional Development Officer may be needed to help clarify some of the items.

Another group of people you need to get acquainted with is the National Headquarters Staff. Much help and guidance were received from Frances Sides (Personnel and Members Action Assistant), Jennifer Carroll (Registrar, Adult Records), and Tracy Harris (Chaplain Service Program Manager). The point is...these ladies are dedicated to our membership and are great resources. You may want to consult the newest Headquarters Directory that is published on the web-site: www.capnhq.gov.

We have heard about the infamous “black hole” that exists at Wing, Region or National where all the paperwork “mysteriously” disappears. Often the delay is because the form was not properly submitted. Someone may have set it aside or placed it in a drawer for a further look and it is forgotten. Rule of thumb: make sure the paperwork is filled out properly....all the check boxes filled in and information asked for given. If paperwork is not your forte, it would be extremely helpful to recruit someone to assist you with this responsibility. Remember, this person doesn't have to be a Chaplain or Character Development Instructor. Until you find someone to help – you're it.

Here are some helpful hints that will lessen the headaches and make submitting a Form 2 (Request for Promotion Action), 2A (Request For and Approval of Personnel Actions) or 24 (Application for Senior Member Development Awards) easier:

1. Use the current form (see Index 0-9 *Numerical Index of CAP Forms, Test Materials, and Certificates* on the National HQ web-site).
2. Write for only one award or action at a time.
3. Create an Activity Log, for the applications, CAPP 221A/CAPP 221B/CAPP 221C tests, and Character Development Instructor Specialty track 225 Technician Rating papers.

The log I developed consisted of the following information: a) who sent what (Chaplain/Character Development Instructor Application or the specialty track items), b) date it was sent, and c) what action was requested. (see Appendix A) I would also make a copy of all material submitted as a “back-up”.

Sometimes the paperwork needed to be returned for a correction, so a comment to that effect was entered in the log. When and where it was sent was also entered so I could say with certainty when it was received and how I disposed of it. Finally, an e-mail or letter was sent to the person acknowledging the receipt of what they had sent. In some cases, a phone call was made.

4. I created folders in my computer and saved the downloaded forms and publications in them. The majority of CAP publications and regulations are in a .pdf format. If you don't have Adobe Reader, it is a free download from www.adobe.com.

You can obtain all the forms, publications and regulations that you may need with the following link: http://level2.cap.gov/visitors/member_services/publications/ (copy and paste this link in the internet browser address field and then save it as a Favorite).

-- FORMS

There are a few forms that you will be dealing with on a regular basis during your term as Wing Chaplain.

-- **Form 34** (Chaplain Statistical Report) and **Form 34A** (Wing Chaplain Statistical Report). Encourage Squadron Commanders and Chaplain Service personnel to use the most recent edition of the Form 34. Timeliness is key in the receiving and compiling of the Form 34. Set a firm deadline for your personnel to get them to you so that you can compile the numbers and in turn submit the Form 34A. The CAPR 265-1 (*The CAP Chaplain Service*) states that the Wing Chaplain notifies the Squadron Commander when reports are not received. Again, it was helpful to design spreadsheets to assist in this endeavor: a) a log for forms received by the Chaplain Service personnel and when it was received (see Appendix C), b) a worksheet that tabulated all the categories on the Form 34 (see Appendix D), and c) a log of all the Squadrons/Groups in the Wing. (see Appendix E) In larger wings a Wing Chaplain may deal more with the Group Commander, who then deals with his or her subordinate Commanders. A separate spreadsheet was developed to keep track of how many Chaplains and Character Development Instructors were assigned throughout the Wing. (see Appendix F) A tickler e-mail reminder should be sent to all Squadron Commanders – as well as the members of the Chaplain Service – informing them of the deadline. An e-mail should also be sent to each member of the Chaplain Service acknowledging the receipt of their Form 34.

I found it interesting that some members of the Chaplain Service were very thorough in completing the Form 34, while others were done with a lot less “attention to detail”.

You should instruct and encourage the members to properly complete a Form 34 (instructions are printed on the reverse side of this form).

While the Form 34 is required semi-annually, many Squadron/Group commanders want the form submitted quarterly along with the reports of the other staff members. Chaplain Service personnel should be encouraged to follow the request/desires of the commander. Should a member of the Chaplain Service send you a Form 34 on the quarterly basis, simply file it away and acknowledge the receipt of it. When it comes time to compile your Form 34a, you may have 2 reports to work with.

Incidentally to show the importance of such reporting, during the timeframe of January 2001-December 2006, the members of the CAWG Chaplain Service, "*In Service Together*", accomplished the following: participated in 10, 349 activities; invested 46, 729.25 hours in participation; traveled 489,340.65 miles; spent \$149,086.54 in their service to others.

-- **Form 35 and Form 35A.** These applications are for Chaplains and Character Development Instructors. A common problem that is encountered – which causes delay – is that often the applicant has not included all the documentation needed. The application packet should be reviewed thoroughly. If necessary, the applicant should be notified as to what documents need to be submitted (or corrected) and delay sending the application to either the Wing Commander or National Headquarters until all the necessary documentation has been received. Sometimes a Chaplain applicant has not met the educational requirements (i.e. degrees from unaccredited theological schools). If they don't qualify even with a waiver, you should recommend that they apply for a Character Development Instructor appointment. On these occasions, it is important to convey to the applicant that the requirements for the Chaplain are set forth by the USAF Chaplain Service and Department of Defense. Since CAP Chaplains can and do serve as a force-multiplier, the same requirements for a USAF Chaplain must be met by a CAP Chaplain. There have been occasions where an applicant became a Character Development Instructor and served until the CAP Chaplain requirements could be met. Others have remained as Character Development Instructors because they saw the "big picture" of CAP. On the other hand, there were applicants who stated that if they couldn't wear the cross that they were not interested and withdrew their application. Personally, I was relieved because I felt that they were more interested in status than in service.

Certainly knowing the appointment process for both Chaplains and Character Development Instructors as set forth in the CAPR 265-1 (*The CAP Chaplain Service*) will save you some headaches...and maybe a heartache...down the road.

-- **Form 11** (Senior Member Professional Development Program Director's Report). Once a chaplain has sent you the answers to the tests for the CAPP 221A (*The Squadron Chaplain*), the CAPP 221B (*Chaplains Helping Chaplains*), or CAPP 221C (*Chaplains Inspiring Chaplains*), this form should accompany the Certificate of Completion for the 221 or 221A in the return packet. Along with your signature, the applicant will need to sign the form and have his or her Squadron Commander submit it to National HQ. In the

packet, include a letter congratulating the Chaplain for completing the course, an explanation for the submission of the Form 11, as well as words of encouragement in the pursuit of their professional development.

-- **Form 17** (Application for Senior Member Activities) and **Form 31** (Application for CAP Encampment or Special Activity). While you will not personally receive these completed forms, you should make the members of your Chaplain Service familiar with them. The Form 17 is *optional* – left up to the discretion of the director of the activity. The Form 31, while it is more Cadet-oriented, has been used by several Wings for their adult staff members at Cadet activities.

-- **Form 120** (Recommendation for Decoration). Use this form as often as possible. A seasoned member of Civil Air Patrol, Lt Col Bob Beevers of Squadron 103, often stated that the achievements and awards were the only pay that our members received. Do not be reluctant to recommend members of the Chaplain Service for the various awards listed on this form: Commander's Commendation, Meritorious Service Award, and Exceptional Service Awards. Every time you either observe or hear of a member of the Chaplain Service going beyond their normal scope of responsibility, submit a Form 120 for a Commander's Commendation. Sometimes their commander or the activity director might beat you to the punch and make the recommendation. Regardless of who submits the recommendation, the efforts of your Chaplain Service personnel should be recognized. Each award has criteria for it (CAPR 39-3 *Award of CAP Medals, Ribbons, and Certificates* – Section B, Paragraph 9, page 4) and a written justification must be included. The justification should be more than just "this person is a nice person and deserves to receive this award." Be specific as to when, where, what this person did to be recommended for the award. Describe how what they accomplished affected or impacted the organization or community at large. (see Appendix G)

-- **PUBLICATIONS**

The source for the following publications is:

http://level2.cap.gov/visitors/member_services/publications/

The following list of publications (manuals or pamphlets) should be part of your "toolbox" and consulted often. I have found them to be useful in preparing for certain events and in the performance of my duties.

-- **CAPM 39-1** *CAP Uniform Manual* – Be sure to check with the updated policy letters that accompany this document. The manual has not been updated in a couple of years, however policy letters cover the changes.

-- **CAPP 50-2** *CAP Core Values* – Several Group Commanders in the CAWG expressed their concern that Cadets have the Character Development program, but the Senior Members did not have something similar. I was asked by the Wing Commander to produce something for the Senior Members of the CAWG. I contacted National Headquarters and received permission to adapt some of their Core Values material in the

development of a Core Values Course for Senior Members. This course was introduced at the 2005 CAWG Conference and can be found on the Best Practices page on the National Headquarters Web-site: <http://level2.cap.gov/index.cfm?nodeID=5963>.

-- **CAPP 50-7** *Mentoring: Building our Members* – Chaplain (Col) Charles Sharp, National Chief of CAP Chaplain Service (2004-2008) has developed an excellent mentoring program for our Chaplains and Character Development Instructors. The material can be found at: <http://level2.cap.gov/index.cfm?nodeID=5755>.

