



**HEADQUARTERS
SOUTHWEST REGION – CIVIL AIR PATROL
UNITED STATES AIR FORCE AUXILIARY
P.O. BOX 4773
WICHITA FALLS TX 76308-0773**



11 October 2015

MEMORANDUM FOR: NATIONAL COMMANDER

SUBJECT: Southwest Region Recruiting and Retention Plan

Attached is the Southwest Region Recruiting and Retention Plan. My objective is to bolster both recruiting and retention so as to facilitate the long-term growth and health of CAP's membership.

A handwritten signature in blue ink that reads "Mark E. Smith".

MARK E. SMITH, Colonel, CAP
Commander

Attachment:

Southwest Region Recruiting and Retention Plan, 11 Oct 15, with attachments

cc:

CAP/CV

CAP/XO



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SOUTHWEST REGION RECRUITING AND RETENTION PLAN

11 October 2015

1. The overall objective of the Southwest Region (SWR) Recruiting and Retention (R&R) Plan is to help the Civil Air Patrol (CAP) reverse its trend of declining membership through bolstered R&R. This will facilitate the long-term growth and health of CAP's membership.
2. What the SWR R&R Plan contains:
 - A baseline of current membership statistics from which future performance will be measured.
 - Goals and actions.
 - An attachment containing "best practices" for R&R.
 - Appendices containing the wing R&R plans for Arizona, Arkansas, Louisiana, New Mexico, Oklahoma, and Texas.
3. Progress towards the goals and objectives detailed in the SWR R&R Plan and Wing R&R plans will be reviewed once per quarter (January, April, and July) during SWR Commander's telecons. The SWR R&R Plan will be updated each October.

Mark E Smith

MARK E. SMITH, Colonel, CAP
Commander

Attachments:

1. Detailed baseline statistics, 1 Oct 2015
2. Best practices for recruiting and retention

Appendices:

Arizona Wing Recruiting and Retention Plan
Arkansas Wing Recruiting and Retention Plan
Louisiana Wing Recruiting and Retention Plan
New Mexico Wing Recruiting and Retention Plan
Oklahoma Wing Recruiting and Retention Plan
Texas Wing Recruiting and Retention Plan

SOUTHWEST REGION RECRUITING AND RETENTION PLAN

11 October 2015

Background. CAP membership numbers have been declining for several years and immediate action is required to reverse this trend. In the Southwest Region (SWR) membership trended up modestly from 2014 to 2015. Adult membership increased by 95, or 2.4%, and cadet membership increased by 125, or 3.9%. However, growth trends, as well as recruiting and retention (R&R) performance, are not consistent across the region. As a result, SWR must act to strengthen performance in R&R.

Baseline Statistics. These statistics are derived from the report provided by CAP NHQ for membership numbers and trends through September 2015. Future performance for SWR in R&R will be measured against these figures. Note: a more detailed baseline is available at Attachment 1.

SWR Senior Members

SWR Annual Growth				
2014	2015	Δ #	Δ %	CAP-Wide
4,008	4,103	95	+2.4	-2.9%
Recruiting: 2015			Retention: 2015	
SWR New Members: 249			SWR Retention: 80%	
SWR Recruiting: 6.1%			CAP-Wide Retention: 71.4%	
CAP-Wide Recruiting: 9.4%				

SWR Cadets

SWR Annual Growth				
2014	2015	Δ #	Δ %	CAP-Wide
3,208	3,333	125	+3.9	-0.4%
Recruiting: 2015		Retention: 2015		
SWR New Members: 1,524		SWR First Term: 26.9%	SWR Overall: 49%	
SWR Recruiting: 45.7%		CAP-Wide First Term: 35.7%	CAP-Wide Overall: 53.4%	
CAP-Wide Recruiting: 44.0%				

Recruiting and Retention Goals.

1. Achieve 5% year-over-year growth. For 1 Oct 2015 to 30 Sep 2016 this will increase adult membership from 4,103 to 4,308, cadet membership from 3,333 to 3,500, and total membership from 7,436 to 7,808.

2. Increase senior member recruiting from 6.1% to 10%.

3. Increase cadet recruiting from 45.7% to 50%.
4. Increase senior member retention from 80% to 83%.
5. Increase first term cadet retention from 26.9% to 35%.
6. Increase overall cadet retention from 49% to 54%.

Overarching R&R Actions.

1. Select an effective and proactive member to become the SWR R&R officer. POC: SWR/CC, SWR/CS. Due: 31 Dec 2015.
2. Form a SWR R&R working group that collaborates frequently to identify and share best practices, moving each wing and the SWR forward in meeting their R&R goals. SWR/R&R collaborates with SWR/AE, CP, ES directors and SWR Marketing and PA Director for mission-specific initiatives and resources that can help R&R across the SWR. POC: SWR/R&R. Due: Monthly tag-ups for the working group beginning as soon as the group is formed; quarterly reports to SWR/CC and WG/CCs beginning Mar 2016. Face-to-face meeting at SWR conference in Apr 2016.
3. Charter the SWR Cadet Advisory Council to identify recruiting and retention actions applicable to the cadet corps. POC: SWR CAC Chair. Due: 30 Jun 2016 plus updates to the SWR/CC following each RCAC teleconference.
3. SWR/CC will receive quarterly updates from WG/CCs on their progress in achieving their wing R&R goals. POC: SWR/CC, WG/CCs. Due: Each third monthly commander's telecon, beginning Jan 2016.
4. Facilitate region-wide training, communication, and networking by conducting a SWR conference. POC: SWR/CC and CS. Due: Apr 2016.

