

OFFICE OF CIVILIAN DEFENSE
CIVIL AIR PATROL

TRAINING DIRECTIVE)
NO. 20)

NATIONAL HEADQUARTERS
WASHINGTON, MARCH 17, 1942

DUTIES OF COMMAND AND STAFF OFFICERS

1. General

The purpose of this course of instruction is to give to each officer of the Civil Air Patrol a practical working knowledge of his duties and responsibilities and an appreciation of the manner in which his work should fit together with the work of his associates to round out an organization capable of doing an effective defense job.

2. Text

The text material to be used in this course of instruction is presented on the following pages.

3. Distribution

Copies of this Directive will be distributed on the basis of four copies per Headquarters.

4. Requirement

All Command, Staff and Flight Personnel are required to take this course. It is desirable that other personnel also be familiar with the text.

5. Instruction Procedure

After each member concerned has read and thoroughly understood the text, conferences will be called for classroom instruction, which will include general discussions and question-and-answer periods.

By Command of Major General CURRY:


HARRY H. BLEE
Colonel, Air Corps
Training & Operations Officer

DUTIES OF COMMAND AND STAFF OFFICERS

1. a. The Commanding Officer of a unit is responsible for all matters within his command. He is held solely responsible for training, discipline, administration, supply and operations. In order to provide the Commanding Officer with assistance in meeting these responsibilities and with certain specially skilled advisors, he is given a Staff. Members of that Staff do not exercise command in their own name and the orders which they may issue are issued in the name of, or by order of, the Commanding Officer. The various Staff Officers relieve the Commanding Officer of detail work by gathering, arranging, and estimating for him such material and data as he requires to reach the decisions involved in carrying out the responsibility of his command. The Staff Officers will function further in their specific fields as representatives of the Commanding Officer to see that his decisions and orders are being carried out properly. Much staff work is accomplished by inspections of the various units within the command. These inspections are made both by the Commander and by Staff Officers.

b. It is an obvious duty of a Staff to be thoroughly familiar with orders and directives received from higher authority and to see that they are properly executed. This is an administrative detail and it should not be allowed to interfere with the planning and other creative work of the Staff, the objective of which is to fit the command to meet whatever responsibilities may be placed upon it. A Staff should aid the Commander in carefully estimating his potential local problems and, within the general policies laid down from above, prepare plans and training program and required material for whatever may be foreseen.

2. The Regional Commander is responsible for the efficient functioning of the Wings within his Region under the policy and orders issued by the National Headquarters. He will spend most of his time in the field rather than in his Regional Office, working with the Wing Commands and subordinate units therein, to interpret instructions from National Headquarters in the light of local conditions and problems and advising and assisting the Wing Commands in doing their work. The Regional Commander will also effect such contacts within his Region as may be of assistance in the operations of the Civil Air Patrol in that Region. This will include heads of federal, state, and important local agencies of government and civilian organizations. The objective of this liaison is to insure a favorable understanding of Civil Air Patrol throughout the Region and its intelligent use and support.

3. The CAP Wing Command. Each CAP Wing has boundaries coterminus with the state after which it is named. The Wing Commander is fully responsible for all CAP matters within his Wing, both tactical and

administrative. As outlined in paragraph 1 above, the Wing Commander will utilize his Wing Staff to assist him in meeting these responsibilities and a proper distribution of work among the Wing Staff members is required if the responsibilities are to be fully and efficiently met. The Wing Staff is to aid the Wing Commander in preparing plans for the Wing and subordinate units and to see that those plans are properly carried out throughout the Wing. A Wing Medical Officer, for instance, is interested in the progress and efficiency of Group Medical Officers and aids them in conducting properly the responsibilities of their office.

4. The Group. In addition to functioning as a part of the planning and administrative staff of the Group Commander, each Group Commander and his Staff have responsibilities similar and parallel to those outlined previously. It will be noted that as we progress further down the chain of command into the lower echelons, there is less responsibility for policy determination and interpretation and a heavier requirement for detail execution of specific instructions emanating from higher ranks. The Group Commander and his Staff, under the directives emanating from the Wing, guide and assist the Squadron Commanders in preparing for and executing the responsibilities charged to their organizations, both in training and in the conduct of missions. Here again the Staff plans, cooperates and inspects, first as a group and then as individual Staff members, in the specific field in which their primary responsibility lies.

5. The Squadron. In the Squadron Staff, designations are: S-1, Personnel; S-2, Intelligence; S-3, Operations and Training; S-4, Supply. These are four key Staff Officers. In addition, there are usually special Staff Officers such as, Communications, Transportation, and under combat conditions there might be an Armament Officer, a Photographic Officer, a Mess Officer, etc.