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

-- **CAPP 200 through 228** *Specialty Tracks* – The specialty track guides that apply directly to members of the Chaplain Service are the CAPP 221A, 221B, 221C and 225. Answer keys to the CAPP 221A, 221B and 221C are available from the National Chaplain Service office. However, if a member of the Chaplain Service wants to earn a rating in another specialty track, these guides are available as well. Because members of the Chaplain Service deal with Cadet Programs a great deal, it would be worthwhile for them to attain at least a Technician rating in the Cadet Programs specialty track

-- **CAPP 265-1** *Want to be Part of a Select Group of Civic Minded Religious Leaders* – This publication contains some information that may assist you in recruiting a prospective Chaplain or Character Development Instructor.

-- **CAPP 265-2** *Flight Time: Values for Living (Character Development for CAP Cadets)* – From time to time, I would hear from members of the Chaplain Service that they were running out of Character Development material. This is due to the Character Development curriculum being published on a bi-annual basis. While preparing for a Compliance Inspection at Wing Headquarters past issues (dating from 1972-1981, 1992-2002) of “*Values for Living*” were found in a filing cabinet. These issues were scanned and sent to the National Chaplain Service office. National Headquarters went through their files, located and scanned issues from 1981-1989. These archived materials can be found at: <http://level2.cap.gov/index.cfm?nodeID=5755>. With a little bit of creativity and work, a Chaplain or Character Development Instructor can take one of those old lessons and transform it into the current format that is being used (i.e. use of Case Study and F-A-P-S analysis).

-- **CAPP 265-4** *CAP Chaplain Service Handbook*

-- **“Great Start” (Booklet for Adults)** – This booklet has been prepared for prospective and new members to assist them in getting off to a “great start” in their CAP career. A check-list for new Chaplains (“*One-Year Plan for Chaplains*”) for their first year is included, which I had designed. Here is the link for the booklet: <http://level2.cap.gov/documents/BookletHighRes.pdf> (New Chaplain Checklist, page 13). Completing the 221A will put them in a position to be promoted when their time-in-grade is completed. Of course, once the 221A is completed, you should encourage them to complete the 221B. Notice that this check-list gets the new chaplain involved in both Wing and Region activities.

-- ***CAP Wing Inspection Guide*** – Sometime during your tenure the Wing will undergo a Compliance Inspection (it occurs every 3-6 years). There is a part that deals with the Chaplain Section. As Wing Chaplain, you will be responsible for responding to a set of standards, which have questions dealing with how the Chaplain Service operates <http://level2.cap.gov/index.cfm?nodeID=5472>. It wouldn't hurt to begin preparing for it now. I purchased a three-ring binder and distinguished the major sections with dividers as well as a divider for each sub-section question. There was a written response for every question accompanied by supporting documentation. Members of the Inspection Team like to see something tangible. In addition, a PowerPoint presentation was prepared to give an overview of the Wing Chaplain Service. To aid squadron/group Chaplains/Character Development Instructors for their unit inspection, there is the *CAP Subordinate Unit Inspection Guide* (found on the same link).

-- ***Regulations***

These regulations are “must reading” and definitely belong on your computer or printed out and placed in a notebook for ready reference.

-- ***CAPR 35-2 Notification Procedures in Case of Death, Injury, or Serious Illness***

-- ***CAPR 35-5 CAP Officer and Non-Commissioned Officer Appointments and Promotions*** – Section E: Professional Appointments and Promotions (pages 7-11) deal with the Chaplain Service personnel. **Note:** there is a letter dated 20 June 2005 regarding a change in the Chaplain appointment/promotion process (http://level2.cap.gov/documents/new_promotion_rak.pdf).

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

-- ***CAPR 50-17 CAP Senior Member Professional Development Program***

-- ***CAPR 52-10 CAP Cadet Protection Policy***

-- ***CAPR 52-16 Cadet Program Management***

-- ***CAPR 60-5 Critical Incident Stress Management***

-- ***CAPR 265-1 The CAP Chaplain Service***

-- ***CAPR 265-2 The Covenant and Code of Ethics for Chaplains of the CAP***

-- ***CERTIFICATES***

-- ***Certificate of Completion 221A, 221B and 221C*** – These are available from the National Chaplain Service office.

-- ***Certificate of Appreciation*** (CAP Certificate 35 for Group/Squadron Commanders – Type under that title or next to it “Wing Chaplain”) – This certificate is available using the electronic Form 8 (Requisition for Publications and Blank Forms) at E-services. Unless you have been granted permission to access this feature, you will need to make this request through your Wing Headquarters personnel. Only the commander, administrative officer or test control officer/alternate may submit the electronic Form 8 with permission from the web security administrator.

-- ***Certificate of Partnership*** – This certificate is requested from the National Chaplain Service office and is presented to the CAP Chaplain’s church in recognition of the church’s contribution to the general welfare of the community and its service to the youth of the nation through its pastor serving as a CAP Chaplain.

-- ***Certificate of Attendance or Participation*** – A certificate was given to members of the Chaplain Service who attended the Chaplain Service Conference (which may be held in conjunction with the Wing Conference). This certificate is not a National form but is an item that you will need to design. It doesn’t need to be fancy, but something that recognizes their time spent to enrich their skills. (see Appendix H)

Observation:

It had been a couple of years since I had completed the former CAPP 221 (*The CAP Chaplain*) and the CAPP 221A (*Chaplains Helping Chaplains*). These pamphlets have since been updated. In the first few weeks following my appointment as Wing Chaplain, I re-familiarized myself with these two documents as well as the CAPP 265-4 (*CAP Chaplain Service Handbook*), the CAPR 265-1 (*The CAP Chaplain Service*), and the CAPR 265-2 (*The Covenant and Code of Ethics for Chaplains of the CAP*). From time to time, these documents were reviewed just to refresh my memory and sharpen my skills.

CHAPTER 4

PUBLICATIONS – Communication, E-mail, Newsletters, Website, Events

“Communication leads to community, that is, to understanding, intimacy and mutual valuing.” -- Rollo May

That is a great definition of communication. As Wing Chaplain, you are building a community (the Chaplain Service) which is based on understanding (the mission), intimacy (the fellowship) and mutual valuing (embracing the vision and goals). There is nothing more important than keeping your people informed about what is going on.

Getting the information out to your personnel is key to keeping them on the same page and motivated.

-- **Communication.** Every opportunity I had to be with members of the CAWG Chaplain Service – either as a group or as individuals – was viewed as an opportunity to share the vision/goals of the CAWG Chaplain Service and to affirm them. I wanted them to know that they were making a difference in the lives of those whom they served. Putting your message out there as often as possible makes it believable, credible, and gives those who hear or read it an opportunity to own it as well. The phrase *“In Service Together”* was used to conclude each letter or e-mail sent. The emphasis on “service” and “serving together” was something that was fundamental to the mission and vision of the CAWG Chaplain Service.

-- **E-Mail.** If your Wing has its own domain and offers e-mail accounts, obtain one. If it doesn't, sign up on G-Mail, Yahoo, Juno, or Hotmail for a free account. Have an account dedicated to your Wing Chaplain work. Check to see what e-mail lists are set up by your Wing. In addition to the lists established by the Wing, I also created various personal mail lists (i.e. CAWG Chaplain Service, CAWG Chaplains, CAWG Character Development Instructors, CAWG Chaplain Service – Extended Family, etc.).

Due to the size of the California Wing, e-mail was the primary method for keeping in touch with the Wing Membership and the CAWG Chaplain Service personnel. Throughout the year e-mails would be sent to the entire Wing Membership (national observances; holiday greetings; religious observances, Presidential proclamations; death notifications; national events – i.e. 9/11, school shootings, space shuttle tragedy; anything that I felt that the Wing should hear from its Chaplain).

From time to time, announcements were sent to the Commanders' list that dealt with the Chaplain Service (assistance in/resources for recruiting Chaplain Service personnel, reminding them of Form 34 deadline, encouraging them to submit nominees for Chaplain/Character Development Instructor of the Year, Summary of Form 34s, etc.).

The Chaplain Service personnel would receive announcements of events which were taking place within the Wing as well as “housekeeping” e-mails (congratulations for those who had completed training, received promotions, or new appointments; reminders to sign up for CSRSC, Chaplain Service/Wing Conference; reminders of Form 34; Summary of Form 34s; prayer requests; training opportunities; etc.).

Hotmail, Yahoo, Gmail, AOL offer instant messaging services. This technology provides the opportunity to have real-time capability to converse with individuals or conduct a staff meeting without the cost of a personal phone call or conference call.

-- **Newsletters.** Once a quarter the CAWG Chaplain Service newsletter, “*The Sky Pilot Trails*”, was mailed out to the Chaplain Service personnel. The Wing Chaplain had a column on the front page. There was a column devoted to “Appointments, Awards, Promotions”. Another column featured “Upcoming Events”. Articles were published about events that members of the Chaplain Service had attended or were presenters. Pictures of members of the Chaplain Service in action --- lots of pictures --- were part of the publication. Contribution of articles by the members was highly encouraged because it was their newsletter.

-- **Website.** I would encourage you to either create a web-site for your Wing’s Chaplain Service or if your Wing provides you with a web-page to maintain it. The CAWG Chaplain Service web-site was designed to include all the information and resources that Chaplain Service personnel would need: www.cawg-chaplain.org.