Recruiting Actions.

1. Some wings have had great success in recruiting through an active in-school program. Foster the growth of an active in-school program across the SWR. POC: SWR/CP, AE, and IG. Due: Plan of attack due 1 Jan 2016. Tailored SUI checklist due 1 Mar 2016.
2. Recruiting is enhanced through effective marketing. The SWR Director of Marketing and PA will develop and implement a time-phased marketing plan. POC: SWR/M&PA. Due: Plan is due 15 Nov 2015.

Retention Actions.

1. Effectiveness and success fosters retention. Therefore, members of the SWR staff will actively engage with their wing counterparts in mentoring and training. This will include

periodic functional area telecons, conducted at least quarterly. POC: SWR Staff, SWR/CS. Due: Quarterly reports by staff department heads to SWR/CC during SWR's monthly staff telecons.

2. Retention is enhanced when members have access to realistic and relevant training. While much of this training will be conducted at and below the wing level, the SWR can facilitate through the following actions:

a. SWR will facilitate the execution of at least one multi-region, multi-wing operational exercise per year, beginning in FY 16. SWR/DO and ES will collaborate on the timing and composition of the exercise. POC: SWR/DO and ES. Due: Date and tentative composition of the exercise is due to SWR/CC by 1 Dec 2015.

b. The SWR Staff College (SWRSC) already has a reputation for excellence. The Director of SWRSC will fine-tune the curriculum to ensure relevance and excellence. POC: SWRSC Director. Due: 2016 SWRSC OPLAN due to SWR/CC by 15 May 2016.

c. The SWR DCS Cadet Programs will facilitate SWR offering a region cadet officer leadership school in FY 16. OPR: SWR/CP. Due: Tentative date and location information due to SWR/CC by 1 Dec 2015.

d. CAP's national leadership understands the need for us to revamp how we train and equip our leaders, especially at the unit level. A national-level initiative is underway, but it will be some time before revised training guidance and materials are available to the field. To jumpstart the process, SWR will appoint a project leader to lead a working group focused on developing and fielding tailored leadership training and mentoring materials. The materials will be provided to NHQ/PD for their consideration in their national-level initiative. The SWR working group will be comprised of the project leader, the SWR Director of PD, and a representative from each wing. POC: SWC/CC will identify the project leader. Project leader will assemble the working group. Due: Project leader identified by 1 Nov 2015. Working Group assembled by 31 Dec 2015. Quarterly updates to the SWR/CC due beginning in Mar 2016.

ATTACHMENT 1

DETAILED STATISTICAL BASELINE

Senior Members

Annual Growth					Annual Recruiting - 2015		Annual Retention - 2015		
Wing	2014	2015	Δ %	Δ #	New Members	Δ %	2015	%	
AZ	713	719	+0.8	+6	31	4.3	564	79.1	
AR	283	264	-6.7	-19	20	7.6	221	78.1	
LA	360	361	+0.3	+1	26	7.2	298	82.8	
NM	541	566	+4.6	+25	49	8.7	380	70.2	
OK	423	460	+8.4	+37	57	12.4	339	80.1	
TX	1,650	1,682	+1.9	+32	66	3.9	1,366	82.8	
SWR	4,008	4,103	+2.4	+95	249	6.1	3,208	80.0	
CAP-Wide			-2.9		CAP-Wide		9.5	CAP-Wide	71.4

Cadets

Annual Growth				Annual Recruiting - 2015		Annual Retention - 2015			
Wing	2014	2015	Δ %	New Members	%	1 st Term Renewal	%	Overall Retention	%
AZ	482	472	- 2.1	198	41.9	8/30	26.7	264/482	54.8
AR	196	160	- 18	57	35.6	1/6	16.7	101/196	51.5
LA	117	178	+ 52.1	101	56.7	1/5	20.0	67/117	57.3
NM	462	464	+ 0.4	213	45.9	12/58	20.7	191/462	41.3
OK	297	298	+ 0.3	133	44.6	6/10	60.0	147/297	49.5
TX	1,654	1,761	+ 6.5	822	46.7	38/136	27.9	801/1,654	48.4
SWR	3,208	3,333	+ 3.9	1,524	45.7	66/245	26.9	1,571/3,208	49.0
CAP-Wide			- 0.4	CAP-Wide		44.0	CAP-Wide	35.7	53.4

Source: CAP/NHQ report dated 1 Oct 2015.

