

**AFJROTC GR-821<sup>st</sup>**  
**Cadet Guide**



**SY 2011-2012**  
**Ramstein High School**  
**Ramstein, Germany**



AFJROTC GR-821<sup>st</sup>  
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## **Forward**

Congratulations on your decision to enroll in the AFJROTC program.

The Germany-821<sup>st</sup> (GR-821<sup>st</sup>) Air Force Junior Reserve Officer Training Corps (AFJROTC) was established at Ramstein High School in the fall of 1982 by agreement between the Kaiserslautern School District and Headquarters of the United States Air Force JROTC.

The Senior Aerospace Science Instructor (SASI) is a retired U.S. Air Force officer and the Aerospace Science Instructor (ASI) is a retired U.S. Air Force noncommissioned officer. These instructors have extensive professional military education and training, as well as many years experience teaching and training others.

The AFJROTC curriculum includes aerospace science, leadership instruction training, and a Wellness Program (PT). Cadet officers and noncommissioned officers learn leadership and management skills by organizing and directing the GR-821<sup>st</sup> AFJROTC Group. Our mission is simply developing citizens of character dedicated to serving the nation and community. (Enrollment in the corps in no way obligates the cadet for military service.)

The Aerospace Science Instructors and cadets of the GR-821<sup>st</sup> Group at Ramstein High School prepared this cadet guide for your use. It is not a regulation although it refers to Air Force regulations and gives guidance in areas not practically regulated. This guide may also be informative to principals, counselors, teachers, and parents.

The standards in this guide support the leadership and personal development objectives of the AFJROTC program and if taken in the spirit in which it is intended will provide the foundation for a pleasant and profitable educational experience. It contains policy, guidance, requirements, and rules of conduct for you- an AFJROTC cadet at Ramstein High School. I recommend you study this guide thoroughly. You will be held responsible for its contents during daily activities and examinations.

We wish you success and personal satisfaction as a member of the Ramstein High School GR-821<sup>st</sup> Group.

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Major Don Bradley, USAF (Ret.)  
Ret.) Senior Aerospace Science Instructor

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Aerospace Science Instructor

## **Preface**

This cadet guide has been prepared to establish a high standard of performance for the Ramstein High School GR-821<sup>st</sup> AFJROTC Group. This standard will allow the entire Cadet Group to work together towards a common goal proficiency that will earn pride in achievement and make our unit the best in DoDDs and Europe.

This Cadet Guide should be used as a reference for specific details to maintain a high standard of performance. For example: proper wear of uniform, placement of insignia, classroom conduct, honor code...

We believe that cadets will voluntarily work for the betterment of the group if they are aware of the goals and mission of the unit. You, as a cadet, are responsible for obtaining a thorough understanding of the contents of this cadet guide. Only then can you maximize your experience and participation in the AFJROTC program and apply these standards to the benefit of yourself and GR-821<sup>st</sup>.

Remember, *effective leadership* starts with *responsible followership*.

Ramstein AFJROTC will

always

**Aim high,  
Fly, Fight,  
and Win”**

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# Chapter One

## *Introduction*

### **I. Use of this Guide**

This guide is designed to provide a general overview of the Ramstein High School AFJROTC program. Assistance in the proper interpretation of information included herein may be obtained from a senior cadet or Aerospace Science Instructor. In any case, do not seek unqualified opinion or rely on rumor.

This document is not a regulation or directive, although it does refer to Air Force instruction and gives guidance in areas not particularly regulated. Should a difference between this guide and any Air Force instruction or Ramstein High School policy exist, the instruction and/or school policy take precedence.

### **II. Curriculum**

JROTC is not a basic military training course and no military service obligation is incurred by enrollment or participation in any of its programs.

Carefully screened, qualified, retired Air Force personnel guide the cadets through the program. Each participating school is authorized at least one commissioned officer as the Senior Aerospace Science Instructor (SASI) and one noncommissioned officer as an Aerospace Science Instructor (ASI).

The JROTC curriculum has three focal points: Aerospace Science, Leadership Education, and the Extreme Excellence Challenge (E2C).

- The Aerospace Science curriculum focuses on the historical, scientific, and technical aspects of aerospace power. It constitutes the core of the JROTC program.
- Leadership Education provides experiences to develop discipline, responsibility, communications skills, and citizenship. Cadets learn leadership fundamentals to prepare them for leadership responsibilities within the cadet corps, Ramstein High School, the local community, and future endeavors. Leadership education includes wearing the cadet uniform, engaging in Air Force customs and courtesies, participating in drill and ceremonies, giving and receiving instructions, and becoming leaders and members of an organization.
- The E2C program is the Wellness Program (PT). Cadets will participate in various activities such as stretching, running, and sports designed to help them get physically fit. PT tests will be given periodically (at least once a semester, if not more).

### **III. Corps History**

The JROTC program as it is known today began in 1911 in Cheyenne, Wyoming. Army Lieutenant Edgar R. Steevers, who was assigned as an inspector-instructor of the organized military of Wyoming, originated the idea of a non-compulsory, high school

cadet corps aimed at making better citizens as opposed to soldiers. The National Defense Act of 1916 originally authorized JROTC. The ROTC Vitalization Act (Public Law 88-647) of 1964 directed the Secretaries of each military service to establish and maintain JROTC units at public and private secondary schools, with eligibility according to regulations established by each Secretary. Air Force Junior ROTC actually began in 1966 with 20 units.

General Colin Powell, the former Chairman of the Joint Chiefs of Staff, advocated expansion of the Junior ROTC programs. In August 1992, then President George H.W. Bush announced the expansion and in late October Congress passed a public law to increase the number of Junior ROTC units. The Air Force is now authorized over 900 JROTC units throughout the United States and overseas. Currently, there are over 850 active Junior ROTC units with over 100,000 cadets enrolled.

The GR-821<sup>st</sup> was established in the fall of 1982, here at Ramstein High School.

#### IV. Air Force JROTC Emblem

##### Significance



- The yellow arrow depicts high technology, supporting the goals of aerospace education and careers. Its direction points to the future.
- The lamp is the lamp of knowledge. The red flame represents that knowledge prevents one from traveling life in ignorance/
- The blue and yellow are the colors of the Air Force- blue representing the sky and the yellow representing the sun.
- The white represents daylight, innocence, perfection, purity, truth, and wisdom.
- The red represents the blood of life, boldness, Christ, courage, hardiness, liberty, magnanimity, passion, patriotism, the planet Mars, sentiment, strength, valor, warmth, and zeal.
- The disc shape is used because the AFJROTC is not a group or higher organization authorized its own flag.

## **Chapter Two**

### ***Mission and Objectives***

#### **I. Mission of the Air Force JROTC**

To develop citizens of character dedicated to serving their nation and community.

#### **II. Goals of Air Force JROTC**

The goals of this program are to instill values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment in high school students.

#### **III. Core Values of the Air Force**

The core values of this program are integrity first, service before self, and excellence in all we do.

#### **IV. Gr-821<sup>st</sup> Motto**

Aim high, fly, fight win.

#### **V. Cadet Honor Code**

We will not lie, steal, or cheat, nor tolerate among us anyone who does.

#### **VI. Objectives of Air Force JROTC**

The objectives of AFJROTC are to educate and train high school cadets in citizenship, promote community service, instill responsibility, character, and self-discipline, while providing instruction in air and space fundamentals. Cadets will:

- Encourage a high degree of personal honor, responsibility, self-discipline, orderliness, and leadership
- Develop respect for constituted authority and an appreciation for the traditions of the Air Force
- Obtain an appreciation for patriotism and an understanding of the basic elements and requirements of national security
- Develop the ability to perform basic military skills of drill and ceremonies
- Develop habits of order and discipline using the military training model
- Be familiar with the aerospace age, doctrine, and career opportunities
- Be familiar with military customs and courtesies
- Adhere to the Cadet Code of Conduct and Honor Code
- Participate in community service activities

The AFJROTC program is grounded in the Air Force core values and the curriculum emphasizes the Air Force heritage and traditions, the development of flight, applied flight sciences, military aerospace policies, and space exploration.

## **VII. GR-821<sup>st</sup> Instructional Objectives**

- To promote pride in our nation and its honorable traditions and develop an understanding of the requirements of good citizenship
- To develop respect for and obedience to proper authority
- To establish an understanding and acceptance of military courtesy
- To provide an environment for experience and growth in the behaviors, disciplines, and technique of effective leadership
- To provide an understanding of the principles of the United States Policy for National Defense, including the history and structure of the military aerospace technology programs
- To provide an understanding of the principles and theory of flight in the air and space, propulsion, and instrumentation
- To promote good personal appearance including neat military grooming, cleanliness, and proper wear of the military uniform
- To promote qualities of honorable behavior, high ideals, self-confidence and responsibility for one's actions
- To promote a healthy lifestyle of nutrition, exercise and fitness.

## **Chapter Three**

### ***Admission, Transfers, Completion***

#### **I. Admission**

To be eligible for membership and continue in the AFJROTC program, each student must be:

- In a grade above the 8th grade but not have exceeded their fourth year in high school
- A citizen or national of the United States or an alien admitted for permanent residence
- Enrolled in and attending a regular course of instruction in the school (Home schooled students may participate if approved by the Principal and SASI)

#### **II. Transfers**

Students transferring from Army, Navy, Marine Corps, Coast Guard, or other AFJROTC units are authorized full credit for training received. Transfer of rank held in another service program will be discussed later in this guide.

#### **III. Completion**

Passing grades in each credit-granting period of AFJROTC constitutes successful completion. Cadets may be awarded certificates even if they do not graduate from high school since the certificate is based only on AFJROTC performance. Cadets will be awarded a Certificate of Training proportional to the number of AFJROTC courses passed.

#### **IV. Disenrollment**

The principal, in coordination with the SASI, determines disenrollment from AFJROTC. Disenrollment should be a last resort preceded by substantiated documentation and corrective counseling. A cadet may be removed from the AFJROTC program for:

- Failure to maintain acceptable standards
- Inaptitude or indifference to training
- Discipline reasons
- Failure to remain enrolled in school
- Individual request
- Any other reason deemed appropriate by the principal and the SASI.

## **Chapter Four**

### ***Code of Ethics and Cheating***

#### **I. Code of Ethics**

Cadets will:

- Show respect for our country
- Respect their parents/guardians, school officials and staff, teachers, and community leaders
- Refrain from any act or derogatory word(s) that would discredit themselves, family, school, or the corps
- Dedicate themselves to succeed in academics, athletics, extracurricular activities, and work
- Perform all assigned duties and meet all obligations in a timely manner
- Maintain self-respect, self-control, and good behavior,
- Be honest and understand that honorable failure is better than success through unfair means
- Be proud of their uniform and commitment to AFJROTC
- Be an exemplary role model with high standards of conduct
- Respect other cadets and follow the directions of senior cadet officers
- Place the good of the cadet corps ahead of personal gain

#### **II. Cheating**

Cheating is taking an unfair advantage of a situation or a classmate in order to obtain higher grades, better scholarship opportunities, cadet recognition awards, flight awards, or some other tangible gain. Cheating is usually, but not always, accomplished by using or copying from another person's work and often takes the form of some last moment actions done without thinking.

Cheating will not be tolerated in AFJROTC or in any other classes at Ramstein High School.

Individuals who either passively (but knowingly) or purposely allows others to copy their work are just as guilty of cheating as the active cheater. They are willing participants and have endorsed, by their actions, an act of dishonesty. They will be dealt with exactly the same as the active cheater.

Cadets who cheat and are caught identify themselves as people who cannot be trusted and are not able to maintain the standards of holding cadet rank/position. While cheating will be dealt with on an individual basis, these guidelines are intended to inform, in advance, all cadets of the seriousness with which the AFJROTC instructors view such activities.

## **Chapter Five**

### ***Behavior, Cadet Conduct, Classroom Procedures, and Military Courtesy***

#### **I. General**

Cadets are expected to observe proper military customs and courtesies at all times. Such behavior reflects credit upon themselves, their parents/guardians, the GR-821<sup>st</sup>, AFJROTC, Ramstein High School, the United States Armed Forces, and our country.

#### **II. Standards of Conduct**

It is impossible to provide a complete set of rules that covers all situations. In general, cadets are expected to be honest, courteous, and respectful at all times. The below list of expected behavior is only a guide and not in any way all-inclusive.

- Hazing- any type of physical or mental abuse and punishment-- is strictly prohibited and will not be tolerated.
- Harassment of other cadets will not be tolerated, whether it is sexual, racial, or religious in nature
- Proper military courtesy is expected from cadets at all times when in uniform. This includes proper salutes and a respectful manner when dealing with cadets who are senior in command or an instructor.
- Insubordination or disrespect will not be tolerated.
- Cadets will not engage in horseplay such as hitting, slapping, sparring, or wrestling.
- Fighting will not be tolerated, in or out of uniform.
- While wearing the JROTC uniform, both on and off campus, close physical contact such as holding hands, cuddling, embracing, kissing, and any other public display of affection is strictly prohibited.
- Cadets will comply with the procedures set forth in this guide and the student handbook.

#### **III. Superior-Subordinate Relations**

All cadets-- officers, NCOs, and others-- are responsible for maintaining appropriate relationships with all fellow cadets. All of these relationships are based upon rank and level of authority but most of all should be based on mutual respect.

##### *Cadet Officer Relations*

Cadet officer to AFJROTC Instructors: The cadet officer should address the instructor as a superior, using the proper 'sir' or 'ma'am.' The cadet officer is the instructor's subordinate and should treat him respectfully and as an advisor.

