**Proposed CAPR 20-1 changes, applicable to Recruiting Officer - Rationale**

The existing “Recruiting Officer” description in CAPR 20-1(I) (dated January 2013) is essentially applicable to the squadron (and, potentially, group) echelon, since the functions it describes are substantially “tactical” in nature.

However, in that same 20-1 update, a “Recruiting Officer” position was specifically added to the Wing & Region Organizational Chart diagrams with no corresponding change to the duties and responsibilities.

Realistically, the duties and responsibilities for both the Wing and Region Recruiting Officers differ substantially from those of the squadron and group Recruiting Officer. In general, the Recruiting functions at the wing & region levels are most focused on planning, policy, supervision, and training/mentoring the lower echelon Recruiting Officers, as well as advising their respective commanders (members of the Command Council or CAP Senior Advisory Group) on recruiting & retention subjects and the trends related to their respective echelons.

The region & wing recruiting functions are far more “strategic” in nature and responsible for a much larger geographic area versus being out there doing actual “face-to-face” recruiting on a frequent basis like squadron and group Recruiting Officers might.

In addition, the position is presently labeled “Recruiting Officer” but really, we have used “Recruiting and Retention Officer” for a considerable length of time in CAPP 226, Recruiting & Retention Study Guide and in other references. This is especially important considering that the job is not all about recruiting.

Lastly, in eServices the unit-level positions are displayed as “Recruiting & Retention Officer,” while the wing/region positions are displayed as “Director of Recruiting and Retention.”

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| **Squadron (and potentially Group)** | **Wing & Region** |
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As such, the following changes are proposed to the both the name and job descriptions to more specifically reflect the appropriate names and duties of the Recruiting and Retention Officer at the squadron and group level, and the name and duties of the wing and region Directors of Recruiting and Retention.

**Current Description, CAPR 20-1, Jan 2013**

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| **Recruiting Officer**  Formulates plans and establishes policies, procedures, and programs, designed to assist CAP in attracting new members and retaining current members. They shall:  Plan and conduct periodic membership drives and open houses to attract new members and to stimulate interest in current inactive members.  Make presentations to outside groups, both youth and adult, to attract new members.  Place posters and other recruiting materials in strategic locations advertising local meeting times and places.  Stage display booths and provide recruiting coverage at local high schools, shopping centers, air shows, and other public events.  Personally contact individuals expressing an interest in CAP by telephone, written inquiry, etc., and follow up to ensure that all interested persons are fully informed on the CAP program and local unit activities.  The recruiting officer should be familiar with all aspects of the Civil Air Patrol program, particularly the CAP Constitution and Bylaws, CAPR 20-1, and CAPM 39-2. |

To more accurately reflect the duties and responsibilities of the Recruiting Officers at all echlons, the following edits are proposed:

**Proposed Edits:**

**Recruiting & Retention Officer**  
(applicable to Squadrons & Groups)

Formulates plans and establishes policies, procedures, and programs, designed to assist CAP in attracting new members and retaining current members at the unit level. They shall:

Plan, organize and conduct periodic membership drives and open houses to attract new members and to stimulate interest in current inactive members.

Serve as the content provider for unit web site content pertaining to the membership process and any other new member information, as well as the unit’s point of contact for recruiting matters and new member inquiries.

Make presentations to outside groups, both youth and adult, to attract new members.

Stage display booths and provide recruiting coverage at local high schools, shopping centers, air shows, and other public events.

Personally contact individuals expressing an interest in CAP by telephone, internet inquiry, etc, and follow up to ensure that all interested persons are fully informed on the CAP program and local unit activities.

Follow up with members periodically during their membership year, and especially within 60 days of initial membership and between 120 and 90 days before membership renewal.

Informally survey members who chose to not renew to identify potential organizational or membership issues. Maintain a close watch on unit membership and participation trends to identify and engage members at risk of not renewing before they reach the end of their membership year.

Advise their respective commander on guidance from higher headquarters and statistics and trends related to recruiting and retention.

The Recruiting & Retention Officer should be familiar with all aspects of the Civil Air Patrol program, particularly the CAP Constitution and Bylaws, Civil Air Patrol History, CAPR 20-1, and CAPM 39-2.

**Director of Recruiting and Retention**(applicable to Wings & Regions)

Formulates plans and establishes policies, procedures, and programs, designed to assist CAP Commanders and Recruiting and Retention Officers at their echelon and subordinate echelons in attracting new members and retaining current members at the unit level. They shall:

Plan and conduct periodic awareness activities appropriate to their respective echelon to attract membership opportunities to subordinate echelons.

Make presentations to state & region-wide outside groups, both youth and adult, to attract new members and raise awareness of Civil Air Patrol, its membership, its missions and capabilities.

Ensure subordinate echelons have recruiting plans in place that are adequate and meet the goals and aims of their echelons. Assist subordinate echelon Recruiting & Retention Officers in creating recruiting & retention plans.

Serve as the content provider for wing/region web site content pertaining to joining Civil Air Patrol, means of contacting subordinate units, and any other applicable new member information.

Stage display booths and provide recruiting coverage at echelon-appropriate events, such as air shows, and other public events. Coordinate local efforts with wing or region assets (displays, aircraft, etc) to ensure maximum coverage.

Monitor the prospective member process to ensure that prospective members are responded to by subordinate units in a timely fashion.

Provide subordinate echelons with data and statistics pertaining to new member joins, retention rates and other key metrics.

Serve as subject matter expert to group’s or squadron’s Recruiting & Retention Officers (wing) or wing Directors Recruiting and Retention (region) on matters of recruiting, techniques, training or other matters.

Conduct periodic training for Recruiting & Retention Officers at their echelon and below, to include Senior Professional Development Courses (SLS/CLC/TLC/RSC, etc) and wing and region conferences.

The Director of Recruiting & Retention should be familiar with all aspects of the Civil Air Patrol program, particularly the CAP Constitution and Bylaws, CAPR 20-1, and CAPM 39-2.