ATTACHMENT 2

Recommended Best Practices for Units, Groups and Wings

Recruiting:

- Reach out to local radio stations about slots for free PSAs
- Encourage units to host at least one open house per year
- Encourage units to place recruiting posters up at local FBOs
- Assigned RROs (at each unit) working with PAOs with effective marketing
- Update recruiting material provided by NHQ
- Engage members early in their membership with meaningful and rewarding tasks and duty assignments.
- Permit early duty assignments i.e. allow asst. duty positions to members before completing level 1
- Promote internship positions with RG and WG HQs to assist with cadet member transition to adult membership
- WGs to emphasize importance of face-to-face PD courses (SLS, CLC, RSC, NSC etc)
- Recommend weekly unit meetings
- Have well trained recruiters who are friendly and enthusiastic
- Identify, train and utilize mentors for new members; adult and cadet
- Recognize star recruiters at all levels
- Don't "oversell" CAP
 - Be realistic about what CAP is and does
 - Don't make promises that can't be met ("Well have to trained and qualified as a mission pilot in a month." "We will have you flying every week." "You will receive training towards earning your private pilot's license.")
 - Be sure to present to the prospective member "the good, the bad and the ugly"
 - Don't "sugar coat" things to make them more palatable
- Expedite membership processing
- Long delays reported for appointment/promotion for special skills or mission related skills (Chaplain, CDI, Check Pilot, etc.)
- Conduct targeted recruiting drives (flying clubs, schools, home school circles, etc.)
- Be visible at every aerospace related event/activity in your community; have a recruiting table/booth at these events
- Conduct regular "open house" activities to inform the community of CAP

- Invite parents/guardians of cadets to consider becoming Cadet Sponsor Members
- Be visible in the community; conduct recruiting and informational activities in malls and other places where the community gathers
- Place recruiting materials at local FBOs

Retention:

- Work to change the culture of CAP where the culture adversely impacts member retention
 - “I had to ‘pay my dues’ so you have to do the same”
- Eliminate any “entitlement” mentality e.g.: “It’s my turn to be the commander” although he/she might not be the best candidate
- Watch out for “possessiveness” by long time members e.g.: “That’s MY airplane. You get to fly it if and when I say.”
- For Cadets
 - Don’t make CAP like school
 - Don’t consume all the cadet’s time with drill and ceremonies
 - Provide leadership development opportunities early and often
 - Develop leadership enrichment programs like Airman School, NCO School, Senior NCO School, Basic Officer School, Advanced Officer School, Cadet Commander School, etc.
 - Provide regular flying opportunities: O-Rides, Familiarization Flights, Flight Training, etc.
 - Identify staff positions beyond the squadron for senior cadets, enabling them to aspire to leadership outside their local unit
 - Enable/facilitate where possible greater cadet participation in ES, SAR, DR, Homeland Security and other missions
 - Make more scholarship opportunities available to cadets, similar to the Royal Canadian Air Cadets’ glider and power flight training programs
 - Uniform purchase funding for cadets who grow out of their uniforms but can’t afford new uniforms
 - Identify staff positions beyond the squadron for senior cadets, enabling them to aspire to leadership outside their local unit
 - Enable/facilitate where possible greater cadet participation in ES, SAR, DR, Homeland Security and other missions
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 - Uniform purchase funding for cadets who grow out of their uniforms but can’t afford new uniforms
- Transitioning Members
 - Facilitate a seamless transition from cadet to SM
 - Provide meaningful opportunities for newly transitioned SM
 - Recognize the limited time commitment these new SMs may have due to school commitments

- Facilitate the ability to maintain membership in home unit while away at school
- Rethink the dues structure for cadets transitioning to SM; e.g. reduced cost?
- For Adults
 - Treat adults like adults
 - Honor and respect experience
 - Be sure to recognize achievement with PD awards or performance awards
 - Recommend members for “of the year” awards
 - Ensure/encourage all members have an opportunity to participate “fun” activities
 - Help members achieve their personal and professional goals in CAP
- For All
 - Develop fun activities outside the meeting night
 - Create a “family” atmosphere in local units
 - Provide regular reviews of military customs and courtesies and military protocol for all members to assist those members who have never served in the military fit in to the CAP paramilitary culture
 - Seek potential funding from community groups to support activities
 - Friendly competitions in various areas of CAP activities: SAR/DR, AE knowledge, STEM knowledge, athletic competitions, etc.

Planning for Optimal Recruiting and Retention

To be successful, the RRO needs to sell the unit to the outside world. Since CAP is a volunteer organization, and there is no money in it for the volunteers, all we can offer is what we do and who we are. This is best accomplished through:

- Open house events,
- Vigorous public affairs activity, and
- Community service.

Of the above, the most far-reaching is public affairs and its effect on the general public through:

- Unit website where frequent articles are posted (several a month),
- External AE activity through schools, service clubs, and aviation-oriented fairs and competitions such as rocketry, RC model aircraft, and the like (at least quarterly, but monthly is better),
- Participation on ES missions,
- Airing of unit activities by local TV & radio,
- Favorable articles published by local media, and
- Favorable postings on social media.

