



# SEACOAST SQUADRON OPERATION INSTRUCTION 17-1

15 Feb 17

Cadet Programs

## BOARD OF REVIEW

This instruction prescribes the procedures for holding board of reviews, staff selection boards, and general interview guidance.

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## CHAPTER 1 – BOARD OF REVIEW

### 1.1 Introduction

1.1.1 Promotions in the Cadet Program are the primary method of recognizing an individual's growth and level of achievement in the program. The process for cadet promotions is defined in CAPR 52-16, *Cadet Program Management*.

1.1.2 Seacoast Composite Squadron implemented the board of review (BOR), in accordance with CAPR 52-16, Chapter 4, Section d, as a method of enhancing the Cadet Training Program and improving the quality of Cadet Non-Commissioned (NCO) and Commissioned Officers. The intent of these instructions is to establish a foundation upon which each BOR can base its considerations.

### 1.2 Purpose

1.2.1 When promoting a cadet, many subjective measures must be made with regards to that cadet's abilities. Assessing an individual's attitude, competence in dealing with others, and mastery of the program, is an imprecise and often difficult task. The function of the BOR is to determine the cadet's qualification to hold the next higher grade. This requires that the BOR evaluate all available information presented to it, including interviews with the candidate for promotion. The use of a BOR in making these evaluations eliminates the biases and other difficulties associated with decisions about an individual's progress being made by a single evaluator. It also offers a broader range of experience, objectivity, and point-of-view in considering a cadet for promotion.

### 1.3 Composition

1.3.1 The BOR's composition will vary dependent upon the grade of the cadet being considered for promotion. Members of the BOR will be chosen with an emphasis toward providing a broad spectrum of experience and objectivity. The BOR will be comprised of "professional" cadets and senior members. Members of any BOR will consist of the following:

#### 1.3.1.1 PREFERRED BOR:

- (1) Cadet Commander – Chairperson
- (2) Cadet Programs Officer
- (3) One additional cadet selected by the BOR Chairperson
- (4) One additional senior selected by the BOR Chairperson

#### 1.3.1.2 MINIMUM BOR:

- (1) Cadet Commander – Chairperson
- (2) Cadet Programs Officer
- (3) One additional cadet selected by the BOR Chairperson

1.3.2 The squadron commander shall approve all BOR members, and may appoint a replacement for a BOR member that is unable to perform their duty or is absent.

1.3.3 The Cadet Member shall hold a grade equal to, or higher than, the grade being sought by the cadet appearing before the BOR. It is recommended the cadet next highest in their chain of command be selected to sit on the BOR.

## 1.4 PERSONAL INTERVIEW

- 1.4.1 In the case of milestone awards, the members of the BOR will interview the candidate for promotion. Through the personal interview, the BOR should identify the cadet's perception of themselves in the program, their goals and achievements, their attitudes, and their own strengths and weaknesses. The interview should enable the BOR to gain a complete picture of the cadet, including their personal interest in the program and how CAP fits into their life. This information will assist the BOR in determining the cadet's readiness for promotion within the Squadron's guidelines.
- 1.4.2 The interview is a formal exchange. It is expected that some form of uniform inspection will accompany the interview, and the cadet should conduct themselves with scrupulous attention to customs and courtesies. By the same token, members of the BOR should never allow the proceedings to become so intimidating that they impede the interview and assessment process. The BOR members are expected to behave professionally. The BOR process is an intimidating one. There is no need to augment this with "inquisition"-type behavior. Candidates for promotion are entitled to each BOR member's full attention and courtesy. Questions should be direct, polite, and considerate.
- 1.4.3 In cases where it is necessary to "lighten the atmosphere," steps should be taken to do so. The BOR may consider the cadet's inability to deal with stress as a separate issue. It is important to note that personal interviews, especially the first few, are very difficult for cadets. Sensitivity to the candidate's state of mind during the interview is critical.
- 1.4.4 The candidate for promotion should be given every opportunity to express their answers, and to make all their points. Likewise, the BOR has an obligation to be thorough in its examination of the cadet's qualification for promotion. Bearing in mind the above guidelines, the following areas should be of concern during the interview.
- (1) What are the cadet's training goals and what are they willing to do to achieve them? In other words, what value is placed on their training?
  - (2) What does the cadet perceive to be their strengths and weaknesses? How do they capitalize on those strengths, and what methods do they use to compensate for their shortcomings? What is being done to improve in those areas where they see themselves as weak?
  - (3) Who has the cadet chosen as a role model and why? Does it seem that the cadet is positively motivated to develop as a part of the Squadron? Is this development self-serving or is it intended to broaden their usefulness to the Squadron? Do they share their skills and knowledge?
  - (4) How mature does this cadet appear to be? Is the cadet able to put the needs of others and/or of the Squadron ahead of their own? Does the cadet understand that contribution to the Squadron or Flight renders an improvement in themselves?
  - (5) What are the cadet's short-, medium-, and long-term goals? How does this promotion fit into their goals for self-development?

