

Professional Development Newsletter PA Wing- Civil Air Patrol

edited by: Capt Joshua M. Nussbaum, PAWG Assistant Director of Professional Development

Building Sharp, Successful Professional Development Libraries

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Each rating in the Professional Development specialty track requires members to create and sustain **professional development libraries**. I was recently mentoring a new member on his Technician rating, and he asked me what "needed" to be included in the library.

I told him, I guess per the requirement, nothing "needs" or "should" or "will" be in the library.

Another SM I spoke to keeps zero paper records on-hand at their unit. Even being an IT guy, that completely blew my mind. They do everything, everything electronically. They use the various modules in E-Services to administer the different awards, track participation in events and exercises, and organize equipment.

What's not to say this "library" has to be a "physical" phenomenon? Here's a list to get you in the PD Library mood- this list is not exhaustive by any means. Rather, I intend it as a jump point for you to recharge and refocus your efforts!

E-Services Info

- Acceptable CAPF 101 ("101 Card") Photo Guidelines
- Menu breadcrumbs
- How to pull the PD reports
- What each PD report entails
- Screenshots
- Copy/Paste sample signature block info
- CAP Contacts/Rosters (in accordance with OPSEC)
- Links to other useful CAP websites or forums
- PAO Toolkit Items
- CAP Boilerplate

Localized Resources

- Past issues of the PAWG PD Newsletter
- Event Synopses (ex: what is the Big Butler Fair?)
- Orientation Flight Sign-Up Protocol
- Region, Wing, Group, and Squadron supplements
- Merchandise vendors
- Media contacts
- Localized calendars
- Packing lists
- Inventories
- Case studies

External Misc. Resources and Documents

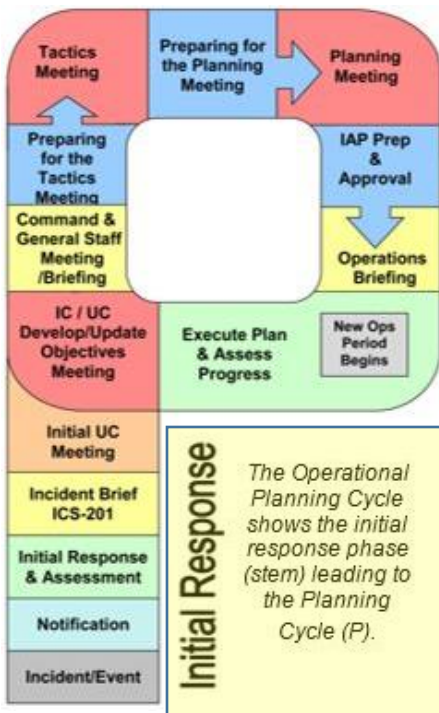
- Test-Taking strategies
- Resume tips and examples
- Software tutorials
- YouTube demonstrations and other similar videos
- Maps/Traffic Directions
- Collaboration station/guestbook
- Public speaking advice
- Local training facilities, capabilities, and contact info
- Aerospace news articles

PAWG PD by the Numbers						
Level	LV1	LV2	LV3	LV4	LV5	Yeager
Raw Number (out of 922)	367	152	159	63	51	426
Percent (%)	40	16	17	7	6	46

Data pulled 27 Dec, 1230L

Professional Development Libraries, *cont'd.*External Leadership
Study Material

- Lists of textbooks
- Favorite authors and musings
- Motivational quotes or song lyrics
- Counseling tips
- Air Force (or other military) leadership resources
- Budgets and other financial management resources
- Document templates
- Other useful syllabi (FEMA, Toastmasters, Red Cross, etc)
- Background info for different community organizations
- Sample Decision Matrices
- OODA Loop
- ICS Forms and "Planning P"