For best results, the unit should plan for coverage when it decides to engage in reportable training and missions that the PAO can write about. Also, when engaged on a mission (other than CD), inviting the local media to press briefings will yield good results.

The unit website needs to have a Media Page where local media can find out what unit members are trained to do, are doing, and have done. Every tornado, hurricane, flood, wildfire, or emergency where lives and property are at stake will produce the best proof of CAP's value to the community.

Training activities that prepare unit members to perform well in ES, AE, and CP are also reportable and of value: many a senior member has joined because a child decided to become a cadet.

It is through dissemination of the good things that the unit does, is prepared to do, and has done that new members will opt for joining. The same effort will also create higher morale and esprit-de-corps, so that retention will improve too.

The ultimate goal of RR-oriented PA is to have the public come to consider CAP as the provider of help when disaster strikes, the go-to organization for leadership training of our youth, and the force multiplier as the Air Force Auxiliary.

For examples or reportable events, please read the current and past issues of The Fly-By at <http://swrcap.com/public-affairs/>

Arthur E. Woodgate, Lt. Col., CAP
SWR Director of Public Affairs

Appendices

1. Arizona Wing Recruiting and Retention Plan
2. Arkansas Wing Recruiting and Retention Plan
3. Louisiana Wing Recruiting and Retention Plan
4. New Mexico Wing Recruiting and Retention Plan
5. Oklahoma Wing Recruiting and Retention Plan
6. Texas Wing Recruiting and Retention Plan

Arizona Wing Recruiting and Retention

Recruiting and retention of members is hard work. However, low cost recruitment and retention can be easier than we think. It's not about our short-term tactics, but our long-term brand. For years we have heard CAP is the "best kept secret", and it is time to change our mantra. CAP is a remarkable organization and attracting top-notch volunteers should be a priority. Getting and keeping great members is a side effect of a great nonprofit culture. In CAP we have that culture.

We must understand why people volunteer. Most people who volunteer for a charitable organization already have some kind of a relationship with that organization. The best members aren't usually complete strangers. They know about you in some capacity, or have a mutual warm relationship connect with you.

We must also understand what members want. All volunteers come to a nonprofit with certain hopes and dreams:

- Some volunteers want an experience for their resume and personal development.
- Some join to support and spend time with their children.
- Helping your organization might enable a member to develop their hobby.
- If you can understand their perspective and match those expectations, volunteers become much easier to keep around.
- Volunteers want to be a part of something remarkable.
- The places we volunteer say something about who we are. Give your volunteers something interesting to say about themselves and your organization, and they'll come back.

We need to make Arizona Wing a Great Place to Make a Difference.

Arizona Wing strives to recruit and retain membership at both the senior and the cadet level. There are ways we can focus our energy on recruiting new members. We can start with our existing circles, and encourage them to encourage others. Talk to friends. While we can try quick fixes to advertise your organization, no single technique will magically usher a stampede of enthusiastic and talented volunteers to Arizona Wing. Instead, we earn a volunteer with everything we do. Our websites say something about what members will get from us. So does your attitude greeting existing members. We need to come to the realization, like it or not, Arizona Wing is the business of sales and we need to take care of our customers, our members. Great members come to those who sell their organizations as exceptional places for people to do work that makes a difference.

The Arizona Wing has set a goal of 90% retention and 15% recruitment for Fiscal 2016. The following is how we plan to meet our recruiting and retention goals.

Squadron Level:

- Squadrons will assign a Recruiting and Retention (R and R) officer. This person may hold just this position, or be combined with other duties.
- Squadron Commanders will appoint a membership committee in accordance with Regulations to include both the Squadron Commander and the Recruiting and Retention officer. Squadron Commanders may consider others such as the Deputy Commander Cadets or Deputy Commander Seniors to also sit on this committee. Size and type of the squadron will dictate.
 - Squadrons will do a proper interview with all applicants, senior and cadet and document this interview. Squadron R and R officers along with the Wing R and R officer will develop a set of approved and viable questions to be asked of each new prospective member. (Why you want to join, etc.)
 - Squadrons will assign a mentor to each new member, senior or cadet to assist new members for their first year.
 - If possible, the Squadron R and R officer will complete exit interviews for each CAP member who leaves the program. The Wing R and R officer will follow up with the majority of those leaving CAP to determine the member's reason for resigning.
 - Squadrons will establish a recruiting plan.
- Squadron Commanders or the Squadron R and R officer will provide a short report monthly to the Wing R and R officer for the purpose of reporting new membership, members who have left, recruiting efforts and any other items of interest.

Wing Level:

- The Arizona Wing Recruiting and Retention Officer will adopt an R and R plan, approved by the Wing Commander and forwarded to SWR as required.
- The Arizona Wing Recruiting and Retention Officer will assist all units below Wing Level with recruiting efforts by providing tools, form, supplies, and by combining efforts when able in local areas. For example, more than one squadron may man an airshow in Tucson.
- The Arizona Wing R and R officer will establish a budget and request funding for the purpose of Recruiting new members.
- The Arizona Wing R and R officer will chair a Wing R and R Working Group, which will consist of the Wing Public Affairs officer, the Wing Aerospace Education officer, the Wing Cadet Advisory Committee chair and both Seniors and Cadets from each squadron.