- (6) Why does the cadet feel ready for promotion at this time? What achievements or skills have been acquired during this period that make it “profitable” to the Squadron to promote them to the next higher grade?
- (7) What additional information does the cadet have that will assist the BOR in making its recommendation to the Squadron Commander?

1.4.5 Other factors to be considered in formulating the recommendation are listed below.

- (1) **MATURITY.** Does the cadet possess the judgment and attitude required of someone holding the grade being sought? Is there evidence of sufficient experience and emotional control to exercise the privileges of that grade? Do the cadet’s answers suggest careful consideration and thought?
- (2) **ACHIEVEMENT.** What has the cadet achieved through their training activities in the unit during the evaluation period? (Only items that have been done or demonstrated should be considered.) Do these achievements reflect mastery of the training objectives for the evaluation period? Has the cadet demonstrated the abilities of, and readiness for, the next higher grade?
- (3) **IMAGE.** Does the cadet present a “professional,” self-assured image to the BOR? Are they confident and poised? Can the cadet “keep cool” under the pressure of the BOR interview? Do they think well “on their feet?”
- (4) **INVOLVEMENT.** Has the cadet demonstrated interest in the Cadet Program and the Squadron? Has the cadet been participating and contributing actively at all activities (not just meetings)?

1.4.6 Consideration in each of the areas (Maturity, Achievement, Image, and Involvement) should be based on what is expected of others holding the grade sought, the needs and standards of the Squadron, and the needs of the individual.

1.4.7 The BOR will consider all documentation available regarding the qualifications, training, and experience of the cadet being reviewed. They may interview the cadet and others involved in the cadet’s training.

## 1.5 RECOMMENDATIONS

1.5.1 The purpose of the BOR is to determine a cadet’s qualification and suitability for promotion. Then make one of the following recommendations to the Squadron Commander.

- (1) Cadet *is* ready for promotion to the next higher grade.
- (2) Cadet *is not* ready for promotion to the next higher grade. Specify reasons.

## **1.6 COUNCELING**

1.6.1 During the same meeting in which the BOR is convened, the Cadet Programs Officer will meet with the cadet and review the cadet's positive and negative moments during the interview. The cadet will be told of the recommendation being submitted to the Squadron Commander. The cadet should be counseled regarding the areas that need improvement and steps that can be taken to improve those areas.

## **1.7 CADET OFFICER BOR**

1.7.1 In the case of the Cadet Officer BOR, the purpose remains the same, but with a few modifications. The Cadet Officer is often responsible for not only themselves, but also for those subordinate to them. The BOR should therefore attempt to evaluate the Cadet Officer's ability to lead and command those cadets assigned to them.

## CHAPTER 2 – GUIDELINES

### 2.1 CADET LEADERSHIP FEEDBACK FORMS (CAPF 50)

2.1.1 When prompting to C/SSgt, C/MSgt, C/2d Lt, C/Capt, and C/Lt. Col

2.1.1.1 Any cadet who has met all other promotion requirements and desires a promotion must obtain a CAPF 50, which can be found on the squadron website, and complete the first line of information. They will email the form to the Cadet Commander and request a BOR.

2.1.1.2 After the BOR, the cadet will receive a finalized copy of their CAPF 50 prior to closing formation. The original will be stored locally in the cadet's membership folder.

2.1.2 When promoting to any other grade

2.1.2.1 Any cadet who has met all other promotion requirements and desires a promotion must obtain a CAPF 50, which can be found on the squadron website, and complete the first line of information. They will then present this form to their Flight Commander, who will enter their assessment of the cadet. The Flight Commander will then review CAPF 50 with the cadet. The Flight Commander will turn in the CAPF 50 to the Cadet Commander by Week three of the month.

### 2.2 BOR EVALUATION SHEET

2.2.1 Any cadet who has met all other promotion requirements and has requested a BOR must obtain an evaluation form, and complete the information required in Sections I, II, and III. They will turn in this form, along with their CAPF 50, to the Cadet Commander by opening formation of the third meeting of the month.