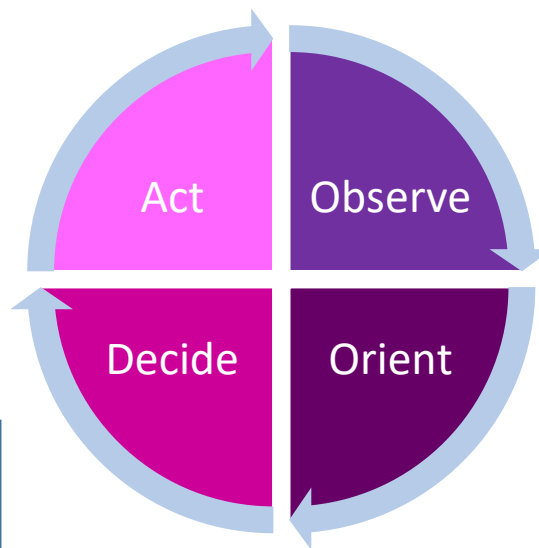


CAP's Internal Coursework

- PDF copies of different lessons
- Slideshows and Notes
- Examples
- Graphics used
- Instructor info- bios, contact, etc.
- Sample homework assignments
- Course backdaters
- Previous course rosters
- Copies of previous course surveys
- Link to CAP University
- Course Testimonials and Takeaways
- Create a personalized best practices portfolio!

From dictionary.com, a library (noun) is:

1. a place set apart to contain books, periodicals, and other material for reading, viewing, listening, study, or reference, as a room, set of rooms, or building where books may be read or borrowed
2. a public body organizing and maintaining such an establishment.
3. a collection of manuscripts, publications, and other materials for reading, viewing, listening, study, or reference.
4. a collection of any materials for study and enjoyment, as films, musical recordings, or maps.
5. a commercial establishment lending books for a fixed charge; a lending library.
6. a series of books of similar character or alike in size, binding, etc., issued by a single publishing house.
7. Biology. a collection of standard materials or formulations by which specimens are identified.
8. canon1(def 9).
9. Computers. a collection of software or data usually reflecting a specific theme or application.



Above, right: The Observe, Orient, Decide, Act (OODA) loop process is relevant to PDOs because it explains a learning methodology very simply.

Above, left: The Federal Emergency Management Agency (FEMA) presents the "Planning P" in the Intermediate Incident Command System (ICS) for Expanding Incidents (ICS 300) curricula. Several CAP specialty tracks, namely Operations, ES, Safety, and Communications, begin and end with knowing the ICS structure. This tool is widely accepted and well-known in the emergency management arena for assisting responders in managing people, resources, and incidents. The "Planning P" process begins at the bottom left leg of the P (the gray Incident/Event box) and works upward and then clockwise around the loop of the P. After you complete the loop, you continue to round the loop until the adversity is resolved.

Professional Development Libraries, cont'd.

CAP Pamphlets

- CAPP 1-2: The CAP Guide to Effective Communications
- CAPP 4: Event Planner Guide
- CAPP 39-3: Awards Made Easy
- CAPP 40-2: Just In Time Workbook for New Unit Commanders
- CAPP 50-10: New Horizons-Guide for Cadet to Senior Member Transition
- CAPP 50-8: Civil Air Patrol Mentor's Guide
- CAPP 50-7: Mentoring: Building Our Members
- **CAPP 60-11: Cadet Programs Officer Handbook and Specialty Track Guide**
- CAPP 60-12: Parents' Guide to the CAP Cadet Program
- CAPP 60-40: Cadet Orientation Flight Program Guide-Combined
- **CAPP 151: Respect on Display**
- CAPP 152: Social Media Guidelines

CAP Regulations

- CAPR 10-2: Files Maintenance and Records Disposition
- **CAPR 20-1: Organization of Civil Air Patrol**
- **CAPR 35-5: CAP Officer and NCO Appoint and Promotions**
- CAPR 35-6: Operations Ratings, Awards and Badges
- CAPM 39-1: CAP Uniform Manual
- CAPR 40-2: Testing Administration and Security
- **CAPR 50-17: CAP SM Professional Development Program**
- CAPR 60-2: Cadet Protection Program
- CAPR 120-1: Information Technology Security
- CAPR 160-2: Safety Reporting and Review