-- **Events.** As you know, in order to fulfill the three-fold mission of Civil Air Patrol, the requirements of the Senior Member Professional Development and the requirements of the Cadet Program, there are a host of training exercises and courses. In addition, there are various activities and events that CAP members may participate in. Each time I received an announcement (either by e-mail or phone call) of a training course or event that would benefit the members of the Chaplain Service, I would forward that announcement by e-mail. Contact with the Project Officer would be made – especially regarding Emergency Services and Cadet Programs – to see what services might be needed from the Chaplain Service.

CHAPTER 5

PROBLEMS and/or CHALLENGES

I know that you are probably asking, “Problems??? Are there problems that a Wing Chaplain might face?” Yes, there will be a few problems that you will encounter...but the blessings will far outnumber any problems that you will face. A better take on problems would be to call them “challenges.” Whatever we choose to call them...you will face them. They might not be a problem or a challenge to you...but to some within the Chaplain Service they are and it will be brought to your attention. There is an old saying that goes, “*To be forewarned is to be forearmed.*” Knowing what you might possibly face will give you time to develop a plan to deal with it.

You will always face the problem/challenge of not having Form 34s submitted on time...that is a minor annoyance. Not having enough personnel to staff key Wing events...again a frustration. While serving as the Wing Chaplain, the majority of the problems/challenges that I encountered were from these four areas:

-- *Ministry in a Pluralistic Environment.*

Definition of pluralism: a state of society in which members of diverse ethnic, racial, religious, or social groups maintain an autonomous participation in and development of their traditional culture or special interest within the confines of a common civilization.
Source: Merriam-Webster On-line Dictionary

“CAP Chaplains are to be faithful representatives of their denominations and equally faithful defenders of First Amendment rights of all CAP members” is a statement that can be found in every one of the Chaplain Service regulations and publications.

In the Winter 2004 issue of *“The Transmitter”* (NHQ Chaplain Service Newsletter) Deputy Director of the Chaplain Services (2002-2005), Robert Hicks wrote: *“In the final analysis, this is what makes the great American experiment a success. European wars were fought over whose church or religion should rule the country. Our American founders learned something important from this history. Perhaps that is why the First Amendment. Our first freedom is the freedom of religion! To them pluralism was not a dirty word but a healthy provision and protection in law. Our chaplain service must represent the first amendment which guarantees our cadets and seniors that no particular religious tradition will be “established” in our squadrons, nor will the free exercise of anyone’s faith be prohibited. What this means is, if I want the freedom to preach the gospel as I understand it, then I must grant the same freedom to others who may not agree with me. The sword cuts both ways. The freedom all of us enjoy to pursue our faith is the freedom rooted in the first amendment. That’s what pluralism means to me. Does ‘pluralism’ mean ‘compromising’ my faith? No, I still answer to my denomination who endorses me. Does this mean I should never pray in the name Jesus, or present the gospel to someone? No, indeed. But these are questions of wisdom, not regulation.*

If my unit is not completely Christian, it might not be the wisest of decisions to pray in the name of Jesus. My rule of thumb is: 'Always know your audience before you pray.' What does it mean is that I need to care about things like: 'Are there special non-Christian holy days I need to be sensitive to,' or 'are there religious dietary provisions that I need to make the commander aware of before he or she schedules an all-meat, or pork barbeque?' This is pluralism in action, and this is what the chaplaincy is all about."

It is not my intent to spend a great deal of time on this particular section because there have been many books and articles written on the subject. Often part of the curriculum for a Chaplain Service Region Staff College will address this topic of ministry in pluralistic environment. However, during my tenure, two members of the Chaplain Service resigned due either to their lack of understanding or willingness to minister in a pluralistic environment. Here are a couple of items to consider:

-- **CAPR 265-2** – *The Covenant and Code of Ethics for Chaplains of the Civil Air Patrol*. This is **must** reading for all CAP Chaplains. This document should be reviewed with every prospective chaplain and from time to time with your veteran chaplains as a reminder. Note that this *Covenant and Code of Ethics* is not a list of suggestions or guidelines. Rather it is a regulation. As Chaplains, we are bound to follow the actions set forth. If I hold to the understanding of a "covenant", it is something I promise to do. On the other hand, if I am unwilling to abide by the Covenant, then I shouldn't be a CAP Chaplain. Bottom line.

-- *Ward's Corollary* - Based on my personal experience and observation of having been in the full-time ministry for 30 years – 23 of those years were in service as a volunteer chaplain for public safety agencies and with the Civil Air Patrol since 1996; I offer this corollary: *"All Chaplains should be Pastors, but not all Pastors can be Chaplains."* Now what do I mean by that?

The word "pastor" is a translation of the Hebrew and Greek words for "shepherd" (Heb. – רֹעֵה, *ra'ah* - i.e. Num. 27:16-18, Jer. 3:15, Ezek. 34:2-6; Greek – ποιμήν, *poimēn* - i.e. John 10:11-12, Acts 20:28-30, Eph. 4:11-16). Psalm 23 is filled with many word pictures describing the shepherd's relationship with and responsibility to his flock. While we are familiar with pastoral/shepherding duties within the context of our religious community as set forth in our sacred writings and/or denominational and local church by-laws - caring for, feeding, leading, protecting the flock that has been entrusted to us -- there is an attitude adjustment that needs to be made when we move from the arena of the pastoral ministry to that of CAP chaplaincy. The duties of caring for the flock can be translated into that of providing counseling or of being an example. The duties of feeding the flock can be translated into that of providing Character Development training to both the cadets and senior members. But leading and protecting seem to me to be the responsibility of the commander whom we serve --- be it at region, wing, group or squadron. Most pastors serve as de-facto "commanders" in the local church setting, and need to be reminded that when the uniform is worn, we must be men and women under submission.

The two members of the Chaplain Service (a Chaplain and a Character Development Instructor) who resigned did so because they felt that they were being restricted from sharing the Gospel **during Squadron meetings** – primarily during Character Development (which will be addressed later in this chapter). Both men were passionate and zealous about using every opportunity to share their faith and often delivered evangelistic devotionals. Both were counseled by their squadron commanders and myself. In discussions with these individuals, I shared the following: that their style of witnessing to other faiths was valid when in civilian attire - outside of their official capacity as a member of the Civil Air Patrol Chaplain Service. However, once a member of the Chaplain Service puts on the uniform they are not to engage in evangelism in the **public** forum...that is a Squadron Meeting or a Character Development session. There is no problem sharing the gospel during a worship service that is being conducted during a CAP event. As a Christian Chaplain in uniform, when in a private conversation I am certainly free to give “*the reason of the hope that is within me*” (1 Peter 3:15).

Because “*The Covenant and Code of Ethics for Chaplains of the Civil Air Patrol*” states that Chaplains are to provide ministry to **ALL** members of CAP and their families, it is imperative to be sensitive to their religious needs. In that spirit, the CAWG Chaplain Service works with the Command Staff serving Encampments to see that Catholic and Protestant services are provided for by CAP Chaplains. Since currently that are no CAP Chaplains from the Jewish, Islamic, Hindu, or Buddhist faiths in the CAWG, arrangements are made to have transportation to places of worship for those of other faith groups and/or endeavor to accommodate their spiritual needs. As Robert Hicks pointed out, Chaplains should serve as an advisor to the Commanders regarding religious observances and dietary restrictions. How often does a cadet event take place on a Friday evening and pepperoni pizza is served?

I believe the following captures the spirit of ministering in a pluralistic environment. The late Harry Emerson Fosdick related the following story that occurred during WWII. A young soldier had been wounded and was dying. The battalion chaplain asked the young man if he could pray with him. The soldier said to the chaplain, a Catholic priest, “Chaplain, thank you but I don’t belong to your church...” And the chaplain replied, “But you belong to my God.”

-- **Recruiting/Retention.** Some day you will hear from a Squadron Commander that they want you to provide them with a Chaplain or Character Development Instructor. Recruiting is a difficult task, especially when it comes to Chaplains. Due to the sheer size of some Wings, the likelihood for you to be directly involved in the recruiting process may be a hurdle. However, you can work with Squadron Commanders to provide them with resources and ideas that will get them exposure: making presentations to Ministerial Associations in the community; making presentations to local service clubs (many clergy members belong to Rotary, Kiwanis, Lions, Optimist, etc.); provide a Color Guard for special occasions (Memorial Day, 4th of July, Veterans Day). Encourage the members of the Wing to participate in CAP Sabbath/Sunday. This is an excellent way to bring awareness of CAP to the attention of clergy as well as prospective cadet and senior members.

Once the name of a prospective Chaplain is provided to you by a Squadron Commander, contact that individual. Discuss the application process with them. Another topic of discussion should be the nature of CAP Chaplaincy (i.e. the pluralistic nature) and the Chaplain's involvement in the three-fold mission of CAP. In addition, review the "*One-Year Plan for Chaplains*" with them. My personal feeling is that I would rather see an interested party decide not to proceed, than to receive an appointment and months later decide that the CAP Chaplain Service was not for them.