6. Staff Relations. a. The Commander has a Staff to assist him in the proper command functions with which he is charged. All correspondence, orders, etc., whether they are related to supply, missions, or training, are addressed to the Commanding Officer because he is responsible for everything. Therefore, he sees all correspondence and his Adjutant marks it for the proper Staff Officer (to be passed on to the Section Staff Officer through Commander and Executive.) When the Staff Officer takes action, he prepares it for the signature of the Commanding Officer or a designated Staff Officer. This is military procedure. The Commanding Officer should organize his Staff to best advantage and consider the personal qualifications and professional qualifications of men best suited for the Staff. For example, the Operations Officer should be an older, more experienced pilot who will see that inexperienced pilots are not sent on missions beyond their capabilities.

b. The Commander should attempt to keep his policies as definite as possible so that his Staff may handle routine matters without having to discuss each detail with the Commander. Particularly, there

should be no misunderstanding as to the degree of authority and responsibility of each Staff Officer. It should be known definitely whose work the Staff Officer is supervising and he should coordinate his plans with other Staff members.

c. When the Commander so desires, he may assign more than one staff duty to an officer. For example, during training, one officer may act in the capacity of both Supply Officer and Transportation Officer. Then, if the unit were called upon for active missions, the Commanding Officer might designate a separate Transportation Officer and he might require this Transportation Officer to report to the Supply Officer as his assistant, which would leave Transportation under Supply. Or, the Commander might have Transportation report to the Executive.

d. The Chief of Staff. Within CAP, the Executive Officer functions as a Chief of Staff and there shall not be designated a Chief of Staff within a CAP unit. The Executive Officer in all CAP units is the second in command and succeeds to the command in the absence of the Commanding Officer. In business parlance, the Commanding Officer will be the President of a corporation and the Executive Officer the General Manager. While the President is responsible for the enterprise and very largely decides matters of policy, the General Manager is responsible for the operation of the business under those policy determinations and makes such decision as are necessary within the policy determined. A further discussion of the duties of the Executive Officer and other ranks will be found to follow.

e. Command Channels. Normally, the Flight personnel discuss operations with the Flight Commander. The Flight Commander takes the matter up with the Operations Officer and the Operations Officer with his higher authority. It is not military procedure for combat crews to take complaints or suggestions direct to the Commander, nor should the Commander make decisions on such detail matter and state them direct. He should take such matters up through his Staff. If the Commander expects full cooperation from his Staff, he will usually talk over operations matters with his Operations Officer, and supply matters with his Supply Officer, rather than ignoring them. There follows a detailed discussion of the individual responsibilities of Commanders and Staff Officers. Each officer should be familiar with the duty relating to his Staff assignment.

7. Duties of the Unit Commander. a. He is responsible for the tactical efficiency of the unit; that as a result of training, both by practical experience and theoretical instructions, all personnel of his unit are capable of performing such missions as may be assigned in a satisfactory manner.

b. He is responsible for the training of all the personnel, both commissioned and enlisted assigned or attached to his organizations for duty; he is responsible that such schools are conducted as may be necessary to train the personnel properly. He is responsible that all Officers within the unit are assigned to duties that they are best qualified to perform.

c. He is responsible for the preparedness for service of his organization; that it is properly equipped and ready to move out on proper notice; that as a result of proper training the personnel are prepared to perform the duties required of them; and that it be an efficient weapon to aid in the defeat of the enemy.

d. He is responsible for the administration of his unit; for the discipline therein; for the proper performance of their duties by all of his subordinates, both commissioned and enlisted; for the mess, barracks and adjacent areas; for the clothing of the enlisted personnel; for the health of the command; for the proper preparation and disposition of all correspondence and reports; and for all matters of an administrative nature.

e. He is responsible for all public property assigned or issued for the use of the unit or the personnel thereof; for the proper care and preservation of such property; for the proper use thereof; and he is personally financially responsible for all such property as may be in use in his organization.

8. Duties of the Executive Officer. a. The Executive Officer is also second in command of the unit, and hence temporarily succeeds automatically to the command when the Commanding Officer is absent or otherwise ceases to function.

b. He is the principal assistant and adviser to the Commander. He may transmit the decisions of the Commander to appropriate Staff Officers for preparation of the necessary orders, or transmit them in the form of orders to those who execute them. He is the principal coordinating agency of the command. He performs the following specific duties:

- (1) Formulates and announces policies for the general operation of the Staff.
- (2) Directs and coordinates the work of the general and special Staff in respect to:
 - (a) Activities of the sections within the general and special Staff groups
 - (b) Relations between the general and special Staff groups
 - (c) Relations between the general and special Staff groups and the troops.
- (3) Keeps the Commander informed of the situation of the command as to location, strength, morale, training, equipment, supply, and general effectiveness.