CAP Forms

- CAPF 2: Request for Promotion Action
- **CAPF 2A: Request for and Approval of Personnel Action**
- CAPF 5: CAP Pilot Flight Evaluation
- CAPF 9: Release (For Non CAP Members)
- CAPF 12: Application for Senior Membership in Civil Air Patrol
- **CAPF 17: Application for Senior Member Activities**
- CAPF 24: Application for Senior Member Professional Development Awards
- CAPF 40: CAP Performance Feedback Form
- CAPF 45: Senior Member Master Record
- CAPF 60-83: Squadron Meeting Planner
- CAPF 160: CAP Member Health History Form
- CAPF 161: Emergency Information
- CAPF 162: CAP Member Physical Exam Form

But, why should we develop an electronic PD Library anyway?

Keeps all your favorite resources in one place

Helps build your continuity documentation for SUI

Can access all material on the go, from any internet-ready device

Less clutter in your email

Easy to share and replicate

Helps you to trace and retrace your past interests, tools, questions, problems, and troubleshooting

It's some sort of a requirement to advance your PD track rating and/or your PD level

Can easily edit and save your documents

As you build the repository, you're going through everything and reviewing it in passing anyway

Helps in mentoring someone to their Technician rating

The process reminds us of the breadth, diversity, and complexity of a PDO's career

Commander Service

Civil Air Patrol recognizes those who serve as Commanders with the Commander Service Ribbon. CAPR 39-3, Section 21, paragraph A, states: “[the] Command Service Ribbon [is] awarded to senior members who have served at least 1 year continuous service as commander—squadron, group, wing, etc. The basic ribbon is awarded for service

as a squadron commander. A bronze star is added to denote service as group commander.” Additionally: the Command Service Ribbon:

- falls immediately above the Red Service Ribbon and immediately below any Cadet achievement ribbon (if worn) or below the Yeager Award
- is worn only once no matter how many times you are a commander
- Only the highest of service is shown on the ribbon. Someone who served as a group commander and as a wing commander would wear only the silver star indicating their time as a wing commander.



The list to the right shows the commanders who qualified for a new Commander Service Ribbon in 2019.

Names highlighted in pink denote service as a Group Commander.

2019 PAWG Commander Service Ribbon Awardees			
(sorted by installation date, ascending)			
Rank	Member	Unit	Installation Date
Lt Col	Leslie G Herr	PA-004	05 Jan 2018
Maj	Timothy W Case	PA-080	05 Jan 2018
Capt	James B Teal	PA-102	05 Jan 2018
1st Lt	Christopher F Onesti	PA-105	05 Jan 2018
Maj	Victor S McBeth	PA-301	05 Jan 2018
Maj	Earl H Gardner	PA-002	09 Jan 2018
1st Lt	Alan W Heckman	PA-035	23 Feb 2018
Maj	Thomas A Waltz	PA-010	20 Mar 2018
1st Lt	Tudor G Panaitescu	PA-160	16 Apr 2018
1st Lt	Donald R Stoudt	PA-265	16 Apr 2018
Lt Col	Suzanne M McBride	PA-006	05 Jun 2018
Capt	Joseph K Knapp	PA-303	05 Jun 2018
1st Lt	Eric C Klemm	PA-190	08 Jun 2018
Maj	Patrick J O'Brien	PA-005	31 Jul 2018
1st Lt	Marvin D Hall	PA-143	15 Aug 2018
Maj	Swee Weng Fan	PA-049	17 Sep 2018
Capt	John G O'Meara	PA-048	16 Oct 2018
1st Lt	Garett J Baker	PA-258	04 Dec 2018

Let's Look at CAPR 20-1: Organization of Civil Air Patrol

Many times, new members get tripped up on CAP lingo. What is an Operations Officer? What does a Group Commander oversee? What does the Supply Officer do? Wouldn't it be nice to have some **job descriptions** or similar to help us follow along? Something to point to?