What contributes to the stable retention rate for a Chaplain Service? Besides the commitment and dedication of the Chaplain Service personnel, I believe it is due to the level of communication and recognition that takes place within the Chaplain Service (i.e. e-mails, newsletters, certificates of appreciation/participation, etc.). When people feel that their efforts are appreciated and they are making a difference, they will continue serving. Part of the Wing Chaplain's responsibility is to convey to the Chaplain Service personnel that their service is important to others and that it is appreciated.

-- ***Character Development.*** This area seemed to be the one which I dealt with the most. The more common problems which were brought to my attention had to do with:

-- *Allotment of time.* Unfortunately, I received reports that some Chaplains/Character Development Instructors had not been given the time necessary to conduct a quality Character Development session. It had been squeezed in between other squadron activities and so the Character Development session was rushed. Squadron Commanders or Deputy Commander of Cadets would give it a time slot much like a Safety Briefing, or an Aerospace Education briefing. The CAPR 52-16 (*Cadet Program Management*) states that Character Development is to be conducted at least once a month for approximately 1 hour and that all cadets present should participate in this program element (Section 1-2; Sub-section d, sub-paragraph 2b, page 3) – Note that this is a regulation. The CAPP 265-2 ("*FLIGHT TIME: Values for Living*") gives a guideline of 1 hour for the conducting of a Character Development session (page 6). To discuss the topic/issues that are presented in the Character Development lesson takes time. According to this timeline, the Chaplain/Character Development Instructor has 15 minutes: 10 minutes to introduce the topic and 5 minutes to wrap it up. The cadets have 45 minutes: 30 minutes to conduct the F-A-P-S analysis on the case study (this is the heart of the Character Development program) and 15 minutes to answer the discussion questions and report their group's findings.

Often in my dealings with this matter, I found that it was not a willful act on the part of the Squadron Commander or Deputy Commander for Cadets. Rather, they were simply unaware of the regulations regarding the Character Development element of the Cadet Program. The sharing of information about how/when Character Development is to be conducted took place with the Squadron Commander or Deputy Commander for Cadets either through an e-mail exchange or a phone call. The Unit Commanders Course is also a great forum in which to discuss how a Character Development session is to be conducted.

-- *Cadet Participation.* Another issue which came to light was that in some squadrons, Cadet staff members were conducting their staff meetings during the time Character Development was being presented. They felt that being a Cadet Officer gave them some sort of exemption from participating in Character Development. There is no exemption for Cadet Officers provided in the CAPR 52-16. It states that all cadets present should participate. It was the practice at Squadron 103 that either the Chaplain or Character Development Instructor attest to the cadet's participation in Character Development in the CAPF 52 series. There were a couple of times where promotions were delayed because the cadet had not met the Character Development requirement.

-- *How Character Development is Conducted.* There were times when a Squadron Commander would contact me and express concern about how their Chaplain or Character Development Instructor was conducting Character Development. When pressed for more detail, it was shared that the Chaplain or Character Development Instructor was not following the CAPP 265-2. Rather they were presenting their own material – often in the form of devotional or something with a highly religious flavor – and the cadets had very little, if any, interaction. The members of our Chaplain Service should be trained in both the content and conduct of the Character Development session. During previous Chaplain Service Region Staff Colleges or Wing Chaplain Service Conferences, I clearly stated that the Character Development session is not a time to “rehearse or rehash a Sunday sermon” or a time for a devotional or religious teaching. During these times of instruction, an effort was also made to reiterate to our Chaplains and Character Development Instructors that the majority of the Character Development session is to be cadet led (the discussion time and sharing time) and that they fulfill their responsibility as “Scribe-Questioner-Clarifier” (CAPP 265-2 “*FLIGHT TIME: Values for Living*”, page 5).

Character Development is something that both CAP and the Chaplain Service take seriously, which is why the members of the Chaplain Service are “strongly” encouraged to utilize the CAPP 265-2 (“*FLIGHT TIME: Values for Living*”) which provides lessons (content) and instructions as to the conduct of a Character Development session. There were occasions when an issue arose that I felt was timely and needed to be discussed by the cadets (school shootings; the events of September 11th; the unexpected death of a student; etc.). On those rare occasions, I did structure the session along the format found in the printed lessons: introduction of topic; cadets discussing the topic and reporting back; summarizing their findings and making application.

-- *Appointment of Chaplain Service Personnel.* From time to time a Form 34 would be received from an individual who checked the box indicating that they were a Character Development Instructor. The person's name was unfamiliar and upon checking the most recent Monthly Membership List (MML), their name was not listed. Although they may have taught Character Development, they were not a Character Development Instructor. In the event that a squadron does not have a Chaplain or a Character Development Instructor who has been appointed by National Headquarters, the regulations provide the Squadron Commander with the authority to assign someone to present the Character Development session. There are a couple of disadvantages to this practice, among them:

a) not having the resources provided (i.e. CAPP 265-2), b) not being able to follow the Character Development Instructor Specialty Track, and c) not having interaction with fellow members of the Chaplain Service. On those occasions when the Form 34 was received by a person who had not been appointed as a Character Development Instructor by National Headquarters, the Squadron Commander would be sent a Form 35A and a checklist for the prospective Character Development Instructor to complete and submit for an appointment from National Headquarters.

Then there were those occasions when I would hear that a Squadron had a newly appointed Chaplain. Upon further inquiry, either that a local minister had been attending meetings and the Squadron Commander had “appointed” this individual as the squadron’s Chaplain or a local minister had joined the squadron and because of the ministerial position held outside CAP or service as a Public Safety Chaplain, an appointment was granted by the Squadron Commander. Once again after contact with the Squadron Commander, the appointment process was discussed and a Form 34 sent so that the official appointment process could begin.

-- **Chain of Command.** Earlier in this chapter under “*Ward’s Corollary*”, I had written: “*But leading and protecting seem to me to be the responsibility of the commander whom we serve --- be it at region, wing, group or squadron. Most pastors serve as de-facto “commanders” in the local church setting, and need to be reminded that when the uniform is worn, we must be men and women under submission.*” Again, Chaplains at all levels of CAP work for (serve) the Commander (CAPP 221, *The Squadron Chaplain*, Section 1-4d, page 6; CAPR 265-1, *The Civil Air Patrol Chaplain Service*, Section 14, page 8). While serving as Wing Chaplain, there were a few occasions where a Chaplain went outside the “chain of command” for assistance. I once heard of a Chaplain who had requested assistance from a member of the Board of Governors in obtaining a radio card! Members of the Chaplain Service, especially Chaplains, need to be reminded from time to time that they must follow the “chain of command”. In following the Chain of Command, the relationship between the Chaplain and the Commander will be strengthened.

Observations:

In my experience, I see the problems/challenges that were addressed in this chapter were a result of:

1) a lack of understanding about the nature of Chaplain ministry within CAP. This goes to the heart of training. Many CAP Chaplains have no military background (if so, they were not officers) and do not understand the culture of the organization. While reading the CAPP 221A (*The Squadron Chaplain*) and CAPP 221B (*Chaplains Helping Chaplains*) is beneficial, the fact that many have not advanced past Level 1 and have not taken the AFIADL 13 (*The CAP Officer*) is something that, in my opinion, needs to be addressed. While the regulations state that Chaplains do not need to progress in their Professional Development to be promoted, that time in grade is sufficient, I find that contributes to some of the problems that the Wing Chaplain may have to deal with (i.e. not following the “chain of command”; not being able to identify with other members

who are striving to fulfill training requirements; not knowing the culture of our organization).

2) not participating in the various activities and events. This was something that the two Chaplain Service personnel who resigned had in common. During their CAP careers, neither one of them had attended a Wing Conference, a Chaplains' Conference or a Chaplain Service Region Staff College. Their only involvement had been teaching Character Development in a local squadron. According to their squadron commanders that was about the only evening that they attended a meeting. It is my conviction that if either one of these individuals had been more involved in the larger scope of things (attending squadron meetings on a regular basis, encampments, ES missions, training exercises or courses, etc.) they would have benefited from this exposure, giving them a "bigger picture" of CAP.

3) not understanding the dynamic of providing ministry in a pluralistic/secular setting. Based on my personal experiences and observation, it appears that this is a topic that needs to be continually touched on (i.e. a refresher/reminder of the CAPR 265-2; routinely addressed at the Wing Chaplain Service Conference or Chaplain Service Region Staff College). There is no doubt that many of our CAP Chaplains are fine pastors and our Character Development Instructors provide ministry either in Christian Education or Youth programs of their church. However, there is a great difference between ministry in a Sunday morning worship service, a Wednesday Bible Study or Youth Group meeting, a week-night discipleship/small group meeting and what takes place in a squadron once a month during a Character Development session.

4) Squadron Commanders not understanding the regulations pertaining to the program element of Character Development as part of the Cadets' training or understanding the appointment process when it comes to Chaplain Service personnel. A Chaplain or Character Development Instructor is not a squadron Chaplain or Character Development Instructor until they receive an appointment from National Headquarters.

I believe that you, as a Wing Chaplain, can address these problems/challenges through communication with Squadron Commanders and your Chaplain Service personnel. This can be accomplished with Squadron Commanders (current and future) through teaching sessions at Squadron Leadership School, Corporate Learning Course, and Unit Commanders Course as well as e-mail reminders. Wing Chaplain Service Conferences are an excellent forum as well as articles in the Chaplain Service newsletters to remind Chaplains and Character Development Instructors of their commitment to serve all members of CAP regardless of religious affiliation and conducting Character Development in the prescribed manner.