- (4) Receives decisions from the Commander and takes the following action:
 - (a) Makes such additional decisions as may be directed by the Commander and gives necessary instructions to the Staff in furtherance of these decisions.
 - (b) Allots the detailed work of preparing plans and orders, and when time permits coordinates the resulting drafts and submits them to the Commander for approval.
- (5) Takes steps to insure that all instructions published to the command are in accord with policies and plans of the Commander.
- (6) By personal observation, and with the assistance of the general and special Staff sections, sees that orders and instructions of the Commander are executed.
- (7) Makes a continuous study of the situation with a view of being prepared for future contingencies.
- (8) Assembles routine Staff section reports and after their approval by the Commander forwards required copies to higher headquarters.
- (9) In general, the Executive Officer meets the administrative functions for which the Commanding Officer is held responsible and does so in the name of the Commanding Officer.

9. Duties of the Adjutant - S-1. a. The Adjutant handles all routine correspondence, except that pertaining to orders and instructions concerning operation missions, in accordance with regulations and approved policies of the higher command and his Commander. In cases for which no policy has been established, he initiates action to secure from the Executive Officer a policy covering such cases. Again in business parlance, the Adjutant would be the Office Manager operating the detail and routine functions of the office under the General Manager and providing housekeeping functions for the Staff members, such as filing systems, clerical help, stationery and supplies. His detailed duties include the following:

- (1) Authentication and distribution of all orders and instructions except those pertaining to operation missions.
- (2) Maintenance of the records for the unit headquarters. (A system of staff section records is essential in order to have information available for:

- (a) Command decisions during operations
 - (b) Higher headquarters
 - (c) Historical record
- (3) Staff sections temporarily retain copies of documents needed in their current work, returning them to the Adjutant for the office of records when no longer needed.)
- (4) Custody of the records of all personnel belonging to the command which are not kept in some subordinate unit.
- (5) Preparation and submission of reports on strength, casualties, and incidental returns.
- (6) Supplying blank forms, publications, and instructional matter furnished by National Headquarters, CAP.
- (7) Operation of office procedure as regards administrative matters, including recommendations as to similar arrangements in headquarters of subordinate units.
- b. Emphasis should be placed upon the responsibility of the Adjutant as the officer charged with office management and detail.
10. Duties of the Operations Officer. a. He is the direct assistant of the Commander in the training and in the direction of tactical operations of the unit.
- b. He coordinates the efforts of each department of the unit in such a manner as to avoid confusion and insure proper completion of assigned missions.
- c. He acts as the tactical adviser to all flying personnel of the unit and is responsible for their tactical instruction.
- d. He assigns missions and gives or prescribes such instructions as are necessary to insure the satisfactory completion of every mission.
- e. He is responsible that the proper liaison is conducted with other Arms and Services and that effective cooperation is maintained with the other units of the command.
- f. He is responsible that the Commander is continually advised as to the status of the Training Schedule as outlined in Training Directives. In this connection he should maintain proper charts showing the percentage of completion of the Training Schedule.

g. He will verify the qualifications of newly assigned flying personnel to determine their proficiency and abilities as shown by records, and recommend assignment and training.

h. He will maintain an adequate Bulletin Board whereon all available tactical information of interest to the unit personnel is posted.

i. He will maintain a file containing operations instructions covering all available information pertaining to the operations and flying of aircraft. This file must be brought to the attention of all flying personnel and initialed by them after being read.

j. He is responsible for the proper training of sufficient enlisted personnel in operations procedure and in the proper preparation of the prescribed reports and records to insure the efficient operation of his section under all possible conditions.

k. He will maintain close contact with the Operations Officer in units above and below his and should confer with them frequently, regarding the future missions to be assigned to his unit, in order that he may be assured that his personnel are properly prepared.

l. He will issue such orders, relative to operations matters, as may be directed by the Commander.

m. He is responsible for the following routine matters:

- (1) He will confer with the Unit Commander relative to the work and missions of the unit and will then prepare the necessary flight and training schedule therefor.
- (2) He will insure that all missions are executed at the time scheduled and that the personnel are properly prepared to perform the mission assigned. He will require a report from the personnel thereon after the completion of each mission.
- (3) He will check and sign log books of pilots in his specific unit and is responsible for compliance with CAA, Army and Navy regulations.
- (4) He will enter the flying time of flying personnel in his specific unit on such charts as may be pertinent.
- (5) He will determine the requirements and availability of aircraft.
- (6) He will keep operational records such as forced landings, crashes, periodic summaries of total hours flown by his unit, and total hours flown on various types of missions.

n. He will maintain a file of all directives and operational orders from higher authority and will be responsible that the subordinate units maintain records of flying and ground training.

o. He will keep an operations map.

p. He will determine weather conditions in areas in which unit is conducting aerial operations.