Cadet Officer to Cadet Officer: Cadet Officers should address each other both as executives and both as advisors to one another. It is important for them to mutually respect each other and to work together in the corps.

Cadet Officer to NCO: The cadet officer is the superior to the NCO, however they are partners rather than a just a superior and subordinate. The NCO should afford the officer proper respect, but the officer should also respect the NCO. Problems are caused when an officer is too arrogant or too buddy-buddy with the NCOs he supervises.

Cadet Officer to enlisted: The officer is the superior of the enlisted. However, that does not mean that the officer should not respect the enlisted. While the enlisted should give the officer the proper respect, the officer should not be arrogant with the enlisted.

#### *Cadet NCO Relations*

Cadet NCO to Cadet Officer: The NCO is the subordinate and advisor of the officer. As partners they accomplish all tasks assigned to their job. However, the NCO should still address the officer with 'sir' or 'ma'am' as proper.

Cadet NCO to Cadet NCO: NCOs should address each other as equals but respectfully according to rank.

Cadet NCO to Cadet Airmen: The NCO is the superior to the other enlisted. He is a guide and teacher to all cadets.

#### *Cadet to Instructor Relations*

Cadets will at all times address and respect their AFJROTC instructors as their superiors. Cadets will address an instructor by

- Rank (Major, Master Sergeant)
- Rank and last name (Major Bradley, Master Sergeant Speller)
- Sergeant for NCOs (Sergeant Speller)
- Sir or ma'am as appropriate

Note: Never address an instructor by their first name!

#### **IV. Classroom Procedures and Behavior**

AFJROTC cadets are expected to obey all Ramstein High School rules concerning class attendance and conduct. In addition, cadets will comply with the procedures contained herein while attending AFJROTC classes.

- When you walk into the AFJROTC classroom, you will assume your military

bearing. Remember that you are walking into a disciplined environment. Scan the room for announcements, such as on a bulletin board or the white board, which may provide information important to you.

- Upon reaching your desk, place your books and other required classroom materials upon the desk. Go to parade rest. Do not talk.
- Element leaders will check their elements for absentees and be ready to report the information when directed to do so by the Flight Sergeant.
- When the bell rings, prepare yourself to be called to attention.

The below listed actions will occur to begin the class.

<u>Cadet Position</u>	<u>Action Required</u>
Flight Commander	After the tardy bell, commands “FLIGHT, ATTENTION (TENCH HUT)”
Flight Sergeant	After everyone is at attention gives the command for element leaders to report, “ELEMENT LEADERS, REPORT”
Element Leaders	Face the Flight Sergeant, salute, and while holding the salute, report on the status of the element, “SIR/MA’AM, FIRST ELEMENT ALL PRESENT SIR/MA’AM” or “SIR/MA’AM, CADETS THACKER AND THOMPSON ABSENT SIR/MA’AM”
Flight Sergeant	Return each elements salute as they report. When leaders are through reporting, face the flight commander and report on the status of the entire flight while saluting, “SIR/MA’AM, A FLIGHT ALL PRESENT SIR/MA’AM” or “SIR/MA’AM, CADETS SMITH AND JONES ABSENT SIR/MA’AM”
Flight Commander	Return the Flight Sergeants salute. Then face the class and ask them to recite the AFJROTC mission, AFJROTC honor code, Air Force corps values, and GR-821 <sup>st</sup> motto.
Flight Commander	After the class finishes, the flight commander will seat the cadets and read the daily announcements.

Two minutes before the bell is set to ring, the flight commander will instruct the cadets to “prepare for dismissal.” Cadets will then pack up their backpacks and things, put them on top on the desks, push in their chairs, and stand at parade rest. 30 seconds before the bell, the flight commander will dismiss the flight.

AFJROTC classes are built on good order and discipline and cadets are expected to abide by the following rules at all times while in the room:

- Do not talk when an instructor or another student is talking. If you have something to say, hold up your hand and wait to be recognized.
- Sit up in your chair and remain alert. Do not put your head down on the desk or close your eyes to nap in class. If you can’t stay alert, request permission to move to the side or rear of the classroom and stand at parade rest.

- Use the restroom before coming to class. Bathroom passes are limited to emergencies and you must ask the flight commander before leaving the classroom.
- Do not sit on tables or other items of furniture not meant for that purpose.
  
- No loud talk or boisterous activity (horseplay) in the AFJROTC complex.
- No personal items (band instruments, jackets, schoolbooks, book bags, uniform bags) are to be left in the AFJROTC complex without the permission of an instructor.
- Do not talk during test times until all papers have been turned in and the instructor has given you permission.
- Cadets should not touch, move, or look through items on the instructor's desk in the classroom or staff office. In a similar matter, cadets should not touch, move, or look through items on the Cadet Group Commanders and Cadet Deputy Group Commanders desk. Cadets will not sit at any of the above-mentioned desks.
- Cadets will not enter the instructor's office without prior permission.
- Cadets will not enter the Logistics room unless given specific permission by an Instructor, Group Commander, or Director of Logistics.
- The computers are for the use of the staff only. Staff members must limit their use of the computers to staff work only and homework during seminar.

## **V. Military Customs and Courtesies**

### *Salutes*

The salute is a traditional greeting between military personnel. The salute is deeply rooted in military history from when warriors raised their right arms to show that no weapon was present, to when knights raised their visors with their right hand as a sign of greeting, and to when American soldiers removed their "3-corner" hats to greet others and show them respect. The salute is a way of saying "Hello" while showing respect to officer's senior in rank. Sometimes the hand salute is rendered to honor the Colors, a mark of respect for the U.S.A.

The way cadets execute a salute is important. A smart salute indicates pride in self and corps. A sloppy, lackadaisical salute indicates lack of confidence and pride. Cadets should develop the habit of carrying books or other objects with the left hand to free the right hand for saluting.

Cadets should salute, in uniform, when the following conditions apply:

- You encounter the President or Vice President.
- You encounter a commissioned or warrant officer of the U.S. Military or of the military of friendly foreign nations.
- You pass an AFJROTC instructor that is an officer.
- You pass any AFJROTC cadet officers.
- When you are required to report into a board or inspection (in or out of uniform)

- When you are outdoors in uniform and the National Anthem is being played. Turn towards the music at attention and salute until the music finishes. However, if the flag is being raised or lowered simultaneously, you should face the flag at attention and salute until either the music stops or the flag has stopped moving- whichever comes last.

Note: Always salute six paces away from the senior officer.

Cadets should *not* salute when the following conditions apply:

- While you are running. Slow to a walk and then salute.
- When you are indoors, with the exception being during formal military events.
- While not in uniform, with the exception being during formal military events.
- While your hands are full. If you see an officer with full hands you are supposed to salute, still salute him. The officer will acknowledge the salute verbally.
- To an enlisted cadet.
- To the instructors when they are not in uniform.
- To the non-officer instructors.

### *The Colors*

The flag and national anthem are symbols of the people, their land, and institutions. Thus, when we salute these symbols, we are saluting the nation. Flag ceremonies occur during parades, reveilles, retreats, and prior to special events. Reveille starts the official duty day while retreat signals the end of the official duty day. Most flag ceremonies will be conducted with the playing of the National Anthem.

All cadets will render the following courtesies to the National Anthem and the flag:

- When you are outdoors in uniform and the National Anthem is being played, turn towards the music at attention and salute until the music finishes. However, if the flag is being raised or lowered simultaneously, you should face the flag at attention and salute until either the music stops or the flag has stopped moving- whichever comes last.
- When you are not in uniform and the National Anthem is playing, stop, face the music, go to attention, and place your right hand over your heart. If you are wearing a hat, take it off with your right hand and place the hat over your heart.
- When outdoors in uniform and a flag will pass you, salute six paces away from the flag and hold the salute until the flag completely passes you.

The Pledge of Allegiance is also an important part of the United States patriotic customs. Cadets should take proper behavior in and out of uniform at the reciting of the pledge. At the recital of the Pledge of Allegiance, cadets will render the following courtesies:

- While in uniform outdoors, stand at attention facing the flag and render the hand salute while reciting the pledge.
- While in uniform indoors, stand at attention facing the flag and recite the pledge. Do not render the hand salute.

- While in civilian attire, stand at attention facing the flag with the right hand over the heart and recite the pledge.

### Cadet Etiquette

Proper etiquette is "the customary rules of conduct or behavior in polite society." Our civilized society operates smoothly and is more pleasant to live in, go to school, and work in when all members practice proper etiquette and good manners. The axiom, "Treat Others As You Want To Be Treated", is a good one to live by and is the desired behavior of all cadets. Cadets should:

- Say "Please" and "Thank You."
- Use "Yes/No Sir/Ma'am" when addressing AFJROTC instructors, military service members, school officials, teachers, visitors, and senior cadets at all times.
- Not keep people waiting.
- Not gossip.
- Use proper telephone etiquette.
- Use "Mr., Ms., or Mrs." and last name when addressing civilians and "Military Grade" and last name when addressing military personnel.

### *Position of Honor*

This military courtesy began centuries ago when men fought with swords. Since men were primarily right handed, the heaviest fighting occurred on the right side. The left side became a defensive position since the shield was normally carried with the left hand/arm. Thus, since units were proud of their fighting ability, the right side (sword bearing side) or right of the battle line became the position of honor, assumed by great warriors and leaders. Thus, a cadet should, walk or sit on the left side of an AFJROTC instructor, military service member, or senior cadet officer who assumes the position of honor on the right.

### *Calling the class to attention*

At RHS it is our policy to call the class to attention when any of the following enter or depart the classroom:

- any prior SASI
- any O6 (colonel) or higher in uniform
- any current or past RHS principal, superintendent, assistant superintendent, Director of DoDDS-Europe, or Director of DoDEA

## **Chapter Six**

### ***Cadet Promotions, Rank, Appointments, and Duties***

#### **I. Promotion**

##### *Promotion*

Promotion provides constant challenge and motivation to members of AFJROTC. This attention and interest is proper since promotion reflects visible evidence of progression and standing among fellow cadets. Promotion is also evidence of growing maturity, the ability and willingness to accept additional responsibility, and a demonstrated ability to direct others toward the attainment of objectives that result in effective organizational effort.

Promotions in the Ramstein High School AFJROTC are based on academic and leadership grades and on demonstrated qualities that clearly indicate the ability to assume a command and/or staff position, which are to permit an equal opportunity for qualification and selection to these positions of leadership and responsibility.

The promotion system is patterned after that of the active Air Force and will conform to guidance provided by Headquarters AFJROTC. The SASI may at any time freeze an individual cadet's promotion if he feels the cadet is already at maximum leadership ability.

##### *Necessary Qualities for Promotion*

Promotion, as well as appointments, will be given based on an evaluation of the following qualities:

Academic Performance: How well does the cadet perform on quizzes, examinations, class project, and presentations? Does the cadet turn them in on time, score well, and thoroughly complete the assignments?

Organizational Leadership: How well does the cadet function in positions of leadership within the organization? Does the cadet command proper respect from subordinates? Does the cadet give proper consideration for subordinates? How do superiors rate the cadet?

Co-Curricular Activity: Does the cadet show interest and enthusiasm beyond the classroom? Does the cadet demonstrate excellence in a number of outside activities?

Responsibility: Is the cadet on time to class and functions in position, attentive in class,

and timely in handing in assignments? Does the cadet show leadership and preparedness?

Service: How active is the cadet in service to the community, school, and GR-821<sup>st</sup>?

Note: A minimum of six volunteer hours (quarterly) is required for promotion at GR-821<sup>st</sup>,

Corps Support: To what degree does the cadet perform duties above and beyond normal group operation? Participating in outside activities (such as the VFW Poppy Drive, Hat

and Coat Checks, Combat Dining-In), posting the flag on campus, and joining Drill Team are all examples of supporting GR-821<sup>st</sup> above the requirements.

### *Promotion Cycle and Testing*

The following chart shows the promotion cycles and opportunities for the school year:

	<b>Week of Testing</b>	<b>Date Promotion Announced</b>
Q1	9 <sup>th</sup> Week	11 <sup>th</sup> Week
Q2	18 <sup>th</sup> Week	20 <sup>th</sup> Week
Q3	27 <sup>th</sup> Week	29 <sup>th</sup> Week
Q4	36 <sup>th</sup> Week	Next academic year

Each cadet is eligible to take the test, if the above conditions are met, once a quarter. However, cadets testing for officer ranks require a slightly varying test dependant on which rank they test for.

## **II. Rank**

There are two kinds of grade (rank) a cadet may hold:

Temporary Grade: This grade is based on the position the cadet is assigned. Since the grade is temporary, it may or may not be carried over from one year to the next. Cadets serving in a temporary grade will be reverted to their permanent grade once they no longer hold the position requiring the temporary grade. At the discretion of the SASI, cadets who hold a temporary grade for two semesters or more may take the promotion test for their temporary grade in order to wear it permanently. For example, if Cadet Wilson held a flight commander at a rank of C/2<sup>nd</sup> Lt. position for two semesters; he may take the promotion test to permanently wear C/2<sup>nd</sup>. Lt

Permanent Grade: This grade is awarded based on years of satisfactory service in AFJROTC. The permanent grade authorized for 1<sup>st</sup> year cadets is C/Airman; for 2<sup>nd</sup> year cadets, C/Airman First Class; for 3<sup>rd</sup> year cadets, C/ Senior Airman; for 4<sup>th</sup> year cadets, C/Staff Sergeant. Cadets will assume these grades during the second semester of each

year, and if a higher temporary grade has not been achieved, the insignia of permanent grade will be worn.

