

Amos P. Godby High School

# Air Force Junior ROTC



## Cadet Guide

*1717 West Tharpe Street  
Tallahassee, FL 32303*



## Introduction

We provide this Cadet Guide to you as a source of information to help you become a successful and contributing member of the cadet corps at Amos P. Godby High School. This guide contains basic information concerning the academic, behavior, and grooming standards each cadet is expected to know. It provides information on the course and how the cadet group is organized. It also outlines the policies under which the group, each flight, and each individual is expected to operate.

This guide includes basic knowledge each cadet must know to succeed in our program. Therefore, use this guide and become familiar with its information. The table of contents below is the key to finding the information you want. In addition to the chapter and paragraph titles, each attachment and figure is indexed as well. Note the paragraph, page, and figure number correspond to the chapter number. This guide will be used in the development of a General Cadet Knowledge Test that will be used for cadet advancement.

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## Chapter 1

### MISSION OF THE AFJROTC PROGRAM

#### 1.1. Background:

**1.1.1.** Public Law 88-647, “Reserve Officers Training Corps Vitalization Act” of October 15, 1964, is the authority to operate Air Force Junior Reserve Officers Training Corps (AFJROTC) programs in secondary schools. It states that cadets must be physically fit, in a grade above the 8<sup>th</sup> grade, 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, and selected by the Aerospace Science Instructor (ASI) with approval of the principal.

**1.1.2.** Air Force Instruction 36-2010 prescribes the operation of AFJROTC units. Schools hosting AFJROTC units enter into a contract with the Air Force to offer the course of instruction provided by the Air Force. This contract allows the unit to remove from the program students who fail to maintain acceptable standards of academic achievement and/or conduct.

**1.1.3. Disenrollment.** Disenrollment is determined by the principal, in coordination with the ASI. Disenrollment should be a last resort with substantiated documentation and corrective counseling accomplished. A cadet may be disenrolled for:

- a. Failure to maintain acceptable standards.
- b. Inaptitude or indifference to training.
- c. Discipline reasons.
- d. Undesirable character traits.
- e. Failure to remain enrolled in school.
- f. Individual request.
- g. Any other reason deemed appropriate by the principal.

**1.1.4. 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 the other program is determined by the ASI.

**1.1.5.** A contract between the Air Force and the Leon County School Board was signed on 24 March 1981 establishing an AFJROTC unit at Amos P. Godby High School.

**1.1.6.** Godby High School offers AFJROTC as a four year elective course. Cadets can earn one elective academic credit for each year of AFJROTC completed. Students enroll by completing a “Cadet Contract.” It is an educational contract among the unit, the student, and the parents. A new contract is required at the beginning of each academic year. A sample of the “Cadet Contract” required of all cadets can be found in Appendix B.

**1-2. Mission Statement.** The mission of the Air Force Junior ROTC program at Amos P. Godby High School is to educate and train high school cadets in citizenship; promote community service; instill responsibility, character, and self discipline; and provide instruction in air and space fundamentals.

**1.3. AFJROTC Objectives.** Instill in high school cadets.

- a. Values of citizenship.
- b. Service to the United States.
- c. Personal Responsibility.
- d. Sense of Accomplishment.

**1.4. Expectations:**

**1.4.1.** AFJROTC is a course emphasizing self-discipline and self-reliance. Godby High School has established minimum acceptable standards for cadets in the AFJROTC program. It must be clear that cadets must meet minimum program standards to be successful in AFJROTC. This guide provides cadets with the details of some of those standards.

**1.4.2.** The Godby AFJROTC program sets high standards for cadets: academic minimums, uniform inspections, corps activities, and community service requirements. Consider the other elite organizations at Godby: sports teams require the same commitment from their students - academic performance, timeliness to practices and games, being able to execute the plays, etc. The band director will not tolerate members who fail to practice or remember to bring and wear the band uniforms when required. If you want to be a member of our team you must meet the standards. If you want to excel you must surpass the standards.

**1.4.3.** The AFJROTC academic program incorporates aspects of history, math, English, social studies and science. The leadership phase of the program has less academic intensity, but requires a high degree of self-discipline and teamwork. The course includes reading, writing and class presentations with a strong emphasis upon completing work on-time.

**1.4.4.** The instructors require group and individual promptness, being prepared for and participating in class discussion, common courtesy, self-discipline, and self-control; therefore, these are given high priority in determining conduct grades.