11. Duties of the Engineering Officer. a. Keep the Operations Officer advised as to status of airplanes.

b. Recommend their adaptability and condition for performing missions.

c. In charge of hangar.

d. Supervision of work of all mechanics and crew chiefs upon the line.

e. See that airplanes are complying with CAA inspection and safety regulations.

f. The duties of the Engineering Officer may be summarized as full knowledge of availability, operating conditions, range and status of airplanes.

12. Duties of the Flight Commander. a. The Flight Commander is directly responsible for the indoctrination, discipline, and training of all officers assigned to his flight, and the care and maintenance of all equipment assigned to the flight.

b. The Flight Commander is responsible for the following items:

(1) That each pilot and observer within his flight complies with all training requirements as set forth by higher authority and that a progressive plan of training is employed at all times.

(2) He shall be thoroughly acquainted with each pilot and observer of his flight, knowing the qualifications, limitations and ability, as well as any personal problems that may affect the pilot's proficiency.

(3) He is responsible for the maintenance, inspection and records of all airplanes within his flight.

(4) If separated from his Squadron, he is responsible for housing and messing and all other needs of his officers and men.

- (5) He shall keep a written record of the training (air and ground) of his flight and any charts as called for by higher authority.
- (6) He will study the deficiencies in technique, ability, and training of his pilots and work toward a higher standard of proficiency at all times. He is responsible for training both air and ground except instructions directly handled by higher authority.
- (7) He will take steps to see that all new pilots reporting to his flight are acquainted with Squadron rules and customs and flying regulations.
- (8) He will sign all clearances for cross-country flights for members of his flight.

13. Duties of the Intelligence Officer. a. Intimate cooperation between the Intelligence Officer (S-2) and the Plans and Training Officer (S-3) is essential. Plans for training and operations depend for their success upon reliable information provided by a good intelligence system. S-2 must know what S-3 wants, and S-3 must have free access to the information obtained by S-2. The Executive Officer of each unit will coordinate S-2 with S-3. Specific duties of the Intelligence Officer insofar as they are pertinent to CAP include:

- (1) Providing confidential information for the Unit Commander as requested by him.
- (2) Maintenance of contact and exchange of information with intelligence sections of subordinate, higher, and neighboring units.
- (3) Evaluation and interpretation of information obtained to determine its probable accuracy, significance, and importance. (Coordination with all staff sections.)
- (4) Distribution of military intelligence to the Commander, interested staff sections and, when appropriate, to higher, subordinate and neighboring units.
- (5) Determination of the need for military maps and surveys; recommendations as to the general character of such maps as are to be produced; supervision of map reproduction and distribution. (Coordination with all staff sections.)
- (6) Coordination of requests for aerial photographs and determination of their distribution.

- (7) Planning for and supervision of intelligence training within the unit. (Coordination with S-3.)
- (8) Handling publicity. (Secures public understanding of the work and purpose of the CAP.)
- (9) Supervision of the preparation and use of codes and ciphers.
- (10) Responsibility for the safeguarding of classified information.
- (11) Securing all information necessary to carry out training and operation missions. (Coordination with S-3.)
- (12) Reception of visitors at all headquarters, unless this function is otherwise delegated.
- (13) Supervision of escorting of visitors.

b. Interrogation: When a mission is completed, the Intelligence Officer questions the entire crew on what they saw. This information is posted on a situation map. When military missions are being flown, the Intelligence Officer will keep in contact with the Intelligence Officer of the military unit and transmit to him the information that is learned about any hostile movements, positions, etc.

c. Counter-Intelligence: The Intelligence Officer is responsible for the elimination of, and handling of, members of the unit suspected of disaffection, disloyalty, and subversive activities.