- The Arizona Wing R and R officer will coordinate with the Arizona Wing PAO with input from the R and R Working Group to establish ongoing media recruiting efforts to include Public Service Announcements (PSAs), visits to Civic Groups, etc.
- The Arizona Wing R and R officer and the Wing PAO will establish positive guidelines (encouragement) for the use of “right now” social media such as “Twitter”, so that those using social media can get the word out immediately during CAP events. Arizona Wing must embrace all forms of social media and use it.
- The Arizona Wing R and R officer will make an annual report to the Wing CC and the SWR CC regarding both recruiting and retention efforts and Wing Wide trends.
- The Arizona Wing will submit an agenda item for CSAG consideration to consider the development of a program providing a free one year Cadet Sponsor membership to a parent or guardian of a new Cadet member. The minimal cost involved would increase the adult support to our units and our membership.

Proposed Southwest Region (SWR) Recruiting and Retention Level:

- The SWR will invite the Wing R and R officers to at least one yearly meeting for the purpose of discussing R and R events, the good, bad and ugly throughout the SWR.

In closing, by carefully screening applicants, assisting them through their first year by being a solid mentor, and by careful analysis of why members leave we can determine how best to attack the problem. The revolving door is both disheartening and financially costly to all involved. We must use all the tools available to us for recruiting as well. A Wing Wide effort will help large squadrons and significantly reduce the workload on the smaller squadrons plus it will bring to light the issues wing wide for all members.

A point to end on; we need to thank our members for their service. It is amazing what happens, when you take the time to individually and personally thank our members for their commitment and efforts. The lasting impression will make the Arizona Wing a Great Place to Make a Difference.



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ARWG Recruiting and Retention Plan

Phase I - Recruiting

- A.** Contact each squadron RRO and help them determine what recruiting activities they wish to plan at their unit. Schedule with squadrons when they wish assistance. Help them in working up materials desired (posters, flyers, parade airplane, additional manpower for parades, etc.). Set realistic goals (monthly, quarterly, annually) for numbers of recruits. Take into account recent recruiting activities. Determine budget needs and submit to Finance committee.
- B.** Assemble and distribute recruiting material required for squadron activities.
- C.** Recruit among squadrons and wing staff those who can assist in squadron recruiting activities. Minimum of eight preferred, one of which can act as asst wing RRO.
- D.** Consult with squadron RRO one week prior to each activity to see if any additional assistance or supplies needed. Contact one week after to see what problems occurred or successes achieved.
- E.** Report monthly statistics to wing CC, including finances. Review wing recruiting and retention statistics monthly.
- F.** Be primary contact for recruiting wing staff. Those new individuals recruited locally for eventual wing positions will need initial training provided by the 42nd Composite Squadron, as has been agreed to with their command staff. Staff recruited from the squadrons will need to be coordinated with the wing Chief of Staff. Use of additional duty assignments should be held to a minimum.
- G.** Place recruiting material at strategic locations, i.e.: schools, airports/FBOs, etc. with local contact information. Develop PSAs with local members and talent.

Phase II - Retention

- A.** Schedule RRO workshop/conference. This activity needs to have the necessary topics for PD advancement as well as any other items needed for the wing requirements.

B. Develop a “Speaker Bureau” for squadrons. This will include members who can teach a particular subject or an individual with the knowledge of items of interest, such as the Director of Arkansas Aeronautics or someone for the AR Department of Emergency Management.

C. Help squadrons develop a monthly schedule of events so members will know what is happening in advance. MS Outlook is useful for this kind of planning as it allows you to easily schedule recurring events.

D. Visit squadrons as needed with other wing staff members to assist in training or simply to answer questions and assess needs.

E. Coordinate with the wing conference planning committee to help determine what kind of activities members have requested during the unit visits.

F. Assist wing staff in working with and training squadron counterparts. This may entail helping them set up conferences (web on in-person) and other training/meeting activities as they may be unsure of what to do or can be done.

G. Assist squadrons in planning “fun” activities. This may be something such as visiting a local museum like the McArthur Museum of Arkansas Military History, going to right Patterson AFB for an Aerospace activity weekend, or simply a squadron cookout.

Phase III – Growing new squadrons

A. Add a Legislative squadron

B. Work areas where squadrons used to exist. Visit with retired and former members as well as local leaders in the area to assess potential to reestablish a squadron.