CHAPTER 6

“MINISTRY OF PRESENCE”

“*Ministry of Presence*” is a phrase or term that is found throughout the publications and regulations of the CAP Chaplain Service. I carry in the pocket of my uniform the Chief of USAF Chaplain Services coin (Ch, Maj Gen, Lorraine K. Potter – 2001-2004). These words are imprinted on the reverse side: “*You are a Visible Reminder of the Holy*”. I believe that these words are a wonderful summary of our role and responsibilities as chaplains. The presence of a Chaplain should serve as a visible reminder of God’s presence to those whom we are privileged to serve.

And the only way that we can effectively fulfill “*ministry of presence*” or being that “*visible remainder of the Holy*” is by attending and participating in the various activities or events.

As mentioned in a previous chapter, whenever I learned of something that was taking place within the Wing, an e-mail went out to the CAWG Chaplain Service with all the details (time, place, date, project officer, etc.).

Chaplain Service personnel, whenever possible, should be Emergency Services (E.S.) qualified and be involved in SARXs and actual missions.

Cadet activities that span a week-end should have a Chaplain Service presence. Along those lines, the CAPR 52-16 *Cadet Program Management* requires that “*Ground School*” (an introduction to Core Values and the Character Development program) in “*Flight Time: Values for Living*” be completed as part of Phase I/Achievement 1 (John Curry Award). With the growth of some squadrons, a Chaplain or Character Development Instructor would need to teach that particular Character Development lesson every two months (great for the new cadet – boring to the rest), so a Saturday session may need to be scheduled. Some Wings conduct a Basic Cadet School (BCS). This is a good opportunity to offer the “*Ground School*” material. There is a great deal of “*ministry of presence*” that is needed and is performed during a Cadet Encampment (CAPP 221 *The CAP Chaplain* – pages 20-21 and the CAPP 265-4 *Civil Air Patrol Chaplain Service Handbook* – pages 12-13, 29). For me, some of the best experiences in CAP Chaplain ministry have occurred at or as a result of serving at Encampment.

Scheduling the Wing Chaplain Service Conference as part of the Wing Conference is definitely a good practice, as recommended in the CAPR 265-1 *The Civil Air Patrol Chaplain Service*. The first three CAWG Chaplain Service Conferences that I attended (1997-1999) were held as separate conferences from the Wing Conference. The CAWG Chaplain Service Conference was conducted on an active military base. All that changed in 2000 when I was the project officer for the CAWG Chaplain Service Conference. Just before the planned conference, the USAF RAP officer informed me that the Chaplain Service had lost their billeting due to some events taking place on the base. Hotel rooms were available off base – 15 miles away. It would have been a logistical nightmare, not

to mention the additional expenses for our Chaplain Service personnel. Needless to say, the Chaplain Service Conference was postponed. Beginning in 2001, the CAWG Chaplain Service Conference was held in conjunction with the Wing Conference with more than 50% of the Chaplain Service personnel in attendance. For those wings which have a two-day conference (Friday-Saturday), I would suggest conducting the Chaplain Service Conference on Friday afternoon. (see Appendix I) A Friday training session for members of the Chaplain Service and a seminar on Saturday for the entire wing membership on a topic of common interest (i.e. Core Values, Suicide Intervention, etc.) can be offered as well. Conducting the Wing Chaplain Service Conference in this manner can prove to be beneficial because: 1) there are no worries about loss of billeting at the last moment; 2) “*ministry of presence*” is taking place on a grander scale; 3) Chaplain Service personnel have the opportunity to interact with members of the Wing and attend workshops in other areas of interest.

Writing about “*ministry of presence*” taking place at a Chaplain Service Region Staff College (CSRSC) sounds a bit like “preaching to the choir.” However, attending CSRSC is a very enriching experience. Regulations state that in order for a Chaplain to fulfill the requirements for the Garber Award (Level 4) they need to attend 2 CSRSCs within a 5 year period. Some may cite that other Senior Members do not need to attend another Region Staff College once the requirement for Level 4 has been met. The philosophy of the PCR Chaplain Service has been that CSRSC is continual in-service training. While other elements of CAP have on-going, specialized training to accomplish their mission, the Chaplain Service incorporates that into the CSRSC. Also, attending a CSRSC year after year gives members of the Chaplain Service a greater opportunity to build relationships with others of kindred spirit within the Region. When speaking of “*ministry of presence*” at a CSRSC, one person comes to mind: Ch (Lt Col) John Berger. It has been a longstanding custom of the PCR Chaplain Service to begin its Staff College on the opening night with a time of fellowship and end it with a “Gospel Sing” for those wishing to attend. The “Gospel Sing” has been led by Chaplain Berger, who also leads the time of singing in the morning devotional service. There is nothing more inspirational than to be “led” in singing by Chaplain Berger. His wife, Ione, usually assisted in preparing the snacks for the break times. The smiles on the faces of Chaplain Berger and Ione...the way they greet and mingle with those in attendance...provides encouragement to all.

Whenever an activity or event takes place where a member of the Chaplain Service can participate, it should be staffed. While it may not seem like a major event, the Chaplain’s presence can be an integral part of the activity. Let me conclude this chapter with this illustration of “*ministry of presence*”.

On Saturday, September 25, 2004 an air show/open house was being held at the Fullerton Airport. Cadets from three local squadrons were working the flight-line and senior members were manning the recruiting booth. One of our CAWG chaplains, Ch (Lt Col) Chuck Ingram, was there. He was assisting in the recruiting booth. A 1986 replica of a 1920's era Ford Tri-motor was going up for a test run after undergoing some repairs. As the plane took off, it veered suddenly and the left wing dropped, almost hitting the

control tower. The plane crashed on a nearby street, missing the crowd but critically injuring both men on board. The pilot did an outstanding job of keeping the plane away from both the crowd and buildings on the airport.

Chaplain Ingram was instrumental in bringing calm to the cadets and seniors who had witnessed the accident and helped to ensure that all the cadets were accounted for. The cadets and senior members were later tasked by the Fullerton Police Department to assist them with crowd control. Chaplain Ingram also had the cadets call their parents to let them know that they were safe and before any of our CAP members left, he conducted a CISM defusing.

When it was learned that a couple of cadets from Squadron 45 were in attendance and had left earlier with their parents, Ch (Lt Col) Jack Nahrstadt was contacted. He met with the cadets and their parents as well to provide a CISM defusing. In this instance, these two chaplains conducted a great deal of personal ministry.

When Chaplain Ingram went to the Fullerton Airport that morning to support his squadron's work at the air show, he had no idea that his services would be needed in a bigger role than manning a recruiting booth.

“Ministry of Presence” is not just a motto or a catchy phrase thrown around in the Chaplain Service...it is a way of life. Once again, it would be beneficial for you to publicize the events in which members of the Wing are involved. You never know when the training and services of Chaplain Service personnel will be needed.

CHAPTER 7

PERSONAL MAINTENANCE

While serving on the staff of the 2007 National Staff College, I was browsing in the Air University Press bookstore and came across a wonderful book entitled: **HEIRPOWER! 8 Basic Habits of Exceptionally Powerful Lieutenants**. The author is Bob Vasquez, Chief Master Sergeant, USAF, retired. Each chapter is chocked full of great leadership principles; one of them sparked the idea for this chapter.

As Chaplains in the Civil Air Patrol, we know that “service” is our primary function. And we know CAP’s core value of “*Volunteer Service*” – service before self. We also know the basis of “servant-hood ministry” from the Christian Scriptures: ⁴² “*And Jesus called them together and said, ‘You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. ⁴³Not so with you. Instead, whoever wants to become great among you must be your servant, ⁴⁴and whoever wants to be first must be slave to all. ⁴⁵For even the Son of man did not come to be served, but to serve, and to give his life as a ransom for many.’*” (Mark 10:42-45, NIV).

We are also aware of the Divine Instruction: ⁴ “*Hear, O Israel: The Lord our God, the Lord is One,*” ⁵ *Love the Lord your God with all your heart and with all your soul and with all your strength.’*”; ²⁹ “*Hear, O Israel: The Lord our God, the Lord is One.*” ³⁰ *Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength.’*” (Deut. 6:4-5; Mark 12:29-30).

“Personal Maintenance” should not be considered an act of selfishness. Rather it should be considered as an act of “practical mettle”. The reality is that if we are expected to take care of others, what use are we if we have not taken care of ourselves? If we are sick, tired, or burnt out we will be of little use when our services are needed. Retired CMS Bob Vasquez writes, “*Serving others begins with serving yourself. Your life includes four basic areas: physical, mental, emotional, and spiritual*” (p. 36, Air University Press, June 2006). I believe that the retired Chief knew from his religious upbringing, that we are to honor the Lord with all of our capabilities. Using his basic thoughts here, I will apply these four dimensions in the context of CAP Chaplain Service ministry.