14. Duties of the Supply Officer - S-4. a. The Supply Officer is charged with the preparation of policies for, and the execution of arrangements for, supply, transportation, and other administrative matters related thereto. He advises the Commander on these matters, and is further responsible for those details of administrative plan which pertain to supply and transportation, the preparation of the necessary orders, and the supervision of their execution. (The CAP organization table calls for a Transportation Officer whose duties are set out below. In case a Transportation Officer is not appointed in a unit, his duties will be assumed by the Supply Officer.)

b. The specific duties of the Supply Officer may include the planning for, and supervision of, activities concerning:

- (1) Procurement, storage and distribution of all supplies, including airplanes, except those allotted to the Transportation Officer. (Coordination with S-3 for priority of allocation of supplies.)
- (2) Location of supply and maintenance establishments.
- (3) Maintenance of equipment. (Coordination with S-3 for priorities.)

- (4) Salvage.
- (5) Property responsibility.
- (6) Funds and priority of expenditure.
- (7) Recommendations as to new types of equipment. (Coordination with S-3.)
- (8) Procurement of real estate, shelter, and facilities, including their leasing, repair, maintenance, and disposition.
- (9) Acquisition and improvement of airplane bases.

15. Duties of the Communications Officer. a. The Communications Officer is adviser to the Commander and Staff on all matters concerning communications. His specific duties include:

- (1) Preparation of training programs in communications for his unit and subordinate units according to general policies laid down by Commanding Officer. (Coordination with S-3.)
- (2) Organization and supervision of communication schools. (Coordination with S-3.)
- (3) Preparation of routine and operational orders relating to communications. (Coordination with Staff.)
- (4) Preparation, publication, storage, accounting for and distribution of codes and ciphers. (Coordination with S-2.)
- (5) Determination of requirements, procurement, storage and distribution of communication equipment and supplies. (Coordination with S-4.)
- (6) Procurement and operation of communication maintenance and repair facilities. (Coordination with S-4.)
- (7) Technical inspection of communication equipment within limits prescribed by the Commander, and technical supervision of communication operations of the command, including coordination of the employment and of the training of communication agencies of subordinate units. (Coordination with S-3 on general training program and for general operational matters.)
- (8) Supervision of the installation, maintenance, and operation of the communication system, including the message center of the unit.

b. Responsibility for strict compliance that all radio communications are within the prescribed war regulations of both Armed Forces and Federal Communications Commission.

c. He will keep a complete file on all FCC directives pertinent to communications operation in the Squadron.

16. Duties of the Transportation Officer. a. The Transportation Officer will be in charge of all ground transportation matters, and in relation thereto perform all of the duties that would otherwise be the responsibility of the Supply Officer (S-4). He will work in the closest cooperation with S-4. Specifically, the duties of the Transportation Officer will include:

- (1) Procurement, storage, and maintenance of all means of ground transportation, vehicular and otherwise, required for the use of his unit.
- (2) Transportation of personnel and supplies by land and water.
- (3) Traffic control including a map and route designations for road movements. Convoy rules.
- (4) Recommendations to the Commanding Officer on all matters relating to ground transportation.
- (5) Construction and maintenance of roads, trails, and docks.
- (6) Organization and training of the transportation section of his unit and supervision of that of subordinate units.
- (7) He will see that his drivers have licenses.

17. Duties of the Personnel and Medical Officer. The Medical and Personnel Officer is responsible for the mental and physical fitness of his unit, and for keeping the personnel records. Specifically, his duties include operation, in accordance with approved policies, of activities of headquarters pertaining to:

a. Classification of all individuals joining the unit, their subsequent assignment, reclassification, reassignment, their promotion, transfer, retirement, and discharge.

b. Procurement and replacement of personnel.

c. Leaves of absence and furloughs.

d. Recreation and welfare and all other morale matters not specifically charged to other agencies.

e. Report to Commanding Officer on discipline and attitude of personnel.

f. Closest coordination throughout with the Adjutant. (S-1.)

g. When desired, personnel matters may be separated from medical by the appointment of an assistant adjutant, who is usually called the "Unit Personnel Officer".

18. Duties of the Photographic Officer. The Photographic Officer is responsible for the training and assignment of duties of the personnel in the Photographic Section. While cameras are not permitted in planes or on many airports, the enthusiasm and training in photography should be carried on with the view that the unit may be requested at some time to perform aerial photographic missions. It is desirable to enroll amateur photographers in this section.

19. Duties of the Deputy Staff Officer. The Deputy Staff Officer is the assistant to the Squadron Staff Officer in the section to which he is assigned. He should be assigned, from a flight with particular ability for the duties in the section to which assigned. When so desired by the Commander, he may attend Staff Meetings in the absence of the Section Staff Officer. Normally Deputy Staff Officers are assigned duty only in the Squadron.

20. Duties of the Flight Deputy. The Flight Deputy is next in command to the Flight Leader in his Flight. He leads the Flight in the absence of the Flight Leader. He assists the Flight Leader in all Flight duties.