**1.4.5.** Academic grades are earned in Aerospace Science, Leadership, and Health and Wellness. A combined grade is given for the grading period. There are quizzes, tests and final examinations in the AFJROTC program.

**1.4.6.** The cadet leaders in each flight (class) are responsible for the beginning and the ending of each class period: roll call and attendance are done by the cadets at the beginning of each class, and preparation for class dismissal is a cadet action. The integrity of this leadership function must be preserved by each cadet cooperating in how the class is conducted.

**1.4.7.** Cadet behavior and grooming standards must be maintained at the high level expected of an individual participating in a military oriented organization.

**1.4.8.** Cadets are expected to establish individual and group goals for each semester. Once established, all cadets must cooperate and work together to attain the group goals.

**1.4.9.** Strict time tables and deadlines are generally established for all class work and corps activities. Failure to meet deadlines will affect a cadet's grades, his or her eligibility for field trips, promotions, and awards consideration.

**1.5. Instructors:**

**1.5.1.** AFJROTC instructors include a retired Air Force Officer and Noncommissioned Officer who are employed by the Leon County School District to teach and manage the Aerospace Science Program at Amos P. Godby High School. They work for and report to the Principal of Amos P. Godby High School.

**1.5.2.** The senior retired officer is assigned as the Senior Aerospace Science Instructor (SASI) and the noncommissioned officer is assigned as Aerospace Science Instructor (ASI).

## Chapter 2

### PROGRAM BENEFITS

**2.1. General.** Cadets who are active in the learning process and who develop self-discipline and self-reliance will stand to gain significant benefits from the AFJROTC program. In addition to gaining a clearer understanding of the world around them, cadets can also benefit from the following:

**2.2. Recognition.** Cadets are eligible for national awards from civic and patriotic organizations and for academic, leadership, and service awards from within the program. These awards are ribbons and/or medals that are worn on the cadet uniform, and are readily seen by others as evidence of achievement. Cadets who work up to their potential and ability can earn promotions in the form of cadet rank. This will provide valuable leadership and management experience which will be extremely useful in later life. Cadets earn one elective course credit toward graduation for each year of AFJROTC successfully completed.

**2.3. Certificate of Training.** Awarded for successful completion of two years of AFJROTC.

**2.4. Certificate of Completion.** Awarded for successful completion of three or more credits of AFJROTC. This certificate should enable a cadet who chooses to enlist in the armed services to receive advance rank and pay based on their AFJROTC training. If a cadet enlists in the Air Force and has earned a certificate of completion, he or she will enter two grades higher (E-3) than other enlistees (E-1). This higher grade means increased pay and responsibility for prior AFJROTC cadets. (See Appendix D).

**2.5. College Credit.** Cadets who successfully complete three or four credits of AFJROTC and then enroll in a college or university Air Force ROTC program, may receive credit for the first year of the four-year college/university ROTC program. AFJROTC cadets will also improve their opportunity to gain an AFROTC one-, two-, or three year college scholarship. AFROTC college scholarships pay for all tuition, books, and lab fees for scholarship cadets. In addition, the cadet receives an additional tax free stipend every month while on scholarship.

**2.6. Service Academy Appointments.** All schools hosting an AFJROTC unit may nominate five cadets to the United States Air Force Academy (Colorado Springs, CO). Honor units are also permitted to nominate an additional three AFJROTC cadets to the United States Military Academy (West Point, NY) and three cadets to the United States Naval Academy (Annapolis, MD). To be eligible for a nomination, cadets must have received one credit of AFJROTC and will have received two credits of AFJROTC upon graduation from high school.

## Chapter 3

### CADET CONDUCT AND CLASSROOM PROCEDURES

**3.1. Classroom Code of Conduct.** For any type of organized group to operate efficiently, there must be rules and regulations to follow. This is also true of AFJROTC at Godby High School. Most of our rules are “school” rules and to insure you understand what the instructors expect, the most important rules are listed below. These same rules will apply in many of your other classes, but you will find we more rigidly enforce them in the AFJROTC classroom. Violations of these rules **WILL** affect your academic grade, your opportunities for success, and promotion selection in the cadet corps. The following applies to all AFJROTC classes:

#### CLASSROOM CONDUCT

##### **DO:**

- Show respect for the American Flag and the Air Force uniform.
- Follow the instructions of those in a position of authority over you.
- Take pride in yourself and in your cadet corps.
- Be polite, courteous, and respectful at all times.
- Strive for excellence in everything you do.
- Be the “example” for others to follow.
- Be on-time to class.
- Bring textbooks, paper, and pencils to class.
- Be by your seat or in your assigned position when the class bell rings.
- Be alert and attentive in class.
- Raise your hand prior to contributing to the class.
- Leave the classroom clean with the desks aligned.