-- **Physical** – I alluded to having some physical problems earlier as age and heredity caught up with me. So I have had to watch what I eat, trading cans of Dr. Pepper for bottles of water, getting plenty of rest (not as young as used to be and late hours really aren’t my friend), and exercise. My doctor informed me that “pushing the remote” does not constitute exercise. I have taken up walking and, while I admit that I am not as consistent as I should be, I do a lot more walking now than I did a few years ago. It has made a difference. Your regular life and your CAP life make many demands on your time. Don’t try to burn the candles at both ends. My doctor made me look at what I was doing and take some steps to cut back on certain things that were contributing to the stress level. Upon his advice and the “encouragement” of my wife, I decided to step

away from law enforcement chaplaincy due to the time it was consuming and the toll it was taking – physically and emotionally. While saddened to cease my involvement of over 20 years in this area of ministry, I must admit it was the right thing to do. My current physical/mental shape can attest to that. You may have heard similar advice from your doctor or from your spouse. Heed their words. Take better care of yourself so that you can take care of others.

-- **Mental** – The great writer “Anonymous” is attributed to having observed: “*The brain is no stronger than its weakest think.*” As Wing Chaplain, you will be called upon to do a lot of thinking...for yourself and for others. Some of that thinking might have to be “outside of the box.” So you need to exercise your mind...stretch it a bit. Here are some suggestions:

- 1) Read – find books, journals, articles in magazines that will enrich your personal life and enhance your personal skills.
- 2) Watch educational TV – The *History, Military, Discovery Channels* and public television educational programs can be beneficial. I have learned a great deal and gleaned some useful illustrations for Character Development or lessons for Aerospace Education from watching various episodes.
- 3) Attend or participate in conferences, workshops, and seminars – In CAP, there are those times when I was a student and other times when I have been on staff...but in each setting, I have always walked away with something that could be taken home and worked on. One of my most memorable experiences took place at the 2006 National Staff College. Lt Gen Stephen Lorenz, Commander of the Air University, Maxwell Air Force Base, was a featured presenter. His topic was “*Lorenz on Leadership*” and it was outstanding.

Here is the link to this presentation in its written form:

<http://www.airpower.maxwell.af.mil/airchronicles/apj/apj05/sum05/lorenz.html>

Of course, you will also have church/ministry related conferences which are available to you. The key thing to remember: take something home with you.

- 4) “*Picking the brain*” – Now my wife hates when I use that term, but it is something that has been useful to me. Whenever there is the opportunity to be with someone that I know is doing an effective job, I will ask a ton of questions (“*pick their brain*”). I want to know what is or what isn’t working for them...how things were implemented...what things to avoid. Learning from the successes and/or mistakes of others is a great way to stretch your mind.

-- **Emotional** – Bob Vasquez writes, “*Life is about relationships. We often work on developing relationships with others. We also have to maintain a relationship with ourselves*” (page 40). He goes on to write about the extremes that exist in the demonstration of self-confidence, self-esteem, and self-love. We are concerned with

how others see us and even how we see ourselves. The way we see ourselves often dictates how we view others and relate to them. But I believe that Vasquez was correct in his observation that, *“Every relationship can be measured by the amount of love shared. Your relationship is strong because you are willing to give him or her all you can – all you have. You’re willing to give without the condition that he or she give back to you. That’s love! And there’s incredible power in that!...By now you realize that you’re in this not for the money or prestige, but because you love what you do and who you do it for. It’s all about relationships. It’s all about love.”*

Without a doubt being involved in CAP Chaplaincy – whether it is at the Squadron, Group, or Wing level – means developing and maintaining relationships with other people. When we practice the core value of *“Volunteer Service”* - service before self and the *“ministry of presence”*, there is an awareness that we are serving others and that the nature of the reward is the service rendered; which should make you feel good.

-- **Spiritual** – The greatest relationship that we should be developing and maintaining is the relationship with our God. You will find yourself time and time again relating to King Jehoshaphat’s prayer in 2 Chronicles 20 where he confesses in light of his circumstances: *“We do not know what to do, but our eyes are upon you”* (.12). And resting on God’s assurance: *“...For the battle is not yours, but God’s”* (.15); *“Do not be afraid, do not be discouraged. Go out to face them tomorrow, and the Lord will be with you”* (.17).

When a squadron does not have a Chaplain they will look to the Wing Chaplain to provide words of counsel or comfort. What do you say to the commander of a squadron or a squadron member who is dealing with:

- the death of a cadet due to a school shooting, a car accident, or an illness?
- the death of a Senior Member due to a car or plane accident or a short-term or long-term disease?
- members that are the cause of dissension and upheaval?
- members (cadets and seniors) of the squadron whose home life is affecting their attendance and their effectiveness?
- a former cadet who had joined the military and has been killed in action during the current war on terrorism?
- the loss of a highly respected member due to retirement or moving away?
- a member of the squadron who has lost a spouse, a parent, a family member or a dear friend?

There is no one manual that has all the answers to these and other situations that happen. On these occasions I could relate to King Jehoshaphat and found myself praying, *“I do not know what to do, but my eyes are upon You.”* I can attest that God did not abandon me, but provided the resources necessary to deal with each situation.

Developing and maintaining our spiritual relationship with God through prayer, study of the Scriptures and fellowship with others are vital disciplines. Most of us practice daily

prayer. Our CAP ministry, our Wing Commander and his or her staff, the members of the Wing, and the members of the Wing Chaplain Service should also be on our daily prayer list.

In a previous chapter, attendance at Chaplain Service Region Staff College (CSRSC) and other CAP events was mentioned. The relationships formed at these events are priceless. While there are many wonderful friendships that I have made with members throughout CAP, there are unique bonds of friendship and fellowship that have been formed with members of the CAP Chaplain Service. Words cannot begin to express what this kind of support means.

Observation:

Even the CAPR 265-2 (*The Covenant and Code of Ethics for Chaplains of the CAP*) has something to say regarding the Chaplain's "personal maintenance" (Section C – The Code of Ethics):

--- I will seek to support all colleagues in ministry by building constructive relationships wherever I serve, both with the staff where I work and with colleagues throughout the military environment.

--- I will maintain a disciplined ministry in such ways as keeping hours of prayer and devotion, endeavoring to maintain wholesome family relationships, and regularly engaging in educational and recreational activities for professional and personal development. I will seek to maintain good health habits.

--- I will recognize that my obligation is to provide ministry to all members of the Civil Air Patrol, their families, and other authorized personnel.

The motto of the Civil Air Patrol is "*Semper Vilgans*" which means "always vigilant". In January 2006, then Pacific Region Chaplain, Ch (Lt Col) Whit Woodard, added the words "*ad Dei Glorium*", to form the PCR Chaplain Service motto: "*Semper Vilgans ad Dei Glorium*" meaning: "***Always vigilant for the glory of God.***"

While we serve the Wing Commander, as mentioned in the preface, Wing Chaplains ultimately serve the Divine Chief of Chaplain Service/Commander in Chief (loosely based on 1 Peter 5:1-4). In our service, we must always be vigilant – prepared physically, mentally, emotionally, and spiritually – so that our service to others in the role as Wing Chaplain will bring glory to God.

CONCLUSION

One last word....begin now to prepare your successor. The regulations limit the term of a Wing Chaplain's service to six years. A new Wing Commander may be selected and choose someone else to serve as their Wing Chaplain. One day, just as it began, your service as Wing Chaplain will conclude. I hope that you will find your time of service as rewarding and as satisfying as I did.

In preparing your successor, select someone to serve as your deputy who has the potential of being the next Wing Chaplain. Keep your deputy in the loop. Be a mentor to that person.

The best thing you can do for your successor is to prepare a Continuity Book (or Transmittal File). The integral information that should be included can be found in the CAPP 221 (Chapter 6 – Administration; Section 6-5 Chaplain Management Transmittal File; page 32). Additional material can be on CDs that have all the forms, publications, and other resources (graphics, music, PowerPoint presentations, etc.) on them. Also of great assistance would be a current roster of the Wing Chaplain Service personnel (include address, phone, e-mail, squadron assignment and other info that would be useful) as well as the current MML (Monthly Membership List) and PDR (Professional Development Report). National Headquarters Chaplain Service provides a Chaplain Service Directory which includes the members of the Chaplain Service Executive Council and Chaplain Service Advisory Council, along with the information on those serving as Wing Chaplains.

No one likes to re-invent the wheel or fly by the seat of their pants. Therefore, the Continuity Book (Transmittal File) becomes a great tool for the person who will next hear these words: ***“So you are the new Wing Chaplain.”***

ACKNOWLEDGEMENTS

No one person can take credit for all their personal achievements or accomplishments. Those things are in reality a credit to a lot of people who impacted and influenced them. Everything that was accomplished during my 6 years of service as the California Wing Chaplain was due to so many others. I am grateful for the opportunity to have been blessed in having met and working with some wonderful people in this organization. A special thanks to...

-- Maj Wayne Stewart, Col Larry Myrick, and Col Virginia Nelson – Commanders who believed in me and provided the opportunity to serve at Squadron, Group and Wing levels.

-- The late Ch (Lt Col) Sammy Campos and Ch (Lt Col) Dan Dyer (retired) – Mentors who taught me how to be a Civil Air Patrol Chaplain through their modeling and words of counsel.

-- Lt Col Peggy Myrick – She was the instructor for my Level 1 class. I am grateful to her for providing me with both direction in the area of Professional Development and the opportunity to serve on the staff of National Staff College.