Look no further: it's CAPR 20-1 to the rescue! For example, if you are mentoring a new Supply Officer (so, think Logistics specialty track), per pages 39-40 of CAPR 20-1, a Supply Officer's duties are as follows:

- Ensure proper accountability for CAP property.
- Be proficient in the use and capabilities of the Operational Resource Management System (ORMS)
- Be responsible for receipt, issue, storage and proper disposal of all CAP property.
- Be responsible for distribution and recovery of property and document in ORMS efforts to reclaim property from deactivated units and inactive members.
- Recommend to the commander the allocation, reallocation and retirement of property within the unit.
- Complete all property inventory and reporting requirements.
- The supply officer should be familiar with CAPP 206 and CAP Regulation 174-1.

Newsletter Submissions

Any SM in PAWG with something loosely related to SM PD may submit to the newsletter. This may include (but is not limited to):

- advertisements
- critiques
- case studies
- games
- riddles
- ideas
- websites
- articles
- jokes
- quotes
- war stories
- upcoming events
- puzzles
- tricks
- pictures
- advice
- interviews
- questions/FAQ
- letters to the editor
- tips
- links

The PD newsletter is published on or shortly after the last day of every even month. It might be delayed due to personal schedules, wing events, timing of other publications, etc.

Submissions are due NLT the 15th of that month to be included.

Submissions may be edited for length, grammar, spelling, punctuation, etc. If we need to make any edits to your submission, we will make reasonable efforts to contact you and alert you before we publish.

PD Newsletter Upcoming Dates

Content Due	Publish Date
2/15/20	2/29/20
4/15/20	4/30/20
6/15/20	6/30/20

Send your submission ideas to:

Capt Joshua M. Nussbaum

PAWG Ass't Director of PD

jnussbaum@pawg.cap.gov

or

jmnuussbaum@outlook.com

(724) 816-7667

Verizon- Call or Text

2020 Training Weekends

We had a wonderful PD year for 2019 and we hope to continue the trend for 2020. The first Training Weekend will be 21-22 March in Hermitage.

What's staying the same for 2020?

- Three (3) PD Weekends: west, central, and east
- Both TLC Courses to be offered every weekend
- One-day SLS and one-day TLC Basic on opposite days so newer members may attend both in the same weekend
- Google Form registration instead of CAPF 17
- Pre-course assignments for SLS, TLC, and UCC
- Seasoned SM from across PA will teach
- IG staff available for questions and networking at each training weekend
- Subsidize SM for POV fuel and tolls **as funding allows**. We will make every effort to subsidize fuel for POV and tolls incurred. Food and incidentals will **not** be reimbursed
- Wing command at every PD weekend
- Certificates to be presented on-site
- Graduates will be accredited in E-Services ASAP after the weekend

What's changing in 2020?

- Planning from the start to host UCC at all three training weekends
- Cadets may join SM at the weekends as they undergo the Cadet Commander Course.
- Hotel rooms for one night will only be reimbursed for parties driving 70+ miles one way to the training site (it used to be 50+ miles). However, wing will continue to take advantage of block booking when possible to minimize the cost to our members.
- A more concerted effort will be made to use instructors local to the training sites.

Save the dates!