##### **DO NOT:**

- Wear hats or sunglasses in class.
- Bring food, drinks, or chew gum in class.
- Sit on top of desks or other furniture.
- Place your feet on chairs, desks, or tables.
- Write on or deface desks, chairs, or tables.
- Make noise, talk, pass notes, create disturbances, or throw things in class.
- Disturb pictures, models, or bulletin board items.
- Read or work on other than AFJROTC material without permission.
- Leave the classroom without the instructor’s permission.
- Write on the whiteboard without the instructor’s permission.
- Talk when the instructor is teaching, or when someone else has the floor.
- Enter the supply area without the permission of an instructor.
- Steal or lie!! They most definitely will not be tolerated.

Figure 3.1.

**3.2. Classroom Procedures.** All classes will be conducted using proper military procedures and discipline.

**3.2.1. Classroom Seating.** Your seating position in the class will be determined by what leadership position you have: Flight Commander, Element Leader, and Flight Sergeant. The instructor will select leadership positions and will assign seating.

**3.2.2. Beginning Class Procedures:**

**3.2.2.1. Forming the Flight.** After the tardy bell rings, the flight commander will call the flight to attention. (It is very important for you to be by your seat when this command is given so that you will not be counted tardy.)

**3.2.2.2. Reporting In.** After the flight is at attention next to their assigned seats, the flight commander directs, "Element Leaders, About Face." The Element Leaders will do an about face and take roll of their element. They will then do an about face and await the next command. The Flight Commander will then direct, "Report." Element Leaders (in-turn) will salute the Flight Commander and report any absences or tardy cadets from their element. Example, "Sir, second element all present, Sir" or "Sir, second element cadets Jones and Smith absent, Sir." The Flight Sergeant will annotate the class attendance roster for cadets who are absent or tardy. After all of the elements have reported, the Flight Commander will turn to the instructor, salute, and report, "Sir, the flight is formed." The instructor will give the command, "Seats." At this command, all members of the flight will take their seats and remain silent. If the Flight Commander is absent, the Flight Sergeant fills the Flight Commander responsibilities.

**3.2.2.3. Pledge of Allegiance.** When the Pledge of Allegiance is given during the first period class, each cadet (whether in uniform or not) **WILL** stand at attention and deliver the Pledge properly. Do not salute nor place your hand over your heart while in uniform.

**3.2.2.4. Announcements.** The instructor will read the cadet announcements. Announcements can cover many subjects: from mandatory meetings, sign-up rosters for cadet events, field trips, etc.

**3.2.2.5. Tardies.** Cadets are expected to be by their assigned seats when the class bell rings so that the flight commander can begin opening procedures. If you are not by your assigned seat when the bell rings, you are considered tardy.

**3.2.2.5.1.** If you arrive late to class, open the door quietly and take one step inside. Remain quietly at attention until the flight commander finishes whatever they are doing. When recognized by the flight commander or instructor, report in by saying "Sir, request permission to join the class, Sir." If the tardy is excused, the flight commander will take your note and tell you to take your seat. If it is unexcused, you will be told to take your seat.

**3.2.2.5.2.** A second tardy will result in counseling from the instructors on the importance of punctuality. You will be required to explain the school's tardy policy to the instructor and the reasons you felt it necessary to arrive after the bell. This counseling will be recorded in your cadet records and will have a bearing on your promotions, awards, and grades in AFJROTC classes. A third tardy will earn a referral to the Dean's office for disciplinary action.

**3.2.3. Ending Class Procedures.** Normally the instructor will try to end the class two to three minutes before the bell rings. This time should be used to clean up around your desk and gather your personal possessions. When the bell rings, the flight commander will call the flight to attention. The instructor will then formally dismiss the class. Cadets should not leave the class until they are dismissed.