### 2.3 REQUESTING A BOR

2.3.1 Cadets desiring a promotion review board will have their paperwork completed and signed by the appropriate personnel prior to requesting a BOR. An official request along with all paperwork shall be submitted prior to the start of the third meeting. Any paperwork submitted after the start of the meeting will be subject to the availability and scheduling of the BOR members.

### 2.4 BOR SCHEDULING

2.4.1 Given the intensity and time constraints associated with BOR's, the following schedule has been established:

- (1) The BOR will be scheduled for at least an hour during the third meeting of the month. Cadets who have applied prior to the start of the meeting will be given a specific time to report to the BOR.
- (2) Other options include arriving early before a meeting or during a scheduled squadron activity.
- (3) Cadets may be scheduled for a BOR during the promotion meeting night only with Squadron Commander approval.

## 2.5 APPERANCE

2.5.1 All cadets appearing before the BOR will wear either the Air Force-style, light blue shirt/blouse service uniform or battle dress uniform/Airman Battle Uniform. Cadets wishing to appear before the BOR in a different uniform must obtain approval from the BOR Chairperson or Squadron Commander prior to the interview. The uniform will be worn correctly and should appear neat, clean, and pressed. All cadets will have a proper haircut. Having a haircut that does not meet the requirements stated in CAPM 39-1 will result in an AUTOMATIC FAILURE of the BOR.

## 2.6 CRITICISM

2.6.1 There will be NO ABUSIVE CRITICISM under any circumstances, either orally or on the written evaluation. All negative comments will be presented in a way that will educate and encourage improvement.

## 2.7 SUGGESTED TOPICS

2.7.1 The following subjects provide reasonable areas for testing the cadet's knowledge. Each BOR's questions should begin at a very basic level and progressively become more difficult. The level of questions asked will be dependent upon the grade for which the cadet is being interviewed

- (1) Civil Air Patrol History
- (2) Squadron History
- (3) Chain of Command
- (4) Drill and Ceremonies (CAPP 60-20)
- (5) Memory Work
- (6) Cadets Goals (within and outside of CAP)
- (7) Situational Awareness and/or Leadership Problem-Solving
- (8) Conflict Management
- (9) Organizational Skills

## 2.8 SCORING

2.8.1 Scores are based on each individual BOR member's evaluation of the candidate in the following eight (8) areas for the grade being sought. The evaluation of candidate cadet should be based on the overall performance in all areas during regular meetings, with consideration given to the performance during the actual BOR.

- (1) Uniform Appearance - the candidate shall be in accordance with CAPM 39-1, wing and squadron policies/directives, and standard accepted practices. Devices may be measured by a BOR member and the measurements announced as they are completed.

- (2) Bearing – Military bearing
- (3) Memory Work (Including chain of command) and Drill and Ceremonies
- (4) General Knowledge – Topics listed, but not limited to those listed in section 2.7.1
- (5) Job Knowledge - knowledge regarding past, present, and possible future positions the candidate has held or may hold.
- (6) Job Performance - performance in past and current positions.
- (7) Customs & Courtesies - performance and knowledge of standard customs and courtesies, enforcement of standard practices.
- (8) Attendance – Scores as follows:
 

99.0-100% - 5	96.0-98.9% - 9	92.0-95.9% - 4
86.0-91.9% - 3	81.0-85.9% - 6	74.0-80.9% - 2
69.0-73.9% - 1	63.0-68.9% - 3	Below 63% - 0

#### 2.8.2 Scoring on BOR Evaluation Sheet (Attachment X)

- (1) 5 – Outstanding, Perfect in every way
- (2) 4 – Above Average – Clearly exceeds peers and/or standards
- (3) 3 – Average – Minimum level of performance and meets all standards
- (4) 2 – Below Average, does not meet some standards, room for improvement
- (5) 1 – Does Not Meet, most or all standards are not meet.

**NOTE:** A rating of a 1 in any category is an **AUTOMATIC FAILURE**

## 2.9 CADET AIRMAN TIER

2.9.1 There are no formal BOR's for the tier. The BOR will meet either in person, via telephone, or email to recommend an advancement or retention in grade

## 2.10 CADET NON-COMMISSIONED OFFICER TIER

2.10.1 To Cadet Staff Sergeant - SUGGESTED INTENSITY LEVEL: Mild lasting 5-10 minutes in duration

2.10.2 To Cadet Technical Sergeant - There are no formal BOR's for the tier. The BOR will meet either in person, via telephone, or email to recommend an advancement or retention in grade

## 2.11 CADET SENIOR NON-COMMISSIONED OFFICER TIER

2.11.1 To Cadet Master Sergeant - SUGGESTED INTENSITY LEVEL: Moderate – Some pressure required, lasting 10-15 minutes in duration.