20-22 Mar- West

25-26 Jul- Central

24-25 Oct- East

Register for
20-22 Mar:

<https://forms.gle/Z4kHaYYK3cVdXzCK9>

2020 PD Events

- All events are subject to change.
- Keep checking <https://www.gocivilairpatrol.com/members/cap-university> for the most updated info on the nation's latest sessions of SLS, CLC, TLC, UCC, RSC, and NSC.
- Training events, missions, exercises, and conferences outside of PAWG require the proper approvals:
 - A training in Connecticut needs to be approved by your squadron commander, group commander, PAWG commander, and CTWG commander
 - An event in Ohio needs to be approved by your squadron commander, group commander, PAWG commander, northeast region (NER) commander, and Great Lakes Region (GLR) Commander (Ohio is not in the northeast region)
- **See your commander or reach out to Capt Nussbaum if you need help!**

Item	Date	Location
Group 3 Conference	4 Jan	Valley Forge, PA
Group 2 Conference	11 Jan	Annville, PA
Group 1 Conference (tentative)	18 Jan	Pittsburgh, PA
Operations and IC Training	18 Jan	PA
UCC	18-19 Jan	Monee, IL
NCSA Interviews (tentative)	25 Jan	Videoconference
Group 4 Conference	1 Feb	Bethlehem, PA
PAWG Winter SAREX (tentative)	7-9 Feb	PA
UCC	8-9 Feb	Holbrook, NY
FEMA ICS-300 with NESAs MTT	21-23 Feb	Holbrook, NY
FEMA ICS-400 with NESAs MTT	28-1 Feb-Mar	Holbrook, NY
Winter Cadet Training Schools	14-15 Mar	Duncansville, PA
Training Weekend 1- West	21-22 Mar	Hermitage, PA
PAWG Conference	3-5 Apr	Annville, PA
NER AEO Conference	17 Apr	Windsor Locks, CT
NER AEM Conference	18 Apr	Windsor Locks, CT
NSC- Final NSC	23-28 Apr	Maxwell AFB, AL
RSC- SER	7-13 Jun	Knoxville, TN
PAWG Cadet Training Schools	21-28 Jun	Annville, PA
RSC- SWR	11-18 Jul	Kirkland AFB, NM
Training Weekend 2- Central	25-26 Jul	Central PA
National Conference	13-15 Aug	Louisville, KY
Training Weekend 3- East	24-25 Oct	DeSales University

event outside PA
event outside NER



Ribbons (above, from top):

- Wilson Award (LV5)
- Garber Award (LV4)
- Loening Award (LV3)
- Leadership Ribbon
- Membership Award (LV1)
- Yeager
- Red Service

Consult CAPR 39-3, Attachment 3, for order of precedence and correct orientation of ribbons.

Abbreviation	Course Name	Required for:
SLS	Squadron Leadership School	Level 2
CLC	Corporate Leadership Course	Level 3
RSC	Region Staff College	Level 4
NSC	National Staff College	Level 5
UCC	Unit Commander Course	certain specialties
ICS	Incident Command System	certain specialties
SAREX	Search and Rescue Exercise	certain specialties
Conference	Wing, Region, or Nat'l Conference	Any two (2) conferences to complete Level 3

In Memorium



Capt Robert (Bob) Monnich (rhymes with "Sonic") passed away on December 1, 2019 in Beaver, PA. He served CAP for over 20 years on and off throughout his life, beginning as a Cadet in Beaver County, PA. He would ultimately command the Beaver County Composite Squadron 704 from 2015 to 2016.

He also volunteered with the Little Beaver Lions Club, Air Heritage museum, Lions Club, Kiwanis, and was on the steering committee of the annual Darlington Days Festival. He was a computer programmer in the United States Air Force and served on active duty from 1976 to 1993. He attained the rank of Staff Sergeant. When he passed, he was working as a security guard.

I was truly crestfallen to learn initially of Capt Monnich's medical condition and passing. His initial CAP Cadet membership made a major, direct, and profound influence on his decision and his commitment to join the Air Force, and shaped his life, attitude, and his career as an Airman.



In CAP, Capt Monnich gained notoriety as a Group 6 PDO, a Group 1 Assistant ITO, and a squadron ITO. He completed Level 2 of the PD program, including TLC, GES, and UCC.