**3.3. Behavior.** Cadets **MUST BE** well behaved and in control of their actions at all times. Misbehavior will not be tolerated because cadets who misbehave attract negative attention to themselves, the corps, and the Air Force. If you find that you cannot live with this type of disciplinary training, you should not take AFJROTC.

**3.3.1.** If you are the type of person who gets or stays in trouble, you **WILL NOT** be successful in AFJROTC. We cannot appoint people as cadet leaders if they are doing things that result in school suspensions. Nor can we condone cadets who constantly earn detention, are disruptive or disrespectful in classes, spend their time in the dean’s office for misbehavior, have unauthorized absences (skipping class), or otherwise break school rules. Any school suspension, for whatever reason, will result in a reduction in grade to an appropriate grade and the loss of any leadership or team position within the corps for the remainder of the semester. Additionally, any cadet suspended during the semester is ineligible for promotion the following semester.

**CADET HONOR CODE**

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

Figure 3.2.

**3.3.2.** Each cadet is expected to have complete integrity in both word and deed. This honor code belongs to each cadet. It is very specific and clear in what it demands. As such, cadets should avoid quibbling or evasive statements and should do their own work in class. Maintaining the high standards of trustworthiness is the responsibility of each member of the corps. The honor code, by stressing that there can be no toleration of lying, cheating, or stealing, emphasizes the HONOR should be a common standard in the corps. The honor code adds training which molds, corrects, or perfects the moral character of each cadet in the corps.

**3.3.3.** A cadet may be considered for disenrollment from the corps for:

**3.3.3.1.** Violation of the trust, integrity, and behavior standards in the Honor Code will result in dismissal.

**3.3.3.2.** A demonstrated lack of willingness, desire, and the inability to perform in accordance with the high standards expected of Amos P. Godby High School AFJROTC cadets will result in dismissal.

**3.3.3.3.** Non-compliance with the rules for proper wear of the uniform, failure to wear the uniform as required, and/or failing to maintain personal appearance standards will result in an F grade and later dismissal.

**3.3.3.4.** Demonstrated inaptitude, indifference, misconduct, or traits of character inconsistent with the qualities expected of an AFJROTC cadet will result in an F grade and later dismissal.

**3.3.3.5.** Cadets must be willing to assist others at all times in a sense of cooperation and the desire to achieve group goals. They should promote equal treatment of all, regardless of sex, race, ethnic or religious affiliation. There will be no hazing or harassing of any cadet by other cadets or the cadet staff - ever!

**3.4. Military Etiquette.** This subject will be covered extensively in military training classes. However, in order to give you a reference, we will cover some of the military customs and courtesies here.

**3.4.1. Use of Titles.** Civilians are addressed as Mr., Mrs., and Miss. Military people are addressed by their military grade. Cadets can either be addressed as Miss or Mr., or by their cadet grade, such as “Cadet Sergeant Smith or Cadet Captain Jones.” The instructors will be addressed by their rank and name. Example: Lt Colonel David or Sergeant Carnley.

**3.4.2. Use of Sir and Ma’am.** It is a sign of respect to your elders or superiors to address them with “Sir or Ma’am,” so try not to resist it. The more you use it, the easier it becomes and soon you will attract equal respect from others.

**3.4.3. Conversation Etiquette.** Words like “Please, Thank You, and May I,” are important for each of us to use. Do not interrupt others as they speak, and respect their opinions as you would want them to respect your opinions. In formation, it is proper etiquette to request permission to speak by saying, “Sir, ma’am, request permission to speak?”

**3.4.4. Respect for Authority.** Responsible and successful citizens develop respect for authority. Authorities are those who have been appointed over you. Cadets are expected to respect the authority given to other cadets. Because of cadet leadership rotations through the flight and group staffs, cadets who have less experience or who are junior in age to you may be placed in a position of authority over you. It is a part of the learning experience for you to extend the proper courtesy and respect to all cadets relative to their position and rank in the corps. A courteous cadet reflects credit upon themselves, the school, and the corps.

**3.4.5. Common Courtesy.** During class, whenever the command “At Ease” is given, all talking will stop. If you leave the classroom to go outside for military training, proceed quickly and quietly. When you return, go directly to your seat and stand at attention until ordered to take your seat.