2.11.2 To Cadet Senior Master Sergeant or Cadet Chief Master Sergeant - There are no formal BOR's for the tier. The BOR will meet either in person, via telephone, or email to recommend an advancement or retention in grade

**2.12 CADET COMPANY GRADE OFFICER TIER**

- 2.12.1 To Cadet Second Lieutenant - SUGGESTED INTENSITY LEVEL: Moderate to High – needs to be able to function with pressure, lasting 15-20 minutes in duration.
- 2.12.2 To Cadet First Lieutenant - There are no formal BOR's for the tier. The BOR will meet either in person, via telephone, or email to recommend an advancement or retention in grade
- 2.12.3 To Cadet Captain - SUGGESTED INTENSITY LEVEL: High – needs to be able to function well under high levels of pressure lasting 20-25 minutes.

**2.13 CADET FIELD GRADE OFFICERS TIER**

- 2.13.1 To Cadet Major - There are no formal BOR's for the tier. The BOR will meet either in person, via telephone, or email to recommend an advancement or retention in grade
- 2.13.2 To Cadet Lieutenant Colonel - SUGGESTED INTENSITY LEVEL: Very High – able to function well under immense pressure lasting 25-30 minutes
- 2.13.3 To Cadet Colonel – There is no BOR for this promotion

**2.14 PROMOTION CEREMONIES**

- 2.14.1 The date of the promotion will be based on the date of approval by the Squadron Commander, however all Promotion Ceremonies will be held on the fourth meeting of the month to allow for family and friends to be present and to assist in ending meetings by the scheduled time. Promotions may be presented at any time at the discretion of the Squadron Commander.

## CHAPTER 3 – REVISIONS

### 3.1 REVISIONS

3.1.1 Revisions to this document will be made only after review by a committee comprised of the Deputy Commander for Cadets, a Leadership Officer, and Cadet Commander. Since the BOR is an important step in the promotion of a cadet, the committee must look at any proposed revisions to this Operating Instruction with an eye towards its clarity, suitability, and fairness. The committee may return a proposed revision to the author if it does not meet these conditions, or they may forward it and their recommendation to the Squadron Commander for adjudication. The committee's final recommendation of approval/disapproval will be submitted, along with the final draft of the proposed revision, to the Squadron Commander.

JOHN WASHINGTON, Lt. Col, CAP  
Commander

**ATTACHEMENT 1 – BOARD OF REVIEW EVALUATION SHEET**

<b>BOARD OF REVIEW EVALUATION SHEET</b>						
<b>I. Personnel Information</b>						
1. Last Name, First, Middle Initial			2. CAP Grade		3. CAPID	
4. Date Joined CAP			5. Last Promotion Date			
<b>II. Testing History</b>						
6. AE: Module & Test Score		7. Learn to Lead Test Score			8. Drill Test Score	
9. CPFT Date Passed		10. CDI Date			11. SDA Approved	
<b>III. Formal Training Completed</b>						
12. Encampment		13. NCOS			14. Encampment Staff	
15. RCLS		16. COS			17. Other	
<b>IV. Interview</b>						
18. Uniform	1	2	3	4	5	Notes:
19. Bearing	1	2	3	4	5	Notes:
20. Memory Work	1	2	3	4	5	Notes:
21. Drill & Ceremonies	1	2	3	4	5	Notes:
22. General Knowledge	1	2	3	4	5	Notes:
23. Job Knowledge	1	2	3	4	5	Notes:
24. Job Performance	1	2	3	4	5	Notes:
25. Customs & Courtesies	1	2	3	4	5	Notes:
26. Attendance	1	2	3	4	5	Notes:
<b>V. Results &amp; Recommendations</b>						
27. Overall Score			28. Recommendation Promote / Do Not Promote			
<b>VI. Remarks (Section must be completed for "Do Not Promote")</b>						
<small>I certify that all pertinent directives have been complied with and that this action is in the best interest of Civil Air Patrol</small>						
Signature of Candidate & Date				Type Name and Grade of Candidate		
Signature of BOR President & Date				Type Name and Grade of BOR President		