His specialty track ratings included:

- Senior- Information Technology
- Tech- Administration
- Tech- Command
- Tech- Finance
- Tech- Personnel
- Tech- Professional Development
- Tech- Recruiting & Retention



Top: Capt Monnich was an IT guy, but no matter how new his cell phone was, he never let go of his "state of the art" camera. Capt Nussbaum, the Sq 704 CC, joked that "not only can the camera take a photo from a mile away, it can be IN a photo from a mile away." Photo credit unknown.

Middle: Maj Edward Silassy, in his role as the Group Commander, swears in Capt Monnich as the Sq 704 Commander at a July 2015 change of command ceremony. Capt Monnich immediately succeeded Maj Don Cripe and Capt Lee Savio. Photo credit unknown.

Lower: After serving as the Sq 704 Commander, Capt Monnich stayed with Sq 704 as the Deputy Commander. This photo was taken in Oct 2016 when Capt David Haberman took command of the squadron. Capt Monnich is in the first row, stage left. Capt Monnich would ultimately continue in this role until the next change of command, when (then) 1st Lt Joshua M. Nussbaum took command in Feb 2019. Monnich finished his CAP career serving in this same duty position. Photo credit unknown.

PAWG Specialty Track Popularity and Distribution

I thought it would be cool to pull the specialty track report for the wing and see which tracks were the most popular, and where we stood. Specifically, I wanted to see if all the tracks followed any type of consistent but standard distribution, either one of two ways:

- one-tail: a lot of unrated people, less tech, fewer senior, and even fewer master
- inverted bell curve- a lot of unrated and masters, and less tech and senior

I took the whole wing and built a Pivot Table in Excel to make this scorecard. See where your ratings are, where your tracks stand, or maybe find a new track based on this dataset. Check it out!

PAWG Specialty Track Distribution

Track Name (ABC Order)	Unrated	Tech	Senior	Master	Total	Popularity
Administration	84	35	24	26	169	7
Aerospace	99	52	27	23	201	4
Cadet Programs	123	97	62	40	322	1
Chaplain	4	3	2	6	15	21
Character Development	22	8	4	1	35	16
Command	91	37	7	9	144	10
Communications	113	30	23	22	188	5
Drug Demand Reduction	6	3	1	1	11	22
Emergency Services	139	61	36	13	249	2
Finance	104	43	15	16	178	6
Flight Operations	6	8	1	9	24	20
Health Services	18	14	5	24	61	15
Historian	20	8	2	1	31	19
Information Technology	50	17	8	2	77	13
Inspector General	13	10	7	3	33	17
Legal	5	1	0	4	10	23
Logistics	99	35	13	11	158	8
Operations	80	12	5	5	102	12
Personnel	68	32	14	16	130	11 (tie)
Plans And Programs	2	0	1	1	4	24
Professional Development	86	24	18	21	149	9
Public Affairs	100	17	5	8	130	11 (tie)
Recruiting And Retention	59	10	3	1	73	14
Safety	132	57	19	7	215	3
Standards And Evaluations	16	2	5	9	32	18
Supply	0	0	0	1	1	26
Transportation	1	0	0	1	2	25
Grand Total	1540	616	307	281	2744	

LEGEND

Denotes retired specialty track

Top 5 (most popular)

Bottom 5 (least popular)

Data pulled 19 Dec, 0012L

Specialty Track Popularity, cont'd.

I also sorted the list by popularity. Note that Personnel and Public Affairs are tied for 11th place by total enrollment popularity.