## ***AIR FORCE CORE VALUES***

**INTEGRITY FIRST**

**SERVICE BEFORE SELF:**

**EXCELLENCE IN ALL WE DO**

## Chapter 4

### UNIFORM PROCEDURES AND SUPPLY ACCOUNT

**4.1. General.** The US Air Force uniform is the symbol of a proud and honorable service. Air Force men and women wear it proudly in the best tradition of the service. AFJROTC cadets are issued the same uniform worn by the US Air Force with the exception of a distinctive shoulder patch and the insignia. The instructors and the upper class cadets will do all that is possible to insure that cadets at all levels wear the uniform correctly and neatly in order to uphold the dignity of the Air Force, AFJROTC, their fellow cadets, and themselves. Remember, while in uniform you represent the Air Force, Amos P. Godby High School, and yourself. The manner in which you wear the uniform will reflect upon every cadet in our unit.

#### 4.2. Supply Procedures:

**4.2.1. Uniform Accounts.** You will be issued, on a loan basis, a properly fitted uniform that must be signed for, kept clean and in good repair, and turned in upon request. All items remain the property of the Air Force. Your parents or guardians must give their consent and you must provide a **\$15.00** cleaning deposit prior to being issued a uniform. You will be issued a receipt upon payment. The Uniform Account Form is used to indicate which uniform items you have been issued and for which you are responsible. Your signature on the cadet contract indicates an agreement to properly care for the Air Force property, and that you will be required to pay for any replacement costs due to your lack of proper care or loss.

**4.2.1.1. Opening.** When you receive your cadet uniform, you have an open uniform account in the AFJROTC WINGS website. Everything checked out to you is listed in WINGS and must be accounted for at all times.

**4.2.1.2. Exchanges.** Any uniform item that becomes unserviceable through fair wear and tear can be replaced at no cost to you. Any uniform item that does not properly fit can be replaced or exchanged at no charge. Bring the article that needs replacing to the supply room for exchange. Do not exchange your uniform on uniform day (Tuesdays) as the ASI is not available due to the teaching schedule. If you are turning in or exchanging a uniform item, make sure it is “freshly” dry cleaned or laundered. Remember, the **\$15.00** deposit is for the year-end cleaning only. When articles are lost, stolen, or ruined because of personal irresponsibility, you must pay for them. You are required to replace any uniform items that you cannot account for as soon as possible. **NEVER** wear the uniform with items missing. There is only one way to wear the AFJROTC uniform: **PROUDLY and PROPERLY.**

**4.2.1.3. Closing.** At the end of the school year, or if you leave school or AFJROTC prior to the end of the school year, your uniform account must be properly closed. Prior to leaving AFJROTC, everything that you were issued, with the exception of ribbons, shoes, socks, and tee shirt must be turned in and accounted for. Items must be freshly dry cleaned and turned in to the JROTC instructors. All missing items must be paid for to clear your account.

**4.2.2. Issue.** This uniform is “signed out” on a “hand receipt” to the individual for their use. While this uniform is in your possession, it is your responsibility.

**4.3. Which Uniform to Wear.** The instructors will prescribe the appropriate uniform to wear. The “Uniform of the Day” is posted on the front whiteboard in the classroom. The guidelines the instructors use to select the appropriate uniform are: (1) Is it a formal, ceremonial or normal uniform day; (2) the attire of other participants or guests; and (3) the forecast weather.

**4.4. When to Wear the Uniform.** The uniform is to be worn by all cadets one day each week. Tuesdays are prescribed as “uniform day.” There may be special occasions when “uniform day” will be on another day, but normally, it will be each Tuesday. “Uniform day” is not an excuse for not “dressing-out” for Physical Education (PE) classes – AFJROTC cadets are expected to fulfill their PE class requirement on “uniform day.” The uniform is not to be worn on other than “uniform days” unless you have permission from an AFJROTC instructor.

**4.4.1.** Absence from class or school requires you wear the uniform the next day you attend school. If you fail to wear the uniform you will earn a grade of zero for that week. Repeated failure to wear the uniform is cause for dismissal from the AFJROTC program. If you are not in uniform on uniform day, a written excuse or explanation from your parent or guardian must be presented to the instructors. Some common excuses and their replies have been:

**4.4.1.1. “I forgot.”** (Poorest of excuses) Reply: you must learn responsibility for your actions and must plan ahead in order to meet your obligations.