Let it be noted that even if a cadet tested into the right to permanently wear a rank, that is not his permanent rank. The cadet's permanent rank is given by the amount of satisfactory years he has completed in AFJROTC.

Whenever possible, cadet officer positions will be filled by AS-III or AS-IV cadets. Cadet officers are usually, but not always, staff members. Top NCO positions, whenever possible, will be filled by AS-II and AS-III cadets. Exceptions may be made.

No cadet will hold a grade higher than the one authorized for his position. Exceptions may be made for AS-IV cadets at the recommendation of the SASI. In all cases of this exception, these cadets will be assigned to special projects, advisory positions, or to positions where their special talent and qualifications can best benefit the cadet group.

The SASI may at any time reduce a cadet's rank due to misbehavior, discredit to GR-821<sup>st</sup> or the uniform, or failure to perform at the standards the rank requires. You can find pictures of all ranks on the next page:

# AIR FORCE JUNIOR ROTC INSIGNIA

## CADET OFFICER RANK



SECOND  
LIEUTENANT



FIRST  
LIEUTENANT



CAPTAIN



MAJOR



LIEUTENANT  
COLONEL



COLONEL

## CADET ENLISTED RANK

(no rank insignia)

AIRMAN BASIC



AIRMAN



AIRMAN  
FIRST CLASS



SENIOR  
AIRMAN



STAFF  
SERGEANT



TECHNICAL  
SERGEANT



MASTER  
SERGEANT



SENIOR  
MASTER  
SERGEANT



CHIEF  
MASTER  
SERGEANT

### **III. Cadet Appointments to Leadership Positions**

The number of leadership positions is limited. To give every capable cadet the opportunity to experience an active leadership role, a system of rotation is employed at GR-821<sup>st</sup>. Every quarter, a new flight commander and flight sergeant will take charge of each flight and every semester, cadet staff positions will be changed. Exceptions may be made if a cadet currently holding a leadership position is doing his job in such a way that the corps will benefit the most from the cadet's continued appointment to his position.

Cadet flight commanders and sergeants are picked by the SASI and ASI. To receive a cadet staff position, cadets are required first to fill out an application for the staff positions they are interested in holding and second to meet a board for an interview. Cadet NCOs will be requested or recommended by the individual staff officers who will command them and approved through the chain of command.

Not all cadets applying for a position will receive one, and cadets who do receive positions may not receive the ones they wished for. Bear in mind that these leadership positions are limited and that if you work hard, show your leadership skills, and prove yourself as a good cadet, you will be able to receive the position you want.

### **IV. Cadet Duties**

#### *Cadet Airman Duties*

Cadet Airman ranks are classified as C/Airman Basic, C/Airman, C/Airman 1<sup>st</sup> Class, and C/ Senior Airman. They are expected to be respectful and obedient at all times, support and follow the authority figures above them, and to fulfill all duties and tasks placed upon them to the best of their abilities. Most importantly, it is their job to learn and be the future of Ramstein AFJROTC.

#### *Cadet NCO Duties*

Cadet Noncommissioned Officer ranks are classified as C/Staff Sergeant, C/ Tech Sergeant, C/Master Sergeant, C/Senior Master Sergeant, and C/Chief Master Sergeant. Their duties are to assist the officers and to guide the airmen. In order to do this, NCOs must know and do their jobs well and motivate, discipline, and assist the airmen in adjusting to the AFJROTC program.

#### *Cadet Officer Duties*

Cadet Officer ranks are classified as C/2<sup>nd</sup> Lieutenant, C/1<sup>st</sup> Lieutenant, C/Captain, C/Major, C/Lieutenant Colonel, and C/Colonel. In addition to their staff duties, officers are required to provide leadership for the entire corps and maintain the standards of appearance and behavior in all areas of their lives.

## **V. Guide for Cadet Leaders**

Leadership is not an inherent characteristic, but is something that can be learned if you are willing to come to terms with yourself and the mission. By taking into account the guidelines below, you, as a leader, will be able to accomplish your mission efficiently.

### *Unity of Command*

Within any command structure, there can only be one commander. The commander is responsible for everything his unit does or does not do. A commander may delegate authority to take an action, but cannot delegate responsibility.

### *Chain of Command*

The succession of leaders through which command is exercised is called the chain-of-command. It enables the commander to retain unity of command within his span of control. For example, the Group Commander assigns tasks to the Operations and Operations Support Commanders who in turn assign tasks to the Squadron Commanders, down to the Flight Commanders.

### *Staff Authority and Responsibility*

The unit staff consists of officers and noncommissioned officers who assist the Group Commander in his exercise of command. They will keep their commanders informed on all matters within their areas of responsibility.

**Chapter**  
**Seven**  
***Corps Structure and***  
***Positions***

**I. Rank Structure Within the Group**

Cadet structures are listed on a Unit Manning Document. A Unit Manning Document is a list all cadet corps positions and the corresponding rank. Ranks listed on the UMD are the highest rank a cadet may achieve while holding a certain position. Again, exceptions may be made at the discretion of the SASI in certain cases.

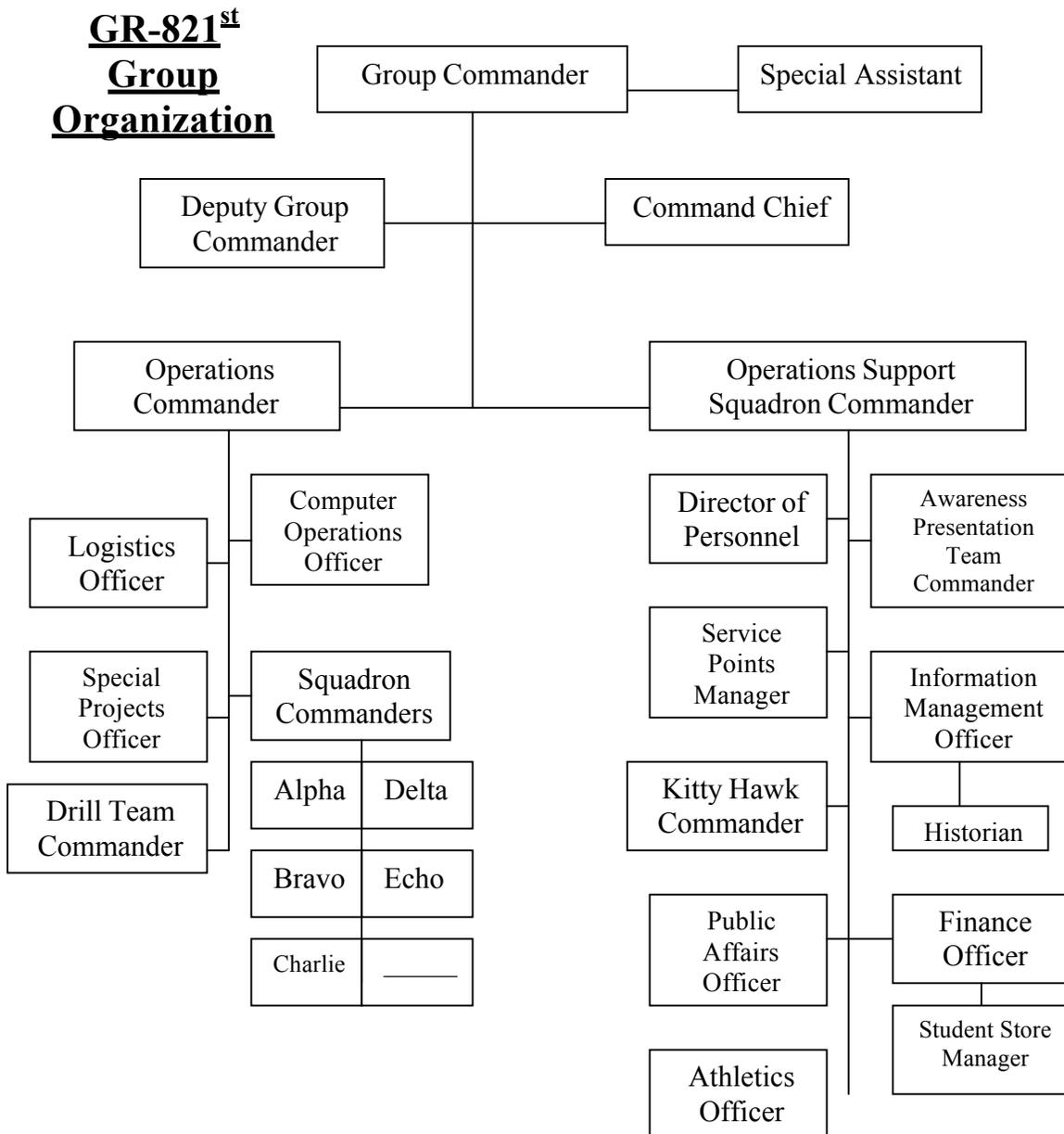
Cadets will receive the highest rank authorized for their position, but it will be temporary. The only way these temporary ranks can become permanent is if the cadet wears his temporary rank for two or more semesters and then takes a promotion test. If the cadet has not done this by the time he is rotated, he will either take the rank for his new position or revert back to his temporary rank if no new position is given.

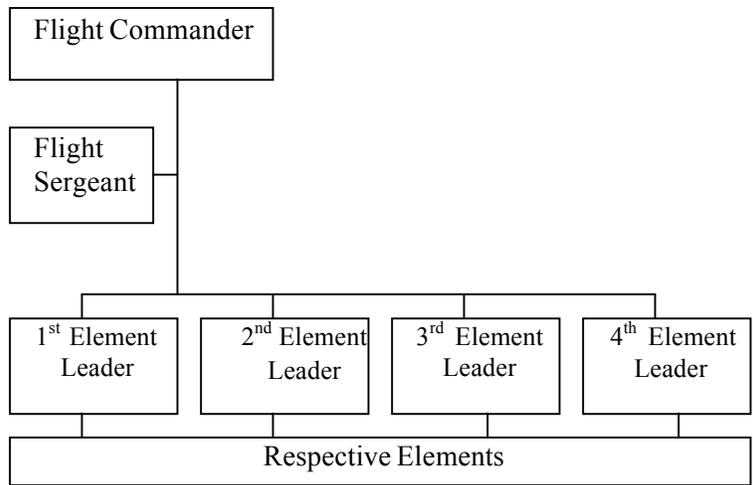
In terms of rank, the AFJROTC Cadet Group may not exceed the following percentages:

C/Col	2%
C/Lt. Col	2%
C/Maj	3%
C/Capt	8%
C/1 <sup>st</sup> Lt	6%
C/2 <sup>nd</sup> Lt	8%
C/CMSgt	1%
C/SMSgt	2%
C/MSgt	8%
C/TSgt	10%
C/SSgt	20%
C/SrAmn	30%
C/A1C, C/Amn, & C/AB	No Limit

## II. Group Structure

This chart shows the organizational structure of the entire group:





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### III. Cadet Staff Positions and Ranks

<b>Position</b>	<b>Rank</b>
Special Assistant	C/Col.
Group Commander	C/Lt. Col.
Deputy Group Commander	C/Maj.
Operations Commander	C/Maj.
Operations Support Commander	C/Maj.
Command Chief	C/CMSgt
Athletics Officer	C/Capt.
Squadron Commanders	C/Capt.
Drill Team Commander	C/Capt.
Awareness Presentation Team Commander	C/Capt.
Finance Officer	C/1 <sup>st</sup> Lt
Logistics Officer	C/1 <sup>st</sup> Lt.
Personnel Officer	C/1 <sup>st</sup> Lt.
Kitty Hawk Commander	C/1 <sup>st</sup> Lt.
Computer Operations Officer	C/1 <sup>st</sup> Lt.
Information Management Officer	C/2 <sup>nd</sup> Lt.
Special Projects Officer	C/2 <sup>nd</sup> Lt.
Public Affairs Officer	C/2 <sup>nd</sup> Lt.
Service Points Manager	C/MSgt
Historian	C/MSgt
Student Store Manager	C/MSgt
All Non-Commissioned Officers in Charge	C/MSgt
Flight Commander	C/2 <sup>nd</sup> Lt (AS-1 will be C/TSgt)
Flight Sergeant	C/TSgt (AS-1 will be C/SSgt)

All cadet NCOs will hold the rank of C/MSgt. The Historian often works hand-in-hand with the Information Management Officer.