First draft 22 Sept 2015

**LA WING RECRUITMENT AND RETENTION PLAN OF ACTION
(FY 2016)**

<u>ACTION:</u>	<u>OPR</u>	<u>START</u>	<u>COMPLETE</u>
Meet with Baton Rouge Community College and Bossier Parish Community College Film Art Departments to present PSA creation (Recruitment Ad) as class project.	LA WG/CC	29 Sep 15	7 Oct 15
Request names (two min) of External Speakers from every squadron in LA WG.	LA WG/CC	26 Sep 15	3 Oct 15
Establish goal of two speaking engagements per month, per Sq- (minimum)- for Sq Speakers.	LA WG/CC	28 Sep 15	UFN
Request Quarterly Recruitment Goals to be established by each squadron and made known to Wg/CS	LA WG/CS	28 Sep 15	UFN
Name of assigned PAO for every public event in which CAP participates or sponsors to be sent to Wg/CC one week prior to event.	Sq/CC	28 Sep 15	UFN
Manned recruiting table/display And literature to be present at every public event in which squadrons participate.	Sq/CC	26 Sep 15	UFN
Units to appoint <u>active</u> Recruiting and Retention Officers (names to be sent to Wing HQ)	Sq/CC	28 Sep 15	3 Oct 15
Units to contact local TV stations to schedule live community/public service interviews. NOTE: Interviewees must meet grooming standards, proper uniform wear, be articulate and informed. (Copies of interviews sent to Wg HQ for review).	Sq/CC	28 Sep 15	31 Dec 15
Recommend "special event" for squadrons, once per quarter. Event could be birthday party for members celebrating birthdays in previous quarter, cook-outs, bar-b-ques. Spouses/ Parents should be invited.	Sq/CC	1 Oct 15	UFN

NMWG Recruiting & Retention Plan
SEP2015

NM Wing Goals/Actions-Recruiting

1. Increase wing membership by 40% (10% Adult, 10% Cadet yearly) over the next 4 years.
 - a. Wing PAO provide wing vice commanders with links to available CAP recruiting materials.
 - b. Vice commanders disseminate materials to respective units.
 - c. Individual units begin promoting CAP locally with an all-out media blitz.
 - d. Expect a 2.5% adult & cadet membership growth to be measured quarterly.

2. Maintain awareness of state activities this next fiscal year that could promote CAP.
 - a. Wing PAO keep abreast of opportunities this next fiscal year in the state that could showcase CAP.
 - b. Wing staff be on the lookout this next fiscal year for recruiting opportunities and report them to wing PAO.
 - c. Encourage CAP high visibility in local areas this next year.
 - d. Become familiar with local individuals in newspaper, radio and television media and give them CAP related items to report.
 - e. Provide funding this next year for the PAO to travel to outlying squadrons and educate them on how to best promote CAP in their areas.
 - f. Create cadet activities that are highly visible to local areas.

Goals/Actions-Retention (The most important aspect of this plan)

1. Expect 90% retention over the next 4 years.
 - a. Wing Professional Development officer continue to provide for and encourage education of adult members.
 - b. Wing Cadet Programs officer monitor the continued advancement of cadets.
 - c. Encourage all units to meet and exceed all three missions keeping the membership engaged.
 - d. Encourage weekly meetings at the unit level.
 - e. Plan the meetings to help meet the needs of the members.
 - f. The most important element in retaining our members is their job satisfaction. Giving them a job, holding them accountable and making sure they have everything they need to accomplish their tasks will do more than giving them an award when they are not satisfied with their own performance.

Col Mike Lee
NMWG/CC



OKLAHOMA WING HEADQUARTERS
CIVIL AIR PATROL
 UNITED STATES AIR FORCE AUXILIARY
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27 September 2015

MEMORANDUM FOR SWR/CC

FROM: OKWG/CC

SUBJECT: FY2016 Recruiting and Retention Plan

1. Current Strength Data for Wing: Although the current statistics from the Commander's dashboard reflect that OKWG is doing well, in reality the wing's long term trend is flat. Squadrons in the larger metropolitan areas of Oklahoma City and Tulsa are for the most part strong although many are not as large as they could be. Three of the 16 outlying wing squadrons are not growing and will again require a waiver to maintain their charters. Some of the larger cities like Ardmore, my home, no longer have a CAP squadron even though the demographic and geographic data should support a sizable squadron. The current statistics for Oklahoma Wing follow:

Current Overall: 703		Current Cadets: 297		Current Seniors: 394	
Long Term Compared to this time last year		Short Term Compared to this time last quarter			
Overall		Overall			
102.03 %		103.99 %			
Cadets		Cadets			
100.00 %		108.79 %			
Seniors		Seniors			
103.68 %		101.03 %			

2. Issues Impacting Strength: Civil Air Patrol is not well known within the general population of the state. I am basing this observation in part by the large number of people I know that don't know who or what CAP is. Although that statement is probably indicative of many areas in the country, I was surprised when I discovered that the senior leadership of the National Guard knew very little about CAP. When large segments of the population know who and what the Boy Scouts of America are, but know little or nothing about who or what CAP is, cadet and senior recruiting can be an uphill battle.

3. Recruiting Goals: OKWG will establish the following strength goals for FY 2016.

- A 10% strength increase for both senior and cadet total membership,
- A 15% increase in pilots, including both mission and transport mission pilots.