-- Members of the CAWG Chaplain Service Staff (2001-2007) – Chaplain (Lt Col) George Dawson, Ch (Lt Col) Charles Ingram, the late Ch (Lt Col) Jack Nahrstadt, Ch (Maj) Mike and Capt Adelle McKinney, Ch (Lt Col) Whit and Capt Nancy Woodard, and Lt Col Patricia “Pat” Okawa – served faithfully in their assigned roles from the beginning to the completion of my tenure. Ch (Lt Col) John Berger (retired) – though not an “official” member of the staff – was my “Barnabas” and modeled “ministry of presence”. He was a constant source of personal encouragement. This group of people made the workload light and fun.

-- Ch (Lt Col) George Dawson, Ch (Lt Col) Dan Dyer (retired), Col Virginia Nelson, Lt Col Pat Okawa, and Ch (Lt Col) Ken Van Loon – dear friends of mine who read this handbook for the first time, knew what I wanted to convey, and made suggestions to make it what it has become.

-- My family – Nancy, my lovely wife of 35 years and partner in ministry, whose support has been phenomenal in our years of pastoral ministry as well as law enforcement and CAP Chaplaincy. She has been my sounding board and stabilizer. Together we raised two sons, Aaron and Timothy. Nan and the boys have shared in the sacrifice of time and money which made it possible to serve in the various endeavors which I have been involved in. What can I say about my parents, William “Bill” (1924-1999) and Barbara “Bobbie” Ward? These two wonderful people made the Ward family home a living laboratory where genuine love for others was modeled and practiced.

-- My Lord – the One who issued the call to ministry and provided the strength, wisdom, and courage to do the tasks afforded me.

APPENDIX A – ACTIVITY LOG

CHAPLAIN/MLO APPLICATIONS 2006						
Name	Type of Application	Date Rec'd	Action	Phone interview	Comments	Status
Chaplain		1/2/2006	Received Form 34 - e-mail info 1/2/2006			
Chaplain		1/12/2006	Prospect from Dan Graham - e-mail info 1/14/2006			
Chaplain		1/27/2006	Prospect from Adele McKinney - e-mail info 1/21/2006. rec'd application 8/18/2006. sent packet to HQ 8/21/2006		Needs Ecclesiastical Endorsement - notified 1/8/07	
Chaplain		3/10/2006	E-mail interest - e-mailed info 3/11/2006			
MLO		4/2/2006	Sent MLO packet following Command Team Meeting/Rec'd packet 5/17/06/Mailed packet to HQ 5/31/06	Yes		Approved 7/10/2006
Chaplain		4/11/2006	Received packet - mailed packet to National 4/13/2006			Withdrawn 7/10/2006
Chaplain		4/12/2006	e-mail interest - e-mailed info 3/11/2006			
Chaplain		4/25/2006	Received Form 35 (sent to Wing) - mailed packet to National 4/25/2006			Approved 5/18/2006
Chaplain		4/29/06	e-mail interest - e-mailed info 4/30/2006			
Chaplain		6/12/06	e-mail interest - e-mailed info 6/12/2006			
Chaplain		6/12/06	phone call - snail mail info 6/13/2006			
MLO		6/19/06	Received packet - will get Virginia's sig and hand deliver packet while at NSC	Yes		Approved 7/19/2006
MLO Specialty Truck		8/5/06	Signed the Technician Specialty Rating			Approved 8/8/2006
MLO		8/8/06	Encampment sent info via e-mail 8/7/2006. E-mail 1/17-8/06			
Chaplain		9/21/06	Inquiry re: LDS appointments - e-mailed info 9/21/2006			
Chaplain		10/5/2006	e-mail interest - e-mailed info 10/6/2006			
MLO		12/1/2006	Mailed packet to Wing CC 12/5/06	Yes	Needs Squadron Commander's approval and CPPT completion - notified 1/8/07	
MLO		12/3/2006	Mailed packet to Wing CC 12/5/06	Yes	Chaplain Ship will confirm academic work - notified 1/8/07	
Chaplain		12/20/2006	Mailed packet to HQ		Needs Ecclesiastical Endorsement - notified 1/8/07	

The names of the applicants have been redacted on the Activity Log, but sampling of the data entry has been retained.

APPENDIX B – FLAT STANLEY PICTURES



Just a sampling from dozens of photos. "Flat Stanley" with:

- Lt Gen (USAF, Retired) Nicholas Kehoe, Member of CAP Board of Governors (upper left)
- Mary Feik, noted female aviatrix who has a Cadet award named in her honor
- Members of CAWG Chaplain Service (center left)
- CAWG Cadets attending a cadet training activity (center right)
- Ch (Lt Col, Retired) Dan Dyer at 2001 National Staff College (lower left)

APPENDIX C - FORM 34 REPORT LOG

CHAPLAINS/MLOS REPORTS 2006 (June-December)

Name	Type of Report	Date Submitted	Comments
April Barton	34	12/30/2006	
John Berger	34	1/7/2007	retired
Howard Bronson	34	12/29/2006	
Lani Cahill	34		
David Cantrell	34		
Rodger Coale	34	12/19/2006	
Marc Cohen	34	12/21/2006	
Teri Conteras	34	12/28/2006	
Olen Crowe	34	12/30/2006	
Tom Darby	34		
George Dawson	34	12/29/2006	
Della DeArman	34	1/8/2007	
Jeff Deery	34		
Scott Englund	34		
Robert Ferguson	34	12/31/2006	
Martha Foote	34		
Martha Foster	34		
William Hampton	34	12/29/2006	
Russ Hodges	34		
Chuck Ingram	34	12/19/2006	
Patricia Lay	34	12/20/2006	
George Link	34		
Adelle McKinney	34	12/21/2006	
Mike McKinney	34	12/21/2006	
Del McLaughlin	34	retired	
Traci Montgomery	34	1/3/2007	
Jack Nahrstadt	34	12/19/2006	
Karen Nahrstadt	34	12/19/2006	
Richard Nelson	34	12/20/2006	
Joseph Nettekoven	34	12/15/2006	
Cathy Neubauer	34	12/5/2006	
Michael O'Berg	34		
Pat Okawa	34		
Lonn Ofert	34		
Ken Parris	34		
Bruce Pawlek	34		
Joseph Parshall	34		
Howard Payne	34		
David Prado	34	1/2/2007	
William Riddle	34	12/21/2006	
James Riihimaki	34	1/6/2007	
Bob Rodemeyer	34	12/21/2006	
John Roll	34		
Bonnie Shanks	34		
Lennart Skalin	34		
Tim Spiller	34		
David Stewart	34	12/29/2006	
Patrick Sturm	34	12/20/2006	
Robert Tapley	34	12/26/2006	
Hugh Taylor	34		
Michael Wakefield	34	1/7/2007	
Carolyn Ward	34		
Paul Ward	34	12/31/2006	
Vince Warde	34		
Greg Williams	34	12/27/2006	
Sue Willey	34	12/24/2006	

All the names of the CAWG Chaplain Service were listed alphabetically on this log.

To distinguish between the Chaplains and Character Development Instructors, the names of Chaplains were in bold type.

APPENDIX D – FORM 34 WORKSHEET

FORM 34 WORKSHEET		
WORSHIP SERVICES		WORSHIP SERVICES
Number		0
Hours		0
Miles		0
Cost		0
COUNSELING		COUNSELING
Number		0
Hours		0
Miles		0
Cost		0
PASTORAL VISITS		PASTORAL VISITS
Number		0
Hours		0
Miles		0
Cost		0
ACTUAL SAR		ACTUAL SAR
Number		0
Hours		0
Miles		0
Cost		0
TRAINING SAR		TRAINING SAR
Number		0
Hours		0
Miles		0
Cost		0
CAP COLLEGE		CAP COLLEGE
Number		0
Hours		0
Miles		0
Cost		0
MORAL LEADERSHIP		MORAL LEADERSHIP
Number		0
Hours		0
Miles		0
Cost		0
ENCAMPMENT		ENCAMPMENT
Number		0
Hours		0
Miles		0
Cost		0
MEETINGS		MEETINGS
Number		0
Hours		0
Miles		0
Cost		0
PROMOTIONAL		PROMOTIONAL
Number		0
Hours		0
Miles		0
Cost		0
SUPPORT AF CHAPLAIN SERVICE		SUPPORT AF CHAPLAIN
Number		0
Hours		0
Miles		0
Cost		0
OTHER MILITARY SUPPORT		OTHER MILITARY SUPPORT
Number		0
Hours		0
Miles		0
Cost		0
RADIO		RADIO
Number		0
Hours		0
Miles		0
Cost		0
OTHER		OTHER
Number		0
Hours		0
Miles		0
Cost		0
OTHER EXPENSES:		
TELEPHONE CALLS		TELEPHONE CALLS
Cost		0
CLERGY VESTMENTS		CLERGY VESTMENTS
Cost		0
CAP RADIO		CAP RADIO
Cost		0
ADMINISTRATIVE COSTS		ADMINISTRATIVE COSTS
Cost		0
UNIFORM ITEMS		UNIFORM COSTS
Cost		0
PASTORAL SUPPLIES		PASTORAL SUPPLIES
Cost		0
MCA		MCA
Cost		0
OTHER		OTHERS
Cost		0
		TOTAL:
		0
TOTAL COSTS:		

This Excel spreadsheet is very basic.

The stats from each Chaplain or Character Development Instructor's Form 34 were entered in a column. The column/cells have been condensed in this sample. You will need to determine how many columns to set up based on your current and anticipated membership numbers.