#### **IV. Staff Position Responsibilities**

The **SPECIAL ASSISTANT** is responsible for:

- Assisting the ASI or SASI with lessons and struggling cadets
- assist with communications outside JROTC (i.e. booking places for events)
- Helps guide the Group Commander in core related activities.
- Recommending cadets for duty positions
- Other duties as assigned by the ASI/SASI

The **GROUP COMMANDER** is responsible for:

- The appearance, discipline, efficiency, training, and conduct of all cadets in the group
- Ensuring that all members of the cadet group have the opportunity to develop leadership qualities in proportion to their individual abilities
- Conducting weekly staff meetings
- Conducting Commander's Calls as necessary
- Ensuring that the promotion recommendations are processed
- Recommending cadets for duty positions
- Receiving daily task sheets from instructors, assign tasks, receive written feedback, and provide instructors with written feedback

The **DEPUTY GROUP COMMANDER** is responsible for:

- Commanding the group in absence of the Group Commander
- Publishing the uniform to be worn for the week, as directed by the ASI
- Submitting recommendations for promotions, demotions, awards, or positions changes to the Group Commander
- Performing tasks as prescribed by the Group Commander
- Other duties as assigned by ASI, SASI, or Group Commander

The **OPERATIONS COMMANDER** is responsible for:

- Planning, scheduling, and coordinating extracurricular and co-curricular operational activities
- Assisting the SASI/ASI in scheduling cadets for base visitations and similar
- Maintaining the group project board
- Training of the Operations staff
- Administering and monitoring the PFT
- Serving as the Safety Officer for the Group
- Other duties as assigned by the SASI/ASI

The **OPERATIONS SUPPORT SQUADRON COMMANDER** is responsible for:

- Ensuring professional appearance, discipline, effectiveness, training, and conduct of the support staff
- Ensuring all support activities and assigned duties are conducted in accordance with current directives, policies, and procedures

- Establishing goals to be maintained by subordinate staff members
- Inspecting subordinate staff functions and assignment task as scheduled and if necessary in the absence of a subordinate staff member, be prepared to discuss results at staff meetings
- Perform other duties as assigned by the Group Commander

The **COMMAND CHIEF** is responsible for:

- Advising the Group Commander on all matters pertaining to the airmen and NCOs within the group
- Supervising the NCOICs and Squadron 1st Sergeants
- Preparing the classroom for staff meetings
- Attending staff meetings
- Preparing the auditorium for Commander's Call
- Forming all Group formations
- Scheduling Corps social activities
- Other duties as assigned by ASI, SASI, or Group Commander

The **ATHLETICS OFFICER** is responsible for:

- Planning, organizing, and coordinating all athletic events and field day participation.
- Assisting the instructors with the unit physical training program.
- Scheduling and execute all Physical Fitness Test.
- Keeping the Group Commander and Command Chief informed of all activities.
- Ensuring all required E2C data is entered into CIMS in a timely manner.
- Establishing a Binder and track all Parental Consent letters from all cadets.
- Ensuring all E2C monthly Wellness Post is posted in a highly visible location for cadet review.
- Establishing a training program for a Physical Training (PT) representative in each class to demonstrate and perform all mandatory exercises in correct and safe manner

The **BLUE AND RED DAY SQUADRON COMMANDERS** are responsible for:

- The appearance, discipline, efficiency, training, and conduct of all the cadets in their squadron
- Submitting recommendations for promotions/demotions, awards, and squadron position changes to the Deputy Group Commander
- Coordinating the activities of flights in their squadron
- Training and supervising Flight Commanders and Flight Sergeants
- Composing and updating the promotion tests every quarter
- Overseeing the list of promotion requirements
- Administrating the promotion tests up to four times a year

The **DRILL TEAM COMMANDER** is responsible for:

- Recommending cadets to command the competition teams

- Recommending and requesting special uniform items for the teams
- Supervising training of the members of the team
- Keeping attendance and participation records of the members on the team
- Organizing drill team performances for school and community events
- Other duties as assigned by ASI, SASI, or Group Commander

The **AWARENESS PRESENTATION TEAM (APT) COMMANDER** is responsible for:

- Establishing and training a dynamic and professional recruiting team.
- Maintaining a close liaison with the SASI/ASI to ensure that all recruiting assignments are conducted in a timely and professional manner.
- Ensuring dissemination of the advantage and benefits of AFJROTC to feeder schools and the Ramstein High School population.
- Recommending/coordinating efforts to improve cadet retention. - Maintaining an up-to-date recruiting presentation and recruiting materials/supplies.
- Coordinating recruiting trips to feeder school before spring registration.
- Developing, in coordination with PA, a recruiting video.
- Establishing recruiting and retention goals at the beginning of the academic school year.

The **FINANCE OFFICER** is responsible for:

- Assisting the SASI in maintaining cadet funds and recording of deposits and expenditures.
- Assisting the SASI and the Director of Operations in planning cadet functions where cadet funds will be used.
- Maintaining an inventory of the cadet store and providing the SASI with shopping lists for store items.

The **LOGISTICS OFFICER** is responsible for:

- Assisting the ASI in maintaining records of the issue and turn-in of accountable property
- Assisting the ASI in maintaining an inventory of accountable property
- Ensuring that each cadet has a serviceable uniform
- Ensuring the cleanliness and organization of the Logistics Room
- Assisting the ASI with annual Warfighter orders
- Training of all logistics staff
- Inputting all logistical data into the JROTC WINGS program
- Other duties as assigned by the ASI, SASI, or Group Commander

The **PERSONNEL OFFICER** is responsible for:

- Maintaining a log of special order numbers
- Authenticating, publishing, distributing, filing, and duplicating all administrative publications of GR-821<sup>st</sup> when applicable
- Maintaining all manuals, regulation, instructions, and correspondence

- Publishing special orders, such as orders for promotion and new flight commanders and sergeants
- Training of the Personnel staff and training cadets in the WINGS system
- Creating and maintaining records on all cadets, current and previous
- Inputting all personnel record data into hard-copy folders and the WINGS system
- Other duties as assigned by the ASI, SASI, or Group Commander

The **KITTY HAWK COMMANDER** is responsible for:

- Organizing community events
- Establishing tutor programs
- Reviewing cadets GPA to determine new Kitty Hawk candidates
- Organizing criteria for Kitty Hawk nominees
- Organizing ceremonies for Kitty Hawk inductions (usually at Military Ball)
- Continuing to review Kitty Hawk member's GPA all year to determine whether a cadet should remain in the society

The **COMPUTER OPERATIONS OFFICER** is responsible for:

- Make sure all computer related hardware is properly configured and maintained
- Train the SASI, the ASI, and cadets in computer usage
- Maintaining and administrating the staff computer
- Running and maintaining a GR-821<sup>st</sup> website
- Keeping the computer area neat and clean
- Monitoring and setting rules for cadet computer usage

The **INFORMATION MANAGEMENT OFFICER** is responsible for:

- Taking/publishing minutes of the group staff meetings, preparing a staff meeting agenda
- Publishing weekly orders to inform cadets of uniform wear, meetings, events, and other additional news
- Reproducing all forms, documents, or orders at the request of other officers, the ASI, or the SASI
- Training of all Information Management staff
- Making sign-up sheets for all volunteer activities
- Creating after-action reports for all group functions

The **SPECIAL PROJECTS OFFICER** is responsible for:

- Plan and coordinate corps events as appointed by the Group Commander
- Work in conjunction with the Student Council to organize corps events
- Aid in establishing and maintaining a Corps Calendar of events

The **PUBLIC AFFAIRS OFFICER** is responsible for:

- The cadet corps public relations

- Publishing quarterly cadet newsletters which include articles written by cadets
- Providing newsworthy items about cadets and cadet activities to the school, community media, and ROTC headquarters
- Photographic coverage of absolutely every GR-821<sup>st</sup> event:

- Training of Public Affairs staff

The **HISTORIAN** is responsible for:

- Maintaining and organizes a timeline for all group events throughout the year
- Developing continuity books of Corps activities for future reference
- Performing other duties as assigned by the Information Management Officer

The **STUDENT STORE MANAGER** is responsible for:

- Maintaining and stock the student store
- Selecting student store representatives for each flight
- Keeping track of incoming and outgoing funds for the student store

The **FLIGHT COMMANDER** is responsible for:

- Supervising his respective flight
- Training the flight sergeant to be a flight commander
- Attending all squadron meetings
- Enforcing discipline, uniform wear, and good conduct in his respective flight
- Making sure that the flight goes through a proper uniform inspection each uniform day

The **FLIGHT SERGEANT** is responsible for:

- Assisting the flight commander in supervising the flight
- Taking accurate attendance
- Attending all squadron meetings
- Assisting the flight commander in enforcing discipline, uniform wear, and good conduct in his respective flight
- Recording the grades of each cadet's uniform as given by the cadet inspector on each uniform day

The **ELEMENT LEADERS** are responsible for:

- Reporting to the flight sergeant any absent cadets
- Enforcing discipline within his respective flight

## **V. Group Shoulder Cords**

Cadets assigned to various positions of responsibility within the cadet group will wear the appropriate shoulder cord corresponding to their position. Cords will be worn on the left shoulder. Only one cord may be worn at a time on the uniform, excluding the Windbreaker and the BDU uniform. Cadet group positions and corresponding cords are as follows:

**Group Commander:** Silver

**Deputy Group Commander:** Silver

**Operations Commander:** Silver

**Operations Support Squadron Commander:** Silver

**Command Chief:** White

*Squadron Commanders: Blue*  
*APT Commander: Red*  
*Kitty Hawk Commander: Sky blue & yellow*  
*Rest of staff: White*

## **VI. AFJROTC Chain of Commands**

All cadets are required to know the following chain of commands:

### National Chain of Command

Commander in Chief  
Secretary of Defense  
Chairman, Joint Chief of Staff  
Chief Master Sergeant of the Air Force  
Secretary of the Air Force  
Air Force Chief of Staff  
Air Education and Training Command Commander  
Air Force Accessions and Training School Commander

### Local Chain of Command

Principal  
  
Senior Aerospace Science Instructor  
Aerospace Science Instructor  
Group Commander  
Deputy Group Commander  
Operations Commander  
Squadron Commanders  
Flight Commander & Sergeant

## **Chapter Eight**

### ***Staff Procedure and Awards/Programs***

#### **I. Staff Meeting Procedures**

##### *Staff Meeting Procedures*

Staff meetings will be conducted as directed by the Group Commander. All staff members will attend, including the Group Commander, Deputy Group Commander, Operations Commander, Operations Support Squadron Commander, Command Chief, First Sergeant, and all staff officers.

The following procedures will be followed at a staff meeting:

1. The Command Chief will set up the room for the meeting.
2. All staff officers will stand at parade rest behind their respective seats.
3. When the Group Commander walks into the room, the Command Chief will call the room to attention. The Group Commander will seat the staff.
4. The Group Commander will discuss topics of the day as outlined on the staff meeting agenda. The Deputy Group Commander, Operations Commander, and Operations Support Commander will take their turns speaking.
5. The Squadron Commanders will relay progress of their respective squadrons, including progress and problems within the flights.
6. The Group Commander will solicit comments from the other staff members and the SASI and ASI.
7. When everyone has had a chance to speak, the Group Commander will conclude the meeting.
8. The Information Management Officer will immediately type and publish the minutes of the meeting.

##### *Squadron Meeting Procedures*

Squadron Meetings are held by the Squadron Commanders at their and the Group Commander's discretion. All flight commanders and sergeants are required to attend.

The following procedures will be followed at a squadron meeting:

1. The Command Chief will set up the area for the meeting.
2. Flight Commanders and Sergeants will stand at parade rest behind their respective seats.
3. The Command Chief will call the meeting to attention and the Squadron Commanders will seat them.
4. The flight commanders will go over any progress or problems in each of their flights.

5. The Squadron Commanders will go over any information to be given to the flights and state their expectations for each flight.
6. The Squadron Commanders call the group to attention will dismiss them.

## **II. Certificates of Completion and Training**

There are two types of certificates that may be awarded to AFJROTC cadets: the Certificate of Completion and the Certificate of Training. Cadets may be rewarded certificates even if they do not graduate high school since the certificate is based only on AFJROTC performance.

### *Certificate of Completion*

To obtain a Certificate of Completion, you must have passing grades in every credit of the AFJROTC program for at least three full years.

Benefits of the certificate are that you may be excused from one year of the General Military Course (GMC) of the college-level ROTC program, if arranged with the Professor of Aerospace Science (PAS) in the college program. If you immediately enlist into the Armed Forces, you will automatically be promoted to the pay-grade of E-3 (E-2 for Marines) upon completion of Basic Military Training.

### *Certificate of Training*

To obtain a Certificate of Training, you must have passing grades in every credit granting period of the AFJROTC Program for two full years.

The benefits of the certificate are that a cadet may be excused from one academic term (semester or quarter) of the General Military Course (GMC) of the college-level ROTC program. This must be arranged with the Professor of Aerospace Science (PAS) in the college program.

## **III. The Cadet of the Month/Quarter Program**

### *Cadet of the Month*

The cadet of the month program will be held at the SASI's discretion. This program was established to promote individual excellence and recognition of individual accomplishments. All cadets in the group have a fair and equal opportunity of being recognized as cadet of the month.

The cadet of the month will be based on attendance, grades, community service, and individual character. Selection will be made in the last week of each month, except for May when the cadet of the year is announced at Award's Night.

### *Cadet of the Quarter*

The cadet of the quarter program was established to promote individual excellence and recognize individual accomplishment. One cadet from each AS-level will be chosen. They can be nominated by the flight commander or sergeant, the ASI, and the staff officers and any cadets of the month will automatically be nominated. The cadets will be chosen by the SASI.

Criteria to be a cadet of the quarter are good attendance, good grades, community service, responsibility, and individual character. They will be announced at the Commander's Calls for each quarter.

## **Chapter Nine**

### ***Corps Inspection***

*What is a corps inspection?*

A corps inspection is where an appointed man from the AFJROTC Headquarters travels to the corps to inspect their programs, processes, and successes, and to make sure that the corps is meeting all the standards. The inspection will consist of a tour of the AFJROTC Logistics Room, the classroom, and a cadet staff briefing. A pass of this inspection is critical.