- A focused recruiting effort in Grove, Altus, and Durant to increase the strength of those units by 50%.

4. Solutions: The OKWG recruiting and retention plan consists of a series of initiatives in two categories: Immediate (FY 2016) and Sustaining (beyond FY 2016). These solutions will be presented conceptually (this paragraph) with specific programs in the following paragraph. Where appropriate, they will address Senior and Cadet membership separately, although many of the recruiting and retention programs will be the same for both groups of members.

a. Community Outreach (Immediate): This addresses the broad issue of CAP identify. The nexus of this initiative is to get the Civil Air Patrol better known throughout a wide spectrum of influence groups within the state. The mechanisms for accomplishing this include the following:

1. A speakers bureau consisting experienced wing and squadron leaders willing to volunteer to present the CAP story to a variety of community, business, social, and fraternal organizations.
2. Increased visibility at community events such as fairs, fly-ins, home shows, and similar events that lend themselves to a recruiting booth, and that typically draw large numbers of adults and children.

b. Targeted Groups (Immediate and Sustaining): This group focuses on entities such as pilot associations, flight schools, HAM radio clubs and events, and Home Teaching Organizations. Home teaching has been an especially fertile ground for cadet recruiting as well as the parents of potential cadets. Many home teaching parents are looking for activities to develop social skills outside the traditional school environment. CAP can fulfill that need.

c. CAP Membership in Business and Civic Organizations (Sustaining): As part of the Community outreach program, where both feasible and affordable, unit commander membership in organizations such as Kiwanis and Rotary clubs, the American Red Cross, and local civic organizations is encouraged provide an opportunity to mix with key business, community, and disaster relief leaders in their local communities.

d. Schools (Immediate and Sustaining): OKWG does not have a strong presence in local public and private schools. A focused effort targeting specific intermediate and high school administrations needs to be a priority for squadron leadership, assisted by the Wing AE (AEX) leadership. A focus on the AE STEM kits can be an excellent tool is opening discussions with the schools.

e. Recruiting and Retention Support: The Wing Recruiting and Retention officer will work closely with and seek the advice and support of Aerospace Education, Cadet Programs, and Public Affairs in developing and executing the wing recruiting and retention program.

5. Specific Recruiting Programs.

a. Speakers Bureau. Working with the Wing and squadron PAO's, develop a roster of commanders and key staff willing to speak to groups or organizations to tell the CAP story. Squadron commanders will be tasked with contacting these groups to offer to speakers for their meetings, and will coordinate any such invitations with the squadron/wing PAO to maximize the opportunity for publicity.

b. Community Events. The Wing R&R officer will be tasked to develop a list of events throughout the state that will lend themselves to a formal recruiting booth, and arrange with the local squadrons to provide cadet and senior members to staff those booths at the event. PAO coverage will be provided as appropriate.

c. Aviation Groups. OKWG will encourage members to join the Oklahoma Pilots Association local chapters and to attend their monthly meetings in uniform to make our presence more visible to current and active state pilots.

d. Fly-in breakfasts. OKWG will encourage member participation in the monthly local breakfast "fly-in's" utilizing corporate aircraft and wearing CAP uniforms. These events will be coordinated through the PAO, and with prior approval wing will pay the maintenance charge for the flight.

e. Emergency Services. OKWG will focus on increasing senior membership in the ES field by extending our presence at OEM conference and training events and to seek county emergency managers to join CAP. Our goal is to get 5% (4) of the 77 OK county emergency managers to join CAP in CY16.

f. Communications. OKWG will focus on increasing our senior membership in the communications field by establishing a recruiting booth/table at three of the four major amateur radio gatherings held annually in the state. The three events are the Green Country Hamfest (spring), Ham Holiday (summer), and the Ardmore Hamorama (fall). Our goal is to gain 15 new ES communicators.

g. Military. It is amazing how little the military forces know about CAP, even the Air Force. OKWG will address that by extending our community outreach program to the military installations in the state, as well as the recruiting offices located in the communities. We will also increase our contacts with various veteran's organizations such as the Veterans of Foreign Wars, American Legion, Air Force Sergeants Association, etcetera.

6. Retention. Recruiting is necessary to increase our overall membership and to bring new blood into our organization, but retention is key to maintaining our operational capabilities, providing a quality cadet program, and guaranteeing the long term survivability of our organization. Retention is largely a product of member satisfaction at the local squadron level and is different for seniors and cadets.

a. All members. There are certain things we can do that effect the retention of all of our members.

1. Give the members what they joined CAP for by conducting realistic training events that are reality based. OKWG will endeavor to ensure that all of our training events are geared toward scenarios that may actually happen such as the Moore Tornado events of 2013, the massive flooding of the past year, and Oklahoma's yearly fight with wild fires.

2. Reduce changes to wing-level events. In the past we have not done a very good job of putting events on the wing calendar and then following through with them, nor have we done a very good job of coordinating the calendar with subordinate units. We are in the process of hiring a Plans and Programs Officer at the wing level who will have the responsibility on maintaining the wing training calendar, coordinating all training events throughout the wing, with a goal of eliminating friction amongst our members.