Excel has an excellent help feature that you can use to add the stats for each category that needs to be summarized from the Form 34.

APPENDIX E – FORM 34 SQUADRON REPORT LOG

CAWG CHAPLAIN STATISTICAL REPORT (Form 34) Jan-Jun/Jul-Dec year

UNIT	CHARTER	Report Received
4 HQ	CA213	
	CA204	
	61	
	101	
	103	
	131	
	1906	
	CA448	

UNIT	CHARTER	Report Received
3 HQ	CA205	
	CA387	
	5	
	11	
	20	
	25	
	29	
	31	
	46	
	58	
120		
6750		
	CA484	

UNIT	CHARTER	Report Received
2 HQ	CA188	
	10	
	13	
	18	
	36	
	44	
	60	
	80	
	86	
	188	
	192	
		CA180

UNIT	CHARTER	Report Received
HQ	CA001	
	CA428	
HOLD	CA000	
1 HQ	CA070	
	3	
	15	
	21	
	27	
	35	
	51	
	63	
	64	
	107	
	128	
	129	
	137	
	138	
		CA292

This is the log created to track what squadrons needed to be contacted as to the submission of the Form 34.

UNIT	CHARTER	Report Received
7 HQ	CA005	
	40	
	47	
	56	
	57	
	58	
	87	
	CA434	
	CA324	
	CA295	
	CA256	
	CA384	
	CA485	
	144	
	CA441	
	150	
	CA343	
	153	
	CA345	
	201	
	CA 473	

UNIT	CHARTER	Report Received
6 HQ	CA303	
	16	
	33	
	46	
	49	
	84	
	112	
	121	
	147	
	471	
	CA75	
	CA475	

UNIT	CHARTER	Report Received	
5 HQ	CA445		
	14		
	19		
	22		
	23		
	34		
	72		
	85		
	92		
	126		
	157		
		CA151	
		CA387	
	CA138		
	CA015		
	CA048		
	CA048		
	CA273		
	CA034		
	CA245		
	CA249		

X = Report Received by CAWG/HC

APPENDIX G – EXAMPLE OF JUSTIFICATION FOR AWARDS

6. JUSTIFICATION: (Description of the act, achievement, or service, including specific dates, places, and facts. If additional space is required, continue on plain bond paper.)

In addition to serving as the CAWG Director of Plans and Programs, Pat has served continuously as the Administration Officer for the CAWG Chaplain Service for the past 5 1/2 years (21-Mar-01 through 29 Oct-06).

It has been my observation that many awards and promotions have been slow in coming because chaplains did not know how to proceed with the paperwork and that often squadron/group commanders did not know exactly what to do with the chaplain since there were different appointment processes and certain waivers granted to chaplains in their training. Pat has been instrumental in instructing members of the CAWG Chaplain Service how to proceed with their paperwork and guiding that paperwork through the Wing channels so that members of the CAWG Chaplain Service receive their recognition in a timely manner.

The regulations require that each member of the CAP Chaplain Service (Chaplain and MLO alike) submit a bi-annual report to the Wing Chaplain. Upon compiling the Form 34s and submitting the Form 34a to Wing/Region/National, the Form 34s are given to Pat. She has created a file folder for each member of the CAWG Chaplain Service in which she files the Form 34. In addition, as the Wing Chaplain receives other paperwork on members of the CAWG Chaplain Service, Pat files this in their personal folder.

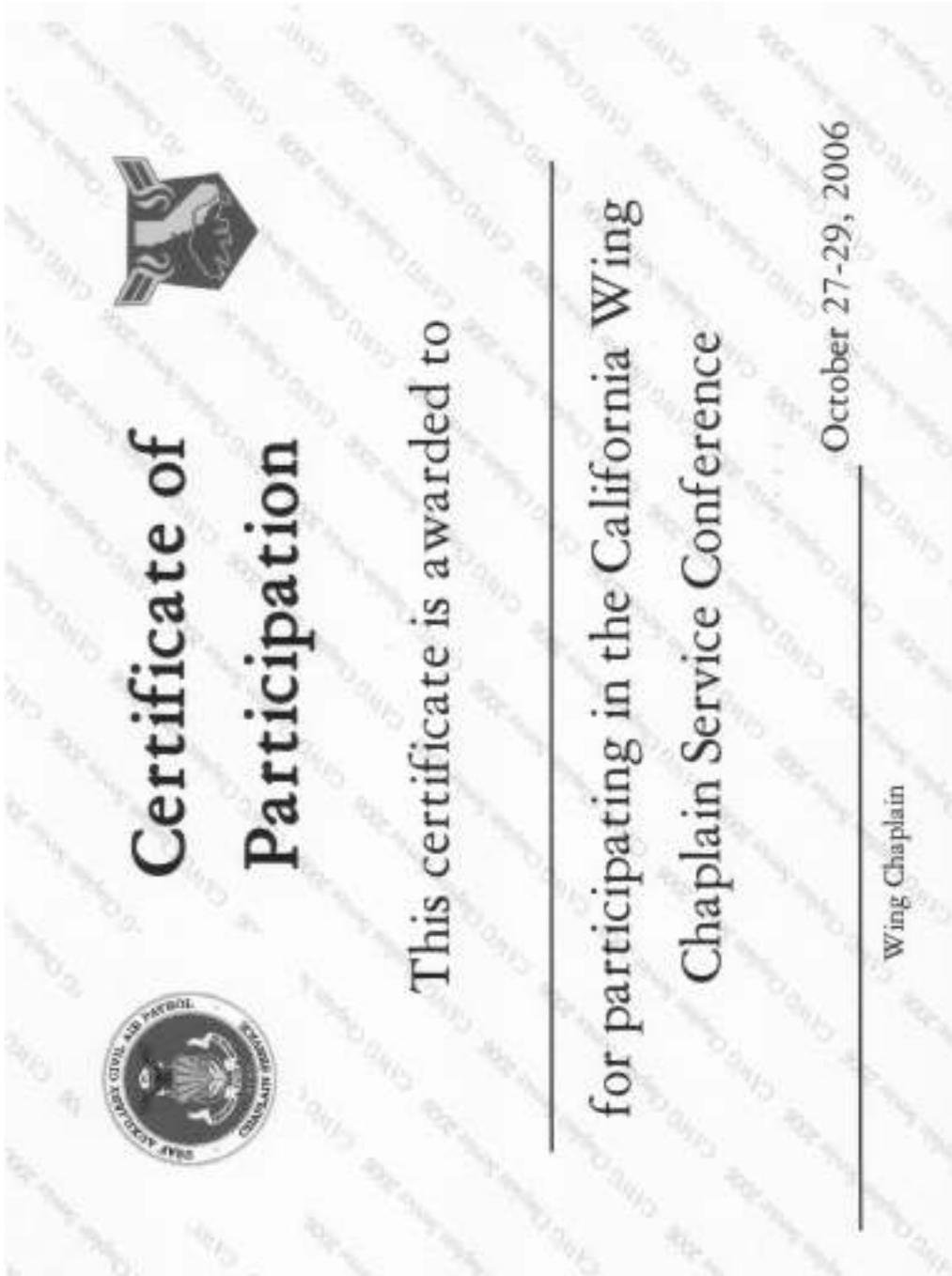
While preparing for the Compliance Inspection for the CAWG in 2003, Pat came across a treasure trove of items filed away at Wing HQ. National HQ through the chaplain service provides the curriculum for Character Development (Moral Leadership). It was an oft repeated request from Chaplains and MLOs for material to use since the curriculum was published every 1-2 years. Pat found several years of back issues of "Values for Living" which she handed over to me. I was able scan them and make them available – not only to the members of the CAWG Chaplain Service, but they are available to all members of the CAP Chaplain Service on the NHQ Chaplain Service web-site. Thanks to Pat's recognition and preservation of these "old" pamphlets, a new generation of Chaplain Service personnel as well as cadets have benefited from archived lessons. Time and time again I have received e-mail from chaplain service personnel throughout CAP, expressing appreciation for having this material made available to them.

TYPED NAME, GRADE, AND TITLE OF
INDIVIDUAL INITIATING RECOMMENDATION
CH (LT. COL.) PAUL WARD
Lt Col
CAWG HC

SIGNATURE

Be sure to attach a sample citation to accompany the Silver Medal of Valor, the Bronze Medal of Valor, and Distinguished Service Medal.

APPENDIX H – CERTIFICATE OF PARTICIPATION
CHAPLAIN SERVICE CONFERENCE



APPENDIX I – CHAPLAIN SERVICE CONFERENCE SCHEDULE



**CAWG CHAPLAIN SERVICE
CONFERENCE
Friday - October 27, 2006**



LOCATION: Ballroom/Kern River

1300-1315

- Welcome
- Review Conference Schedule
- Memorial Service

1315-1400 National Briefing – Chaplain (Col.) Charles Sharp

1400-1445 Region Briefing – Chaplain (Lt. Col.) Whit Woodard

1445-1500 BREAK

1500-1545 Wing Briefing – Chaplain (Lt. Col.) Paul Ward

Q&A for presenters - Chaplains Sharp, Woodard and Ward

1545-1600 BREAK

1600-1700 – PRESENTATIONS

- Certificates of Appreciation to Staff
- Certificates of Participation
- Chaplain Sammy Campos and MLO Bruce Joyner Ministry of Excellence Awards
- Honoring John Berger