*Criteria*

Recently the AFJROTC Headquarters revamped its unit inspection process because they felt it didn't effectively measure the success or failure of its junior units. The new inspection process is designed to accomplish three main goals:

- To reduce the checklist-based, compliance-oriented inspection method
- To ensure we are focused on 'building better citizens for America'
- To eliminate competition between units

The new process allows each unit to develop its own goals, objectives, and priorities that it feels important to their situation and to develop measurements to determine progress in reaching them. This means the cadet corps must ask and answer the following basic questions:

- Why is this ('this' meaning any program in the corps) important to our unit?
- What programs do we need to address our important issues?
- How do we know we are meeting our goals, objectives, and priorities?

The inspector's role in the inspection has purposely been left broad. He has eight assessment areas to address, known as Function Areas. They are:

- Leadership
- Education
- Training
- Recruiting
- Personnel Actions (How cadets are turned into leaders)
- Financial Management
- Unit Support (Interactions with the school and community)
- Special Interest Items (Color Guard, Drill Team, Events, etc.)

*Staff Briefing*

## **Chapter Ten**

### ***Dress and Appearance***

As a cadet in JROTC, you are required to wear an AFJROTC uniform once a week. You are responsible for keeping your uniform neat, clean, and professional and wearing it according to all given regulations.

A neat, clean uniform shows that you are disciplined, professional, and responsible. It is reflective of yourself as a cadet and your accomplishments. A uniform is a poster for all that you have done in JROTC; along with your rank, you may display all ribbons, medals, and badges you have earned. Wear your uniform with pride and make a professional military image.

#### **I. Personal Grooming in Uniform**

##### *Jewelry*

You may wear a wristwatch and up to three rings total. You may wear one bracelet if it is neat and conservative; however, the bracelet must not detract from military image, must not be wider than one-half inch, and must not subject anyone to potential injury. Colored bracelets that support a cause are not allowed.

You may not wear ornaments on your head (such as headbands) or around your neck. Thumb rings are not allowed in uniform.

Female cadets in uniform may wear earrings if the earrings are conservative. You may wear one small, spherical (diamond, gold, black, white pearl, or silver) earring on each earlobe. Both earrings must match and not extend below the earlobe. Male cadets cannot wear earrings while in uniform at all.

Lip rings, tongue rings, eyebrow rings, nose rings, and any other piercing not of the ears cannot be worn while in uniform.

##### *Glasses*

You cannot have any ornaments on the frames or lenses. All glasses must be conservative, although they may have tinted or light-sensitive lenses. Sunglasses are allowed, but not while in a military formation. Neither eyeglasses nor sunglasses can be worn around the neck while in uniform.

##### *Tattoos*

Tattoos or brands anywhere on the body are not allowed if they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination. Tattoos or brands that might

harm good order and discipline or bring discredit upon the Air Force are also barred, whether you are in or out of uniform. If a student has a tattoo that is visible, they are to

# CADET MALE HEADGEAR

## *Piercings*

Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including anything that might be visible through the uniform). Female cadets in uniform, however, are allowed to wear conservative earrings in their earlobes.

## *Hair*

(Females) Your hair should be no longer than the bottom of the collar edge at the back of the neck. Your hairstyle must be conservative and look professional and allow you to wear uniform headgear in the proper manner, so your hair must not be too full or too high on the head. In addition, your hairstyle shouldn't need many grooming aids. If you use pins, combs, barrettes, elastic bands or similar items, they must be plain, similar in color to your hair, and modest in size. Wigs or hairpieces must also conform to these guidelines.

(Males) Keep your hair clean, neat, and trimmed. It must not contain large amounts of grooming aids such as greasy creams, oils, and sprays that remain visible in the hair. When your hair is groomed, it should not touch your ears or eyebrows, and only the closely cut or shaved hair on the back of your neck should touch the collar.

## *Skirts*

The length of your skirt may not vary beyond the top and bottom of the kneecap. Your skirt should fit smoothly, should hang naturally, and must not be excessively tight. You must wear hosiery with the skirt. Choose a sheer nylon in a neutral dark brown, black, off-black, or dark blue shade that complements the uniform and your skin tone.

## *Saluting*

In uniform, cadets will always salute an officer, whether a cadet or active duty. Officers will always salute superior officers, and only when both hands are full do you not salute. Never salute indoors except in select military functions.

## **II. Proper Uniform Wear**

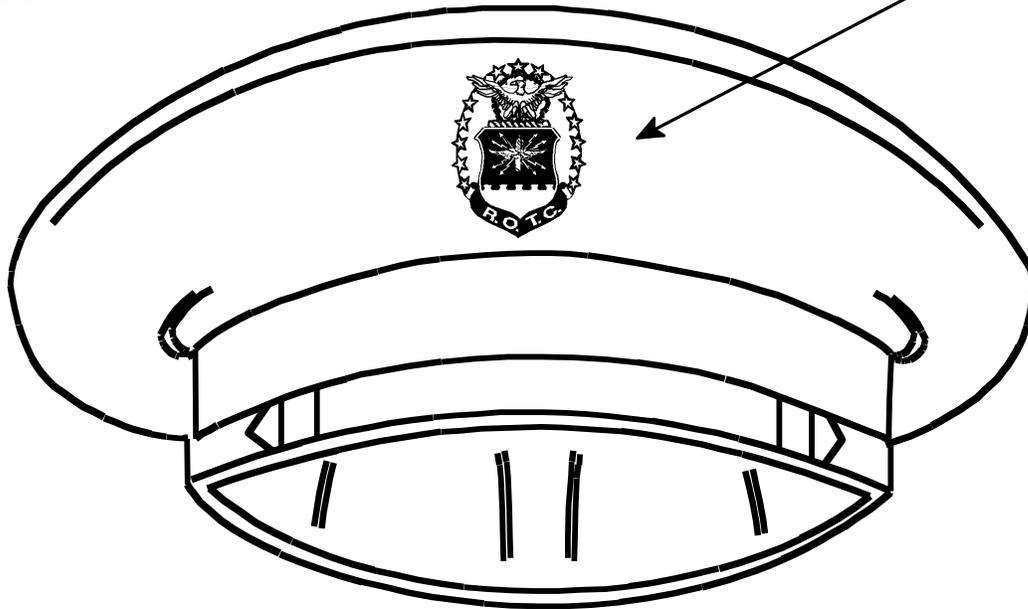
There are two types of uniform wear: service dress and service wear. Service dress includes the jacket and tie; service wear is just the shirt. Some variations and specifications may be made, such as instead of wearing the service jacket, you wear a windbreaker. Whatever uniform wear is announced, you are expected to wear it.

# CADET MALE 1620 SERVICE DRESS

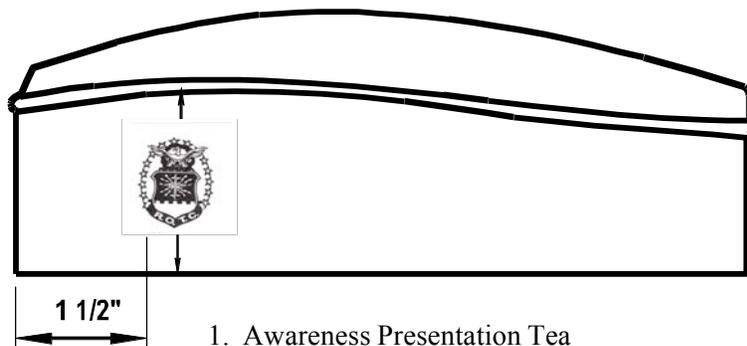
The following pages show uniform. The male uniform first, followed by the female.

## SERVICE CAP

the proper way to wear your is showed **Centered**

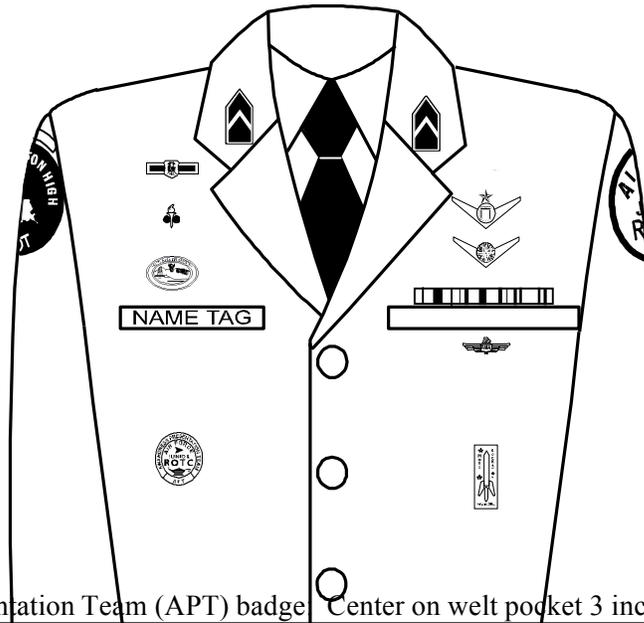


## FLI CAP



1. Awareness Presentation Tea  
 centered top to bottom and  
 1 1/2 inches from front of cap

**Officers wear hat insignia with stars**



1. Awareness Presentation Team (APT) badge: Center on welt pocket 3 inches below the top.

2. Name tag: Center between arm seam and lapel with bottom edge parallel to top of welt pocket

3. Kitty Hawk Badge: see note 15.

4. Unit patch: Placed  $\frac{1}{2}$  to 1 inch below shoulder seam and centered.

5. Shoulder tabs: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.

6. Aerospace Education Foundation (AEF) Badge: see note 15.

7. Distinguished Cadet Badge: see note 15.

8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground. (Airmen Basics will no longer wear the lapel insignia (eagles non-chrome) on the lapels.)

9. AFJROTC Patch: Placed  $\frac{1}{2}$  to 1 inch below shoulder seam, and centered.

10. Flight Solo or Flight Certificate Badge: see note 15.

11. Ground School Badge: see note 15.

12. Ribbons: Center, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some.

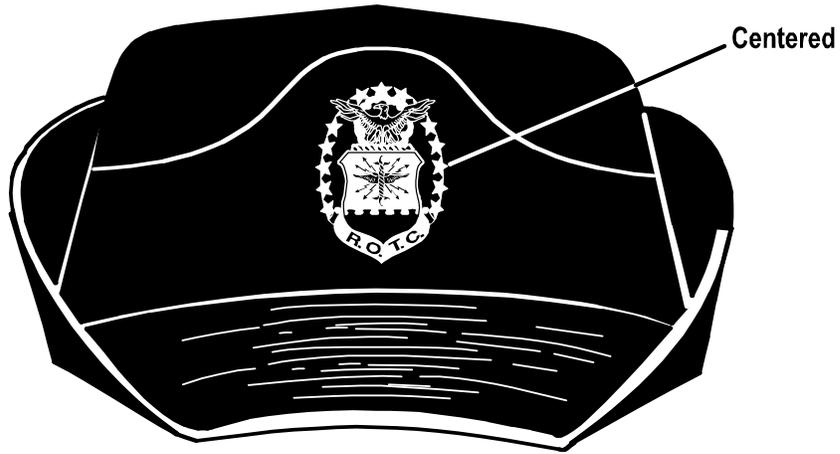
## CADET MALE BLUE SHIRT



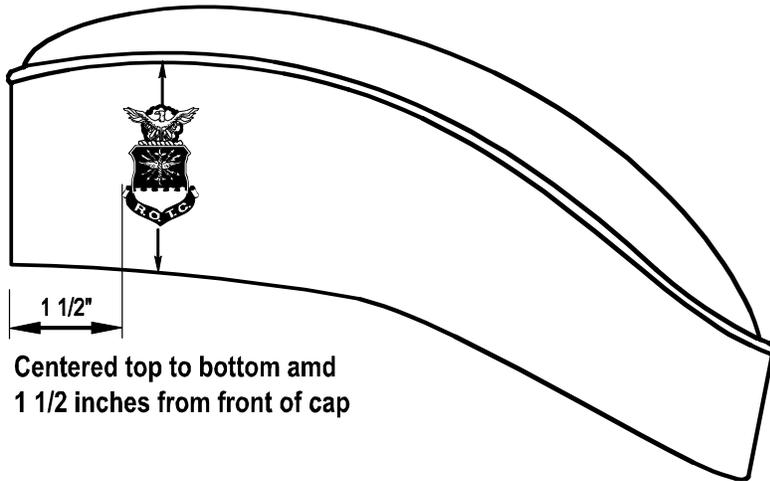
1. Unit Patch Worn on the right arm at the top, and centered
2. Tape is centered and grounded on the top of the pocket
3. Grade insignia (officer or enlisted) is worn on both left and right collars, centered on collar and parallel with bottom of collar. **Airman Basic have no collar insignia**

# CADET FEMALE HEADGEAR

## SERVICE CAP



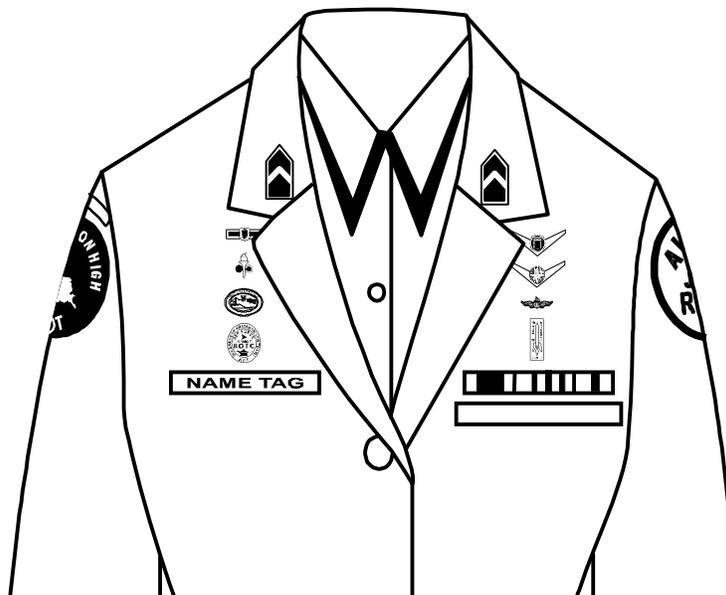
## FLIGHT CAP



Centered top to bottom and  
1 1/2 inches from front of cap

Officers wear hat insignia with stars  
Insignia without stars is worn by enlisted

# CADET FEMALE 1620 SERVICE DRESS



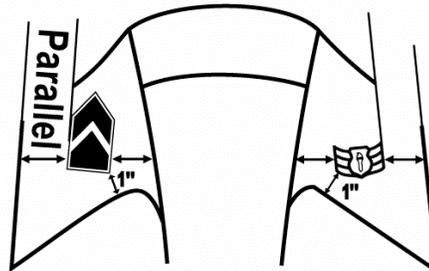
1. Unit patch worn on right pocket and centered.
2. Tapes grounded and centered on pockets.
3. Grade insignia (officer or enlisted) is worn on both left and right collars, centered on collar and parallel with bottom of collar. **Airman Basic have no collar insignia.**
4. AFJROTC patch worn on left pocket and centered.