3. Focus on local area training so that members don't have to travel for extended periods of time to attend training events. We have already started to make demonstrated progress on this by reintroducing groups to our organizational structure. The groups have already held several local training events where squadrons have been able to share resources and trainers/evaluators. Additionally, the OKWG/DO has developed several traveling training teams that can travel to a unit to provide advanced training.

4. A "culture of compliance" is a major objective of this command. This is a focus in each of our monthly commander/staff meetings. We have an aggressive subordinate unit inspection program that focuses on compliance and not "gotcha stuff" and are developing our own version of the staff assistance visit to assist units in the intervening year between mandatory inspections.

5. Local unit members need to see that the wing and group command staffs are not some mythical individuals that are both unapproachable and different. Since taking command last April my Vice Commander, my Chief of Staff and/or myself have visited every unit in the wing at least once talking to members and getting their feedback on what they expect out of CAP in general and the OKWG in particular.

6. The need to recognize our members seems like a simple thing, but is something that we need to improve on. We have many members doing good things that go unrecognized which can lead them to feel unappreciated. During our command visibility visits we will be asking unit commanders prior to our arrival if there are members that they want us to specifically recognize in front of their peers. This seems to be working and we will continue this as well as checking with squadrons throughout the year about member recognition programs.

7. We need to publicize what our members do in their local media outlets. We are developing a program similar to the military's hometown news release program, as well as some standardized announcements for recurring accomplishments of our members such as promotions and program awards.

b. Cadets. Cadets have both a finite shelf life due to the age limitations of the program as well as the changes that they go through in their growth as individuals during their adolescence years. This creates retention challenges different than the senior members.

1. **Encampment.** We must do everything possible to get cadets to an encampment in their first year of membership. Every study conducted has shown that this is key to long term cadet retention.

2. **Orientation flights.** Another known key retention issue for cadets, we must increase the numbers of orientation rides performed. This past year, OKWG flew fewer orientation rides but for the first time in many years every cadet unit in the wing participated in the program.

3. **Cadet mentors.** We need to develop a mentorship program for our cadet officers that taps into the experienced cadet officers who are currently in college. Identifying quality cadet officers who are no longer active due to college and encouraging them to mentor younger cadet officers, even if only by e-mail and the occasional telephone call, may keep some of these cadet officers in the program and encourage them to transition to the senior program.

4. **Cadet Officer Education.** OKWG is developing a cadet officer training program led by current and former military officers to specifically focus on “officership” and their preparation for the future. With three major training bases in Oklahoma (Altus AFB, Enid AFB, and Ft Sill), we are blessed with many current and former commissioned officers who can meet with our cadet officers and explain to them what being an officer is really about and to help them develop plans for their future endeavors. Limiting it to cadet officers may also increase the numbers of cadets obtaining the Billy Mitchell Award.

5. **Aircrew Training.** We will continue to promote a regulation change proposed by the wing to offer aircrew training to cadet officers 16 years of age and older. During our squadron visits, we have discussed this possibility with our cadets with an enthusiastic reaction to this possibility.

7. **Funding:** The Wing will establish a budget for the Recruiting and Retention effort to provide needed funds to support viable events and activities. Requests for each such activity will be presented to the /wing /finance /committee for advance approval.

DALE E. NEWELL, Colonel, CAP
Oklahoma Wing Commander



Texas Wing Recruitment and Retention Plan of Action (FY 2016)

Action	OPR	Start	Complete
Recruiting and retention 4% growth Cadet and Senior	TXWG/CC PAO	Oct 2015	Ongoing
Create a PAO Toolbox for Squadrons to Check out	TXWG/CC PAO	Oct 2015	Ongoing
Conduct recruiting efforts at a targeted mission need. (Airports, Aerospace Organizations, EMS/fire departments, Schools)	TXWG/CC	Oct 2015	Ongoing
Coordinate with the Recruiting Command at Randolph AFB about CAP Missions.	TXWG/CC PAO	Nov 2015	Nov 2015
Create Texas Wing marketing presentations to be used on radio, tv, schools, and online web sites.	TXWG/PAO	Nov 2015	Ongoing
Funding to support R&R	TXWG/CC FM	Nov 2015	Ongoing
Attend homeschool conferences	TXWG AE/CP	Nov 2015	Ongoing
Retention: measurable and effective mentoring program (CAPF-40?)	TXWG/CC	Oct 2015	Ongoing
Periodic survey to wing members	TXWG/DA	Nov 2015	Quarterly
Continue to simplify the CAP paperwork required.	TXWG/CC	Oct 2015	Ongoing
Rotate Wing face to face meetings locations around the state.	TXWG/CC	Jan 2015	Quarterly

5th meeting of the month as a unit
“fun night”

TXWG/

Oct
2015

Ongoing

Each unit conducts a presentation about CAP
To the local school district

TXWG/
CC squadrons

Oct
2015

Ongoing