Track Name	Total	Popularity
Cadet Programs	322	1
Emergency Services	249	2
Safety	215	3
Aerospace	201	4
Communications	188	5
Finance	178	6
Administration	169	7
Logistics	158	8
Professional Development	149	9
Command	144	10
Personnel	130	11 (tie)
Public Affairs	130	11 (tie)
Operations	102	12
Information Technology	77	13
Recruiting And Retention	73	14
Health Services	61	15
Character Development	35	16
Inspector General	33	17
Standards And Evaluations	32	18
Historian	31	19
Flight Operations	24	20
Chaplain	15	21
Drug Demand Reduction	11	22
Legal	10	23
Plans And Programs	4	24
Transportation	2	25
Supply	1	26
Grand Total	2744	

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Denotes retired specialty track

Top 5 (most popular)

Bottom 5 (least popular)

Data pulled 19 Dec, 0012L

Skills Sharpening Strategies (S^3)- Make Them Personal!

submitted by Colonel Kevin J. Berry, Commander,
Pennsylvania Wing

Members work hard to earn their Emergency Services specialty qualification ratings. This involves learning and performing tasks and demonstrating competence to their skills evaluators. All skills

acquired are perishable to without continuing education, practice and real-world application. Some skills can be lost more quickly than others.

Opportunities for skills application are often infrequent. However, members, whose skills are deteriorating, too often wait for someone else to present opportunities for skills sharpening. They are YOUR skills! It is your responsibility to keep them sharp and ready for mission service. **The easiest way to keep them sharp is through do-it-yourself practice and learning!**



For example, you can use a compass and map at a local park or in your neighborhood. Open up those camera and radio kits for some hands-on skills time at meetings; or sign them out for at-home practice! Get a list of like-qualified members from E-services and reach out to others with common interests and similar qualifications. **Get together and sharpen everyone's skills!**

Even a simple phone conference including a "how to" review for most any task will help members!

Conference call lines are free, and you can send documents, tutorial videos, SQTR tasks, checklists, and other documents out to your audience ahead of time to make the call more fruitful and worthwhile.

On a larger level, the wing and groups can design and implement ongoing S^3 plans. By encouraging our members to practice their skills, we can be ready for such real-world mission service. These strategies can include webinars, tabletop exercises, field training exercises and focus groups, and more. Travel, time, and cost can't stop you if you plan for them! S^3 is fluid, too. **What works for one specialty, one person, or one squadron will not always translate across the board. Be patient, be creative, and embrace the opportunity!**

S^3
Sharpening
Skills
Strategies

R^3
Refresh
Recruit
Retain

MAP
Mentorship
Action
Plan

SABRE
Strengthen and Build Relationships
Everywhere

Word Search

In case you didn't already have enough to do with the holidays, or you need something to do to relax and let off some steam, here's a CAP PD Word Search for you to solve!

Here's how this works:

- words can go right to left
- words can go left to right
- words can go top to bottom
- words can go bottom to top
- **there are NO diagonal words in this Word Search!**

See the possible variations of the word "CAT" below:

C	A	T	C	A	T	T	A	C
T	A	C	T	A	C	T	A	C

WORD LIST

ASSIGNMENT

BADGE

CLASSROOM

COLLABORATE

COMMAND

CROSSFIELD

DUTY

EXECUTIVE

FAMILIARIZE

GROWTH

LEADERSHIP

LEVEL

MAPPING

PRESENTATION

RECOGNITION

REPORT

SENIOR

TACTICAL

TEACHER

TRACK

T	P	D	E	Z	I	R	A	I	L	I	M	A	F
C	L	A	S	S	R	O	O	M	N	N	T	U	T
E	A	C	G	B	K	X	C	A	O	B	U	D	R
V	C	F	B	A	C	A	O	P	I	P	H	O	A
I	I	R	F	D	R	S	L	P	T	I	I	R	C
T	T	O	W	G	O	S	L	I	A	H	Z	G	K
U	C	I	H	E	S	I	A	N	T	S	E	D	R
C	A	N	U	T	S	G	B	G	N	R	G	N	E
E	T	E	C	R	F	N	O	C	E	E	R	A	H
X	M	S	N	O	I	M	R	H	S	D	O	M	C
E	M	Y	L	P	E	E	A	N	E	A	W	M	A
Z	L	E	V	E	L	N	T	O	R	E	T	O	E
D	U	T	Y	R	D	T	E	S	P	L	H	C	T
L	O	P	R	E	C	O	G	N	I	T	I	O	N