## CADET FEMALE BLUE SHIRT



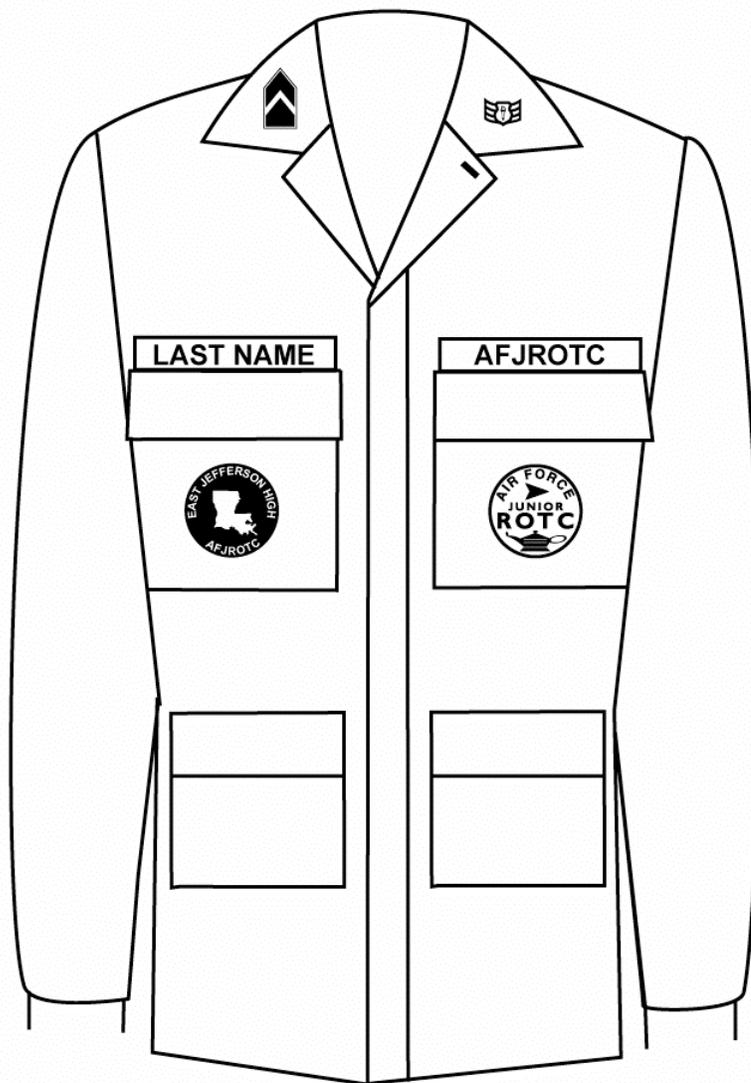
1. Unit patch worn on right pocket and centered.
2. Tapes grounded and centered on pockets.
3. Grade insignia (officer or enlisted) is worn on both left and right collars, centered on collar and parallel with bottom of collar. **Airman Basic have no collar insignia.**
4. AFJROTC patch worn on left pocket and centered.

## CADET LIGHTWEIGHT BLUE JACKET



1. Unit patch worn on right pocket and centered.
2. Tapes grounded and centered on pockets.
3. Grade insignia (officer or enlisted) is worn on both left and right collars, centered on collar and parallel with bottom of collar. **Airman Basic have no collar insignia.**
4. AFJROTC patch worn on left pocket and centered.

## CADET BATTLE DRESS UNIFORM (BDU) Male and Female



1. Unit patch worn on right pocket and centered.
2. Tapes grounded and centered on pockets.
3. Grade insignia (officer or enlisted) is worn on both left and right collars, centered on collar and parallel with bottom of collar. **Airman Basic have no collar insignia.**
4. AFJROTC patch worn on left pocket and centered.

## Chapter Eleven *Cadet Ribbons and Badges*

### **I. Cadet Ribbons**

Ribbons will be worn on the ribbon rack in a specific order. The highest ribbon on the chart below will be worn on the topmost left part of your ribbon rack. The lowest ribbon will be worn in the lowermost right part of your ribbon rack. The ribbons in between will also follow the correct sequence

### **II. Cadet Ribbon Descriptions and Qualifications**

**GOLD VALOR AWARD:** Awards consist of a medal, ribbon, and certificate. The Gold Valor Award recognizes the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty.

**SILVER VALOR AWARD:** Awards consist of a medal, ribbon, and certificate. The Silver Valor Award is awarded to a cadet for a voluntary act of heroism, which does not meet the risk-of-life requirements of the Gold Valor Award.

**CADET HUMANITARIAN AWARD:** Award consists of a ribbon and certificate and recognizes humanitarian effort or performance by cadets involving actions above and beyond the call of duty. This award is not to be used to recognize community service.

#### **AIR FORCE ASSOCIATION (AFA) AWARD:**

This AFA-sponsored award consists of a medal and ribbon and is presented annually at each unit to the outstanding second- year (in a 3-year program) or third-year cadet (in a 4-year program).

#### **THE AWARD RECIPIENT MUST POSSESS/MEET THE FOLLOWING PERSONAL CHARACTERISTICS AND ELGIBILITY CRITERIA:**

1. Positive attitude (toward AFJROTC and school)
2. Outstanding personal appearance (uniform and grooming)
3. Display personal attributes such as initiative, judgment, and self-confidence
4. Courteous demeanor (promptness, obedience, and respect for customs)
5. Growth potential (capacity for responsibility, high productivity, adaptability to change)
6. Possession of the highest personal and ethical standards and strong positive convictions
7. Rank in the top 5% in
8. Rank in the top 10% of their academic AS class
9. Be recommended by the SASI for the Outstanding Cadet Ribbon

**DAEDALIAN AWARD:** The Order of Daedalians is a fraternity of commissioned pilots from all military services. It is named after the legendary figure, Daedalus, and was organized by WW I military pilots who sought to perpetuate the spirit of patriotism, love of country, and the high ideals of self sacrifice which place service to the nation

above personal safety and position. This award is offered to encourage the development of these traits in cadets and to interest them in a military career. The medal is fashioned after an ancient Grecian plaque discovered by a Daedalian in the village of Lavadia, Greece and depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers. The award also includes a ribbon.

**THIS ANNUAL AWARD RECOGNIZES ONE OUTSTANDING THIRD-YEAR CADET AT EACH UNIT THAT MEETS THE FOLLOWING CRITERIA:**

1. Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation.
2. Indicate the potential and desire to pursue a military career.
3. Rank in the top 10% of their AS class.
4. Rank in the top 20% of their school class.

**AMERICAN LEGION SCHOLASTIC AWARD:** This award consists of a bronze medal accompanied by a ribbon with a distinctive miniature attachment depicting a scholastic scroll.

1. Rank in the top 10% of the high school class.
2. Rank in the top 25% of their AS class.
3. Demonstrate leadership qualities.
4. Actively participate in student activities.

**AMERICAN LEGION GENERAL MILITARY EXCELLENCE AWARD:** This

award consists of a bronze medal accompanied by a ribbon with a distinctive miniature attachment depicting a torch.

1. Rank in the top 25% of their AFJROTC class.
2. Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.

**DAUGHTERS OF THE AMERICAN REVOLUTION (DAR) AWARD:**

This award consists of a bronze medal and ribbon and is presented annually to one third-year (in a 3- year program) or fourth-year cadet (in a 4-year program) that meets the following criteria:

1. Rank in the top 25% of their AS class.
2. Rank in the top 25% of their high school class.
3. Demonstrate qualities of dependability and good character.
4. Demonstrate adherence to military discipline.
5. Possess leadership ability and a fundamental and patriotic understanding of the importance of JROTC training.

**AMERICAN VETERANS (AMVETS) AWARD:** This award consists of a medal pendant and ribbon and is presented annually to one qualified cadet that possess individual characteristics contributing to leadership such as:

1. A positive attitude toward Air Force JROTC programs and service in the Air Force
2. Personal appearance (wearing of the uniform, posture, and grooming, but not physical characteristics per se)
3. Personal attributes (initiative, dependability, judgment, and self-confidence)
4. Officer potential (capacity for responsibility, adaptability, and maintenance of high personal standards)
5. Obtained a grade of “A” (or the numerical equivalent) in their AS class
6. Be in good scholastic standing in all classes at the time of selection and at the time of presentation

**RESERVE OFFICERS ASSOCIATION AWARD:** This award consists of a bronze medal, ribbon, and certificate. This award is presented annually for military and academic

achievement to an outstanding third-year cadet (fourth-year cadet in a 4-year program).

The recipient must possess individual characteristics contributing to leadership such as:

1. Positive attitude toward the AS curriculum.
2. Outstanding personal appearance (wear of the uniform, posture, and grooming).
3. Attributes of initiative, judgment, and self-confidence.
4. Courtesy (promptness, obedience, and respect).
5. Growth potential (capacity for responsibility, high productivity, adaptability to change)
6. Demonstrate the highest personal and ethical standard and strong positive convictions.
7. Rank in the top 10% of their AS class.

**MILITARY ORDER OF WORLD WARS AWARD:** This award consists of a bronze medal pendant, certificate, and ribbon and is presented annually to an outstanding cadet who has committed to continue the aerospace science program the following school year. Selection is based on outstanding accomplishments or service to the AFJROTC unit.

**MILITARY OFFICERS ASSOCIATION OF AMERICA (MOAA) AWARD:** This

award, formerly known as The Retired Officers Association Award, consists of a medal pendant with ribbon and is presented annually to an outstanding second-year cadet (third-year cadet in a 4-year program) who shows exceptional potential for military leadership. Each cadet must:

1. Be a member of the junior class.
2. Be in good academic standing.
3. Be of high moral character.
4. Show a high order of loyalty to the unit, school, and country.
5. Show exceptional potential for military leadership.

**VETERANS OF FOREIGN WARS (VFW) AWARD:** This award consists of a medal pendant with ribbon and is presented annually to an outstanding second- or third-year cadet in a 3-year program (third- or fourth-year cadet in a 4-year program) who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership. Each cadet must:

1. Have a positive attitude toward AFJROTC.
2. Have outstanding military bearing and conduct.
3. Possess strong positive personal attributes (such as courtesy, dependability, punctuality, respect, and cooperation)
4. Demonstrate patriotism (being a member of the color guard or drill team) and actively promote Americanism.
5. Demonstrate leadership potential.
6. Attain a grade of “B” in AFJROTC with an overall average grade of “C” in all subjects for the previous semester.
7. Be active in student activities.
8. Not a previous recipient of this award.

**NATIONAL SOJOURNERS AWARD:**

This award consists of a ribbon, medal pendant, and certificate, annually recognizing an outstanding first- or second-year cadet (second- or third-year cadet in a 4-year program) who contributed the most to encourage and demonstrate Americanism within the corps of cadets and on campus. Each cadet must:

1. Be in the top 25% of their academic class.
2. Encourage and demonstrate ideals of Americanism.
3. Demonstrate potential for outstanding leadership.
4. Not have previously received the award.

**SONS OF THE AMERICAN REVOLUTION (SAR) AWARD:**

This award consists of a

bronze medal with ribbon and recognizes an outstanding second-year cadet in a 3-year program or third-year cadet in a 4-year program who is enrolled in the AFJROTC program. The recipient must exhibit a high degree of leadership, military bearing, and all-around excellence in AS studies and not have previously received the award. Each cadet must:

1. Be currently enrolled in the AFJROTC program.
2. Be in the top 10% of their AFJROTC class.
3. Be in the top 25% of their overall class.

**SCOTTISH RITE, SOUTHERN JURISDICTION AWARD:**

This award consists of a medal, ribbon, and certificate and annually recognizes an outstanding second-year cadet in a

3-year program or third-year cadet in a 4-year program. Each cadet must:

1. Contribute the most to encourage Americanism by participation in extracurricular activities or community projects.
2. Demonstrate academic excellence by being in the top 25% of class.
3. Demonstrate the qualities of dependability, good character, self-discipline, good citizenship and patriotism.
4. Not have been a previous recipient of this award.

**MILITARY ORDER OF THE PURPLE HEART AWARD:** This award consists of a medal pendant with a ribbon and annually recognizes an outstanding second- or third-year cadet (third- or fourth-year cadet in a 4-year program) who is enrolled in the AFJROTC program and demonstrates leadership ability. Each cadet must:

1. Have a positive attitude toward AFJROTC and country.
2. Hold a leadership position in the cadet corps.
3. Be active in school and community affairs.
4. Attain a grade of “B” or better in all subjects for the previous semester.
5. Not have been a previous recipient of this award.

**AIR FORCE SERGEANTS ASSOCIATION (AFSA) AWARD:** This annual award consists of a medal pendant with a ribbon and recognizes an outstanding second- or third year cadet in a three-year program (third- or fourth-year cadet in a 4-year program). The recipient must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Each cadet must:

1. Be in the top 25% of the AFJROTC class.
2. Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.
3. Not have been a previous recipient of this award.
4. Participate in at least 50% of all unit service program.

**SONS OF UNION VETERANS OF THE CIVIL WAR:** This award consists of a medal pendant with a ribbon. It recognizes one deserving cadet annually (may be first, second, third, or fourth year cadet). The recipient must display a high degree of patriotism and have demonstrated a high degree of academic excellence and leadership ability.

**TUSKEGEE AIRMEN INCORPORATED (TAI) AIR FORCE JROTC CADET AWARD:** This TAI sponsored award consists of a ribbon and a certificate and is presented annually to two cadets. Cadets may be first-year, second-year, or third-year cadets (in a 3- or

4-year program) and must meet the following criteria:

1. Attain a grade of “B” or better in their AS class.
2. Be in good academic standing.

3. Actively participate in cadet corps activities.
4. Participate in at least 50% of all unit service programs.

**OUTSTANDING CADET RIBBON:** Awarded annually to the outstanding first-year, second-year, third-year, and fourth-year cadet. The recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence.

**LEADERSHIP RIBBON:** Awarded for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. Cadets should have consistently displayed outstanding leadership ability above and beyond expected performance.

**ACHIEVEMENT RIBBON:** Awarded for a significant achievement as deemed appropriate by the SASI. Individuals may not receive more than one ribbon during a 1-year period.

**SUPERIOR PERFORMANCE RIBBON:** Awarded annually for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. This ribbon will be presented for a single or sustained performance of a superior nature. For example, a cadet who planned the Military Ball and made it successful may be awarded this ribbon, for a single achievement. An example of sustained performance, would be a cadet who has shown outstanding achievement in numerous events.

**DISTINGUISHED UNIT AWARD (DUA):** Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the DUA. Units have to set and accomplish goals for the year to attain this award. AFJROTC Operations Support will post specific criteria for this award annually in the Cyber Campus HQ Library Distinguished Unit Award folder.

**OUTSTANDING UNIT AWARD (OUA):** Known as the Distinguished Unit Award in 2002-2003. Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OUA. AFJROTC Operations Support will post criteria for this award annually on Cyber Campus II.

**ACADEMIC RIBBON:** Awarded for academic excellence as signified by attaining an overall grade point average of at least “B” for one academic term, in addition to an “A” average in AFJROTC.

**OUTSTANDING FLIGHT RIBBON:** Awarded each academic term to members of the outstanding flight under criteria determined by the SASI.

**AEROSPACE TECHNOLOGY HONORS CAMP RIBBON:** Awarded for attendance at Honors Camp. This award consists of a Leadership School Ribbon with an “H” device and will be provided by HQ AFJROTC at the Honors Camp site.

**TOP PERFORMER AWARD:** The Cadet Top Performer Award is a Headquarters,

AFJROTC award presented to maximum of 2% of the current unit cadet corps population (unduplicated headcount). All currently enrolled cadets may be considered. Specific consideration should be given to cadets not previously recognized for superior performance.

**LEADERSHIP SCHOOL RIBBON:** Awarded for completion of an approved leadership school program of at least 5 days duration. Add an “H” Device for completion of an Air Force Honors Camp (provided by HQ AFJROTC at camp site). Add a silver star for outstanding performance or leadership ability at a Leadership School. Limit the star to 10 percent of the class. This ribbon may only be earned once.

**DRILL COMPETITION RIBBON:** Awarded to drill team members for “placing” in an Air Force or Joint Service drill meet.

**ORIENTEERING COMPETITION RIBBON:** Awarded to team members for “placing” in an orienteering meet.

**COCURRICULAR ACTIVITIES LEADERSHIP RIBBON:** Awarded for leadership in AFJROTC co curricular activities (such as dining-in chairperson, military ball chairperson, etc.). The recipient must have demonstrated exceptional leadership in achieving objectives through the coordinated efforts of others. This award may be earned a maximum of four times. An oak leaf cluster should be added to this ribbon for each additional award.

**DRILL TEAM RIBBON:** Awarded for distinguished participation in at least 75 percent of all drill team events per academic year, or 10 drill team events in an academic year, whichever is lower. An oak leaf cluster should be added to this ribbon for each year of active membership beginning with the second year.

**COLOR GUARD RIBBON:** Awarded for distinguished participation in at least 75 percent of all color guard events per academic year, or 10 color guard events in an academic year, whichever is lower. An oak leaf cluster should be added to this ribbon for each year of active membership beginning with the second year.

**SABER TEAM RIBBON:** Awarded for distinguished participation in at least 75 percent of all saber team events per academic year, or 10 saber team events in an academic year, whichever is lower. An oak leaf cluster should be added to this ribbon for each year of active membership beginning with the second year.

**SERVICE RIBBON:** Awarded for distinctive performance in school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization. Participation in Drill Teams, Saber Team or Color Guard does not qualify for the service ribbon.

**LONGEVITY RIBBON:** Awarded for completion of each AS year.

**PHYSICAL FITNESS RIBBON:** Awarded for sustained participation in a locally developed physical fitness program. The SASI awards this ribbon based on locally developed criteria.

**RECRUITING RIBBON:** Awarded for outstanding effort in support of unit recruiting activities. The SASI awards this ribbon based on locally developed criteria.

**ACTIVITIES RIBBON:** Awarded for participation in co curricular activities other than Drill, Color Guard, and Saber teams. These include, but are not limited to orienteering teams, model rocketry clubs, AFJROTC academic teams, and AFJROTC sports teams. An oak leaf cluster should be added to this ribbon for each year of membership beginning with the second year. The SASI awards this ribbon using locally developed criteria.

**ATTENDANCE RIBBON:** Awarded to cadets with no more than 4 excused absences and no unexcused absences in an academic term.

**GOOD CONDUCT RIBBON:** Awarded to cadets with no suspensions of any kind, no adverse reports from other staff or faculty in an academic term.

**DRESS AND APPEARANCE RIBBON:** Awarded for wearing uniform on all designated uniform days and conforming to all AFJROTC dress and appearance standards.

**CAP AWARDS:** Only five CAP ribbons (General Carl Spaatz Award, Amelia Earhart Award, General Billy Mitchell Award, General J. F. Curry Achievement Award, and General Ira C. Eaker Award) may be worn on the AFJROTC uniform. Units should contact the nearest CAP unit to obtain awards, invite presenters, or obtain any guidance on criteria or presentation.

**CIVIL AIR PATROL (CAP) AWARD:**

1. General Carl Spaatz Award
2. General Ira C. Eaker Award
3. Amelia Earhart Award
4. General Billy Mitchell Award
5. General J. F. Curry Achievement Award

### III. Badges and Insignia

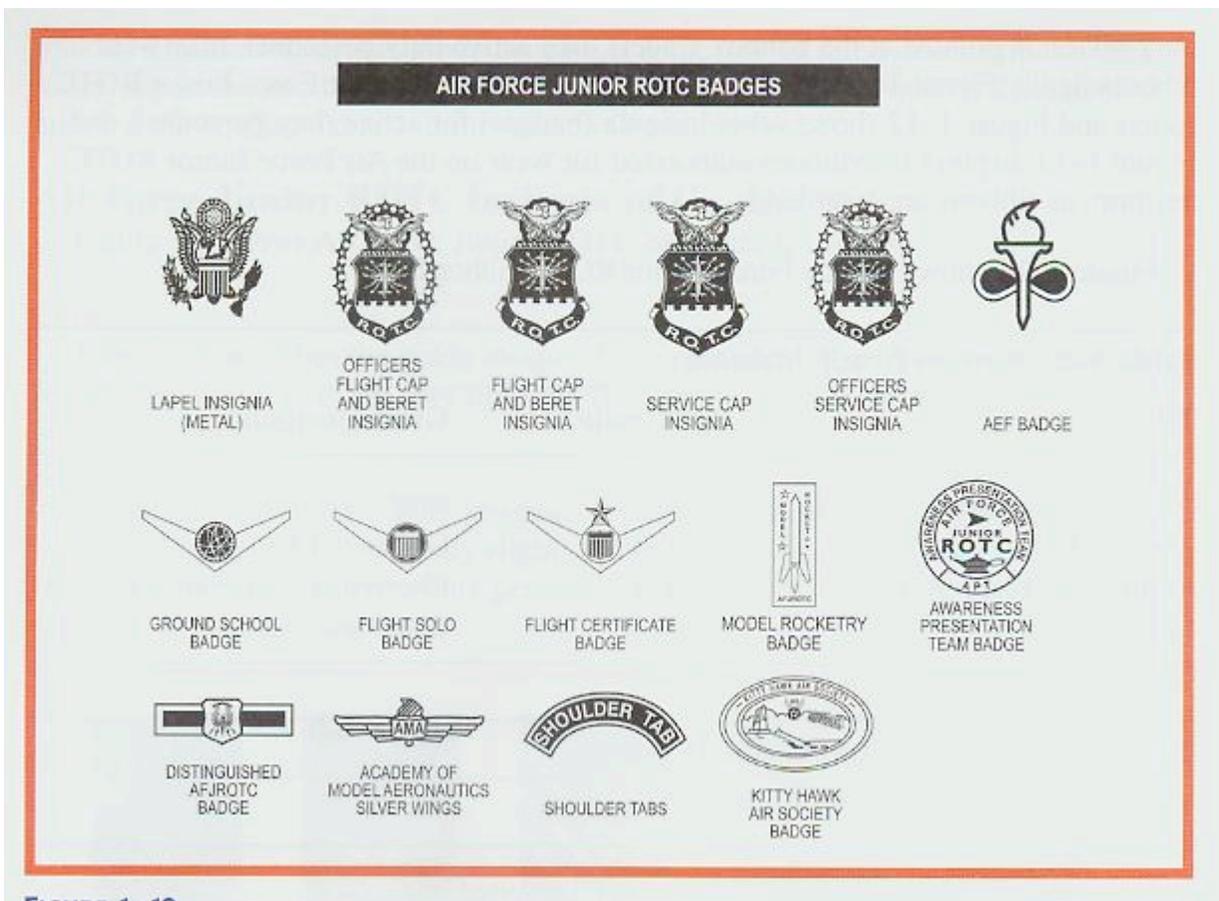


FIGURE 1-10

Badges represent different clubs or achievements. For example, you wear a badge to show your involvement in APT or Kitty Hawk. You may also wear shoulder tabs to show that you participate and succeed in things like Saber Team or Color Guard. Other badges may show that you have accomplished something, like successfully completing the Model Rocketry course.

Insignia is worn on your uniform cap and differs depending on whether you are an officer or are enlisted.

Insignia is worn on your uniform cap while badges are worn on the service jacket, the placement depending on whether you are a male or female.

## **Chapter Twelve**

### ***Drill Review***

#### **I. Drill Terms**

The following list contains the most frequently used drill terms and their definitions in alphabetical order. All cadets need to know and be able to explain these terms:

**Base Element** – the element on which a movement is planned, regulated, or aligned. Element farthest to the right when in column formation or at the rear of the formation when in line formation.

**Cadence** – the uniform step and rhythm in marching – the number of steps marched per minute.

**Cover** – the alignment of one element member directly behind the element member in front of them while maintaining proper distance.

**Distance** – the prescribed space from the front of one element member to the rear of the element member directly in front of them. The distance between individuals in formation is 40 inches as measured from their chests to the backs of the persons directly in front of them.

**Double time** – rate of marching 180 steps (30 inches in length) per minute.

**Dress** – alignment of flight members to the individuals on their immediate right or left.

**Element** – the basic formation; the smallest drill unit comprised of at least 3 cadets, one of whom is designated the element leader.

**File** – a single column of persons placed one behind the other.

**Flank** – the extreme right or left (troops' right or left) side of a formation in line or in column.

Flight – at least two, but not more than four elements.

Formation – an arrangement of the units in any prescribed manner.

In Column – the arrangement of elements side by side with element leaders at the head of the formation.

Inverted Column – the arrangement of elements side by side with element leaders to the rear of the formation.

In Line – the arrangement of elements one behind the other with the element leaders to the extreme right flank.

Inverted Line – the arrangement of elements one behind the other with the element leaders to the extreme left flank.

Mark Time – marching in place at the rate of 100 to 120 steps per minute.

Pace – step of 24 inches. This is the length of a full step in quick time.

Quick Time – the rate of marching at 100 to 120 steps (24 inches in length) per minute.

Half-Step – this is a pace of 12 inches.

Preparatory Command – the drill command which prepares you for the movement to be executed.

Command of Execution – the drill command which tells you when to execute the drill movement.