The solution to the word search is on the next page

Word Search Solution

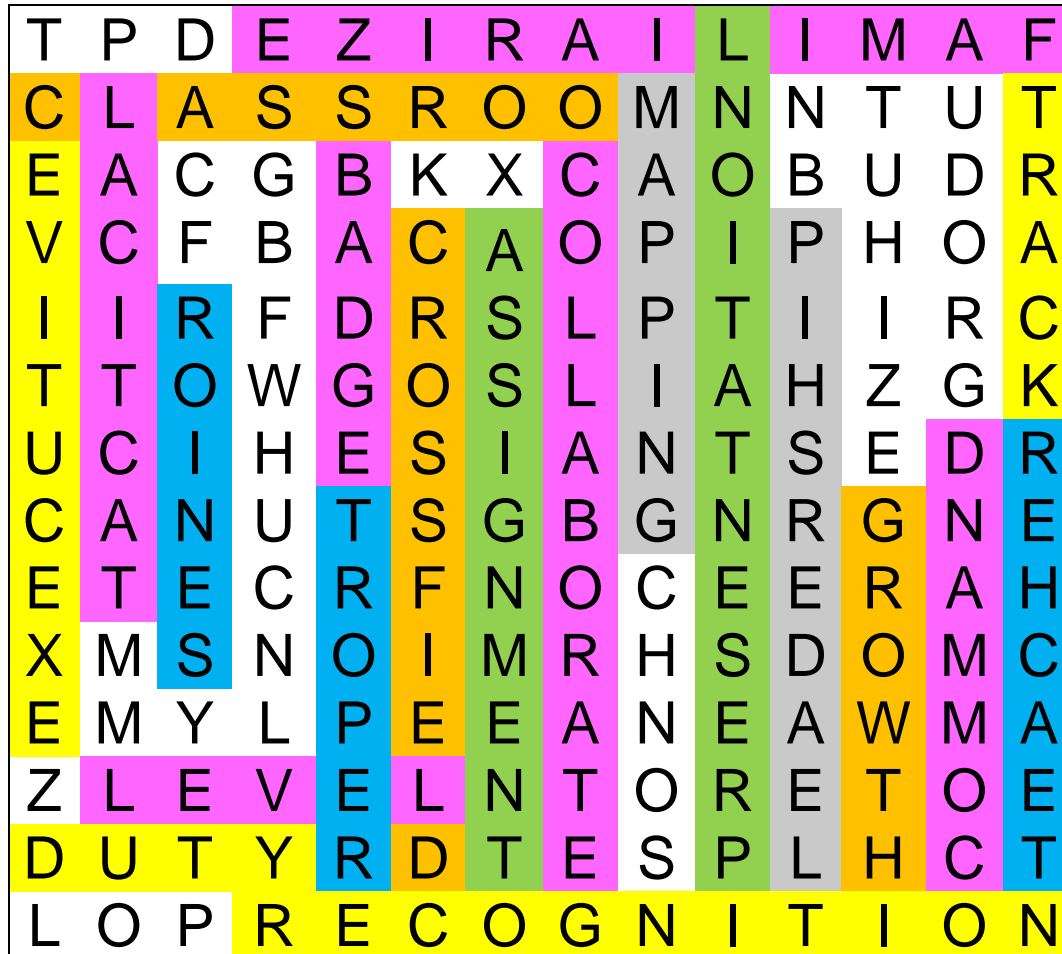
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C A T C T
T A C T C



WORD LIST

ASSIGNMENT

BADGE

CLASSROOM

COLLABORATE

COMMAND

CROSSFIELD

DUTY

EXECUTIVE

FAMILIARIZE

GROWTH

LEADERSHIP

LEVEL

MAPPING

PRESENTATION

RECOGNITION

REPORT

SENIOR

TACTICAL

TEACHER

TRACK