Squadron – formation consisting of two to four flights.

## **II. Marching**

Marching is an important part of JROTC. There are set regulations for marching and special marching sequences that all cadets will study and learn.

### *Marching Regulations*

While at parade rest, cadets should be looking straight forward with their hands behind their back and their feet shoulder width apart. The right hand should be overtop the left with thumbs crossing.

While at attention, all cadets will stand straight and tall with their hands cupped, thumbs down, and heels touching with their feet spread 45-degrees apart. A good rule to remember for the proper hand position is to imagine you are holding a roll of quarters and

to put your thumbs by the seam of your pants. Eyes should be looking straight ahead at whatever is in front of them.

While in a formation, all element leaders should be aligned with the first element leader and all should align with the person to the right of them. Always fall in at attention as quickly as possible.

While executing a right-, left-, or about face, cadets will move their entire body together. The torso, head, or legs should not move before one another, rather as one single unit. Arms should not swing and proper bearing should be kept.

While marching, cadets will maintain bearing at all times. Eyes should look forward, not down, sideways, or up. The hands need to be kept cupped as they are at attention. Arms should be kept straight and swing six inches to the front and three inches to the rear, except when you are executing a flank or to the rear when your arms should be pinned to your sides. Feet should hit the ground heel first. Cadets should maintain the appropriate 120 pace. They should march at a beat of 120 steps per minute and take 24-inch steps. It is very important to keep in step with everybody you are marching with!

#### General Rules:

- Always keep your bearing! Look straight ahead, do not talk unless spoken to by a superior, do not smile or laugh, and do not fidget.
- When given the command 'forward, march,' always step off with your left foot.
- Always respond to a superior with 'sir' or 'ma'am' at the beginning and end of your sentence.

#### *Drill Command Sequences*

In the JROTC classroom, an important drill concept we learn is the 30 Commands. The 30 Commands is a sequence of commands that all cadets learn and eventually march a fligh as the commander. They are as follows:

- |                        |                         |                         |
|------------------------|-------------------------|-------------------------|
| 1. Flight, Fall In     | 13. Left Flank, March   | 22. Column Right, March |
| 2. Open Ranks, March   | 14. Column Right, March | 23. Forward, March      |
| 3. Ready, Front,       | 15. Forward, March      | 24. Change Step, March  |
| 4. Close Ranks, March  | 16. To the Rear, March  | 25. Column Right, March |
| 5. Present, Arms       | 17. To the Rear, March  | 26. Forward, March      |
| 6. Order, Arms         | 18. Column Right, March | 27. Flight, Halt        |
| 7. Parade, Rest        | 19. Forward, March      | 28. Left, Face          |
| 8. Flight, Attention   | 20. Eyes, Right         | 29. Right Step, March   |
| 9. Left, Face          | 21. Ready, Front        | 30. Flight, Halt        |
| 10. About, Face        |                         |                         |
| 11. Forward, March     |                         |                         |
| 12. Right Flank, March |                         |                         |

Another drill sequence we use less often at GR-821<sup>st</sup> is the 44 Commands. It is generally not used in the classroom but is an important routine in the drill team. The commands are as follows:

1. Present, Arms
2. Order, Arms
3. Dress Right, Dress
4. Ready, Front
5. About, Face
6. About, Face
7. Parade, Rest
8. Team, Attention
9. Right, Face
10. Forward, March
11. To the Rear, March
12. Left Flank, March
14. To the Rear, March
15. Change Step, March
16. To the Rear, March
17. Left Flank, March
18. Team, Halt
19. Count, Off
20. Close, March
21. Extend, March
22. About, Face
23. Forward, March
24. Mark Time, March
25. Forward, March
26. To the Rear, March
27. Half Step, March
28. Forward, March
29. Right Flank, March
30. Right Flank, March
31. To the Rear, March
32. Team, Halt
33. Left, Face
34. Left Step, March
35. Team, Halt
36. Right Step, March
37. Team, Halt
38. Right, Face
39. Forward, March
40. Column Left, March
41. Forward, March
42. Column Left, March
43. Forward, March
44. Eyes, Right

## **Chapter Thirteen**

### ***E2C – Wellness Program***

#### **I. General**

The E2C Wellness Program is an integral part of the JROTC program that represents 20% of the overall JROTC grade. It is designed to provide all cadets with a way to make significant improvement in their health and to promote a more healthy and active lifestyle. The program allows cadets to develop an individual training program based on national standards by gender and age. It identifies areas of improvement and incorporates a physical training program to reach individual goals during the school year (36 weeks). It is composed of exercises that work all muscle groups, do not require any special equipment, and are not dependent on weather excluding the 1-Mile run.

#### **II. Wellness Exercises**

The Wellness Program is comprised of 20 exercises as follows: (1)

V-Sit Reach

(2) Bent-Knee Push-ups

(3) Feet Elevated Push-ups

(4) Regular Push-Ups (5)

JROTC Push-ups (6)

Plank

(7) Left Arm Planks (8)

Right Arm Planks (9) Sit-

Ups

(10) Extended Sit Ups

(11) Flutter Kicks

(12) Lunges

(13) Arm Extended Lunges (14)

Reverse Extended Lunges (15)

Mountain Climbers

(16) JROTC Squats (17)

Body Builders (18)

Squat Leaps

(19) Side Lateral Jumps

(20) 1-Mile run

#### **III. Wellness Training Program**

The Wellness Training Program will be managed and directed by the Wellness Training Officer and conducted by the Wellness Training Leader in each class.

Wellness Training will normally be conducted on Fridays but may be changed at the instructor's discretion. On this day, cadets will receive two grades; one for Wellness Training uniform wear (JROTC T-shirt, shorts or sweats, and tennis shoes), and the other for participation and progress in the wellness training exercises. Cadets who do not wear the appropriate clothing or refuse to participate will receive a grade of zero. Only cadets with a medical excuse will be exempt from participation but may be required to help with other duties as designated by the instructor.

At the beginning of the school year, all cadets will have returned a completed Wellness training program parental consent form and will be administered a diagnostic test/initial assessment performing all 20 exercises. This will be done over several days depending on class schedule. Results will be recorded in the E2C Wellness cadet record, and scores assigned according to the JROTC standards.

On designated wellness training days, the Wellness Training Officer will select six or more exercises to be performed and insure class Wellness Training leaders are properly trained and informed. Class Wellness Training leaders will direct all training activities at the instructor's discretion. On these days, the Wellness Training leader will do the following:

- Ensure all cadets are properly dressed and hydrated before exercising
- Conduct warm-up exercises for at least 10 minutes prior to the beginning of the designated standard exercises
- Direct the six designated exercises ensuring students perform and complete required repetitions
- Direct cool-down/stretching exercises
- Ensure results are recorded in the students individual E2C cadet record

#### **IV. Wellness Program Recognition**

All cadets that participate in the wellness PT program will get the Extreme Excellence Challenge ribbon. There are other Air Force JROTC Awards including the E2C Leadership award for cadets who score 80 or higher and the E2C Most Improved Award as determined by the SASI.

## Chapter Fourteen

### *Extracurricular Activities and Events*

As a cadet in JROTC, you have access to many teams and events that are fun, challenging, and rewarding.

#### **I. Teams**

##### *Awareness Presentation Team:*

The APT is designed to provide positive role models for the community. It exists to promote JROTC and cover topics such as drug-abuse, peer pressure, conflict resolution, sexual issues, violence, and alcohol awareness to other students. The team is composed of 10-15 cadets who must have a 3.0 GPA, are in good standing with their teachers, and are good speakers. The members also must be willing to give presentations in front of any group of people.

##### *Kitty Hawk Air Society:*

The KHAS is the official AFJROTC Honor Society. It is a high school level organization that promotes academic excellence, encourages service to the school and the community, and enhances self-confidence. Cadets who participate in KHAS learn to take initiative and develop their leadership abilities. The cadets are chosen by the instructor and must have met the requirements of attaining a 3.5 GPA and are willing to put forth the time and effort to support the team. New inductions for a school year are held during the year's Military Ball.

##### *Drill Team*

The Drill Team is a group of cadets who voluntarily meet after school to learn and practice drill movements and use weapons in a safe manner. They meet two to three times a week generally from September to February, when they will attend an annual Drill Competition to compete against several other Navy and Air Force JROTC units. Drill Team teaches cadets unity, discipline, and how to both be a leader and a follower. The team consists of three Exhibition Teams (Saber, Rifle, and Unarmed Exhibition), and two Regulation Teams (Color Guard [male and female] and Regulation Team). All cadets will also be on the Inspection Team (strict uniform inspection in competition. Requirements for Drill Team are that you must have C's and above to practice and compete, that you must be a good cadet and have good character, that you are willing to give time to learn drill properly, that you can participate in a team, that you have a good attitude, and that you have a decent drill capability.

## **II. Events**

### *Cadet Orientation*

The Cadet Orientation is a three-day event before the beginning of each school year to give students an introduction to JROTC. The Orientation lasts for three hours and gives an introduction to JROTC's drill, leadership, and aerospace programs. This event is optional for anyone going into JROTC; however, those who do join receive a temporary rank of C/ Airman when they start off their JROTC career.

### *Combat Dining-In*

The Combat Dining-In is an event to build camaraderie, teamwork, and competition between flights. The Combat Dining-In is called so for the basic reason of sports (hence Combat), and is for the corps only. Three events are set up, usually chosen by the Top 4 cadets, and flights compete with each other for spirit and athletic ability. After the sports are finished, the cadets sit down for a meal of MRE's (Meals Ready to Eat). At the end of the Combat Dining-In, the winning flight is announced.

### *Pumpkin Patrol*

The Pumpkin Patrol happens every year on Halloween to prevent vandalism from occurring. The Pumpkin Patrol is given an area to look over and reports any suspicious activity. Cadets usually work in pairs and always have a fun time.

### *Formal Dining-In*

The Formal Dining-In is an evening of memories. AS-1's will eat at attention; two jesters will walk around trying to break bearing and pulling hijinks as well as perform various skits throughout the night. The night is filled with entertainment, laughter, food, and quarrels over the Grog Bowl. The Grog Bowl is one to three bowls of beverages that are filled with random (but edible) liquids and solids. The evening concludes with a guest speaker and dessert.

### *Bowl-a-thon*

The Bowl-a-thon is an all-nightlong lockdown marathon of bowling, food, and drinks with your fellow friends and cadets.

### *Kris Kringle Markt*

The Kris Kringle Markt is a weeklong event controlled by the Student Council where various clubs and teams sell food and drinks. GR-821<sup>st</sup> uses it as fundraising for our various events of the year.

### *Military Ball*

The Military Ball is a night full of dancing, snacks, music, and fun! It is one of the most anticipated events of the year, as the boys show up in uniform and the girls in beautiful dresses. It is filled with music, dancing and royalty for all grades are announced!

### *Awards Night*

The Awards Night is a night to recognize the cadets who have made outstanding achievements throughout the year in front of their parents and peers. Given to those cadets who have shown initiative, leadership, discipline, and scholarship, the awards night is a night filled with pride and honor for all cadets selected for an award.

### *Color Guards:*

Throughout the year, there are many events that require a Color Guard. All cadets interested will have the chance to be trained in three different types of Color Guard, and many of them will have a chance to perform some time throughout the year.

### *Hat and Coat Checks:*

Hat and Coat Checks are when a group of cadets checks the hats and coats of all guests at an Air Force event, such as the Air Force Ball. The cadets number, store, and then retrieve the hats and coats for the guests.

### *Poppy Drives:*

Sponsored by the Veterans of Foreign Wars, the Poppy Drives are a day to remember the POW's and MIA's in previous wars. The Poppy Drives last all day, handing out red Poppy Flowers to commemorate them.

### *Commanders Call:*

Commander's Call is an event during school every quarter to give out promotions, ribbons, and special recognitions to deserving cadets.

## Bibliography

These sites were used for pictures and descriptions pertaining to the uniform.

### ***Uniform Descriptions***

[http://www.sfhs.ccs.k12.nc.us/ROTC/afjrotc\\_ribbons.htm](http://www.sfhs.ccs.k12.nc.us/ROTC/afjrotc_ribbons.htm)

### ***Uniform Pictures***

[http://images.google.com/imgres?imgurl=http://img113.imageshack.us/img113/478/page28vr.gif&imgrefurl=http://www.forum.militaryltd.com/afjrotc/m17002-cadet-uniform-guidelines.htm&usq=0&hl=en&start=24&um=1&tbnid=wqFI4gLt\\_U904M:&tbnh=140&tbnw=135&pre2Bcadet%2Buniform%26start%3D20%26ndsp%3D20%26um%3D1%26hl%3Den%26sa%3DN](http://images.google.com/imgres?imgurl=http://img113.imageshack.us/img113/478/page28vr.gif&imgrefurl=http://www.forum.militaryltd.com/afjrotc/m17002-cadet-uniform-guidelines.htm&usq=0&hl=en&start=24&um=1&tbnid=wqFI4gLt_U904M:&tbnh=140&tbnw=135&pre2Bcadet%2Buniform%26start%3D20%26ndsp%3D20%26um%3D1%26hl%3Den%26sa%3DN)

### ***Ribbon Pictures***

<http://teacherweb.com/IL/AltonHighSchool/JROTC/Ribbon20Chart203120Aug2007.jpg>

### ***Badges***

<http://www.davidson.k12.nc.us/education/components/scrapbook/default.php?sectiondetailid=25401&PHPSESSID=87404792aa90d4ad6177896>