**4.4.1.2. “My mother forgot.”** (Next to the poorest excuse) Reply: Your mother is not in AFJROTC, you are. It is your responsibility, not your mother’s.

**4.4.1.3. “It’s in the cleaners.”** Reply: Check your uniform when you take it off on Tuesday, if it needs cleaning, do it Wednesday or Thursday and then it will be ready for the following Tuesday.

**4.4.1.4. “The trousers are torn!” or “The zipper is broke.”** Reply: Advise Sgt Carnley and get replacement items before Tuesday when you must wear the uniform.

**4.4.1.5.** On occasion, you may have a valid reason not to wear your uniform on Tuesday. If you think you do, get the instructors permission before Tuesday to not wear the uniform on uniform day. If you were excused from wearing the uniform on Tuesday, you **MUST** wear your uniform on the next day you come to school. Failure to do so will result in you receiving a zero uniform grade for that week.

**4.4.1.6.** Sgt Carnley will provide specific uniform inspection and grading criteria to you as soon as your leadership classes begin.

**4.4.2.** How you react and learn from your mistakes, problems, or failures is ten times more important than the excuse or reason for your failure. What you should do about your uniform failure is to make it up the very next day that you are in school, and then take action to prevent it from happening again.

**4.5. Responsibilities.** You must take care of your uniform and equipment items at all times. Do not lend uniform items to other people. If they become lost, you are accountable. Do not leave them in unlocked lockers or other places where they can be stolen. If you lose an item, you must pay for it to close out your account.

**4.5.1.** For our cadet corps to present an outstanding appearance, it is the responsibility of each cadet to take pride in the proper maintenance of the uniform. Shoes must be shined and badges, insignia, belt buckles, and other metallic devices must be maintained in the proper luster.

**4.5.2.** Coats, trousers/slacks/skirts must be **DRY CLEANED ONLY**. Shirts and blouses should be laundered at home or at the cleaners and conditions like “ring around the collar” should be prevented.

**4.5.3.** Be alert for uniform items left lying around or misplaced by other cadets. Write your name inside your jacket and hat. Please turn any found items in to the instructors.

**4.5.4.** Prepare your uniform completely the Sunday before you are to wear it, hang it where you will see it in the morning, and then you won’t be rushed at the last moment to get ready for school.

**4.5.5.** Be extra careful to watch where you sit, lean, or walk so that the uniform does not get soiled or torn.

**4.5.7.** While in uniform, keep your hands out of your pockets, keep all buttons buttoned, and keep the jacket zipped up at least half way. Do not carry bulky items in your uniform pockets. Items such as combs or pencils should not protrude from your pockets. Do not carry pencils on your ear or pencils and/or combs in your hair while in uniform.

**4.5.8.** Trim any loose threads and/or frayed seams before wearing the uniform. These “cables” will result in you receiving “gigs” at the weekly uniform inspections.

**4.6. How to Wear the Uniform.** First, determine which uniform is prescribed for wear. The uniform of the day is posted in the classroom on the wall next to the door. **NEVER, mix civilian and uniform items.** Wear only the uniform specified.

**4.6.1. Credit.** To receive credit for uniform day, you must wear the uniform to and from school, and all day while at school. (This does not exempt you from dressing-out for your Physical Education classes). Cadets who change into civilian clothes, or are observed wearing the uniform improperly (example: shirts not tucked into the pants, shirt fronts unbuttoned, etc.) will receive a grade of zero for the day.

**4.6.2. Hats.** While in uniform, hats will be worn to and from school, anytime you are off-campus, and whenever you are in formation (Hat configurations are shown at Attachment 3). The Amos P. Godby campus has been designated a “No-Hat” area. This was done to simulate the environment that would be found on an Air Force base: i.e., areas where hats are worn, and areas where hats are not worn. Anytime you are in uniform and on-campus, you must have your hat with you.

**4.6.3. Coats/Jackets.** The uniform coats will be configured as shown in attachments 5/6, and will be buttoned completely at all times. The zipper jacket will be configured as shown in attachment 4, and will be zipped up “at least” half-way and never worn unzipped. Coats and jackets may be removed inside the classroom if it is necessary to be comfortable.

**4.6.4. Neckties and Tie Tabs.** Neckties (male) and tie tabs (female) must always be worn with the service coat (see attachments 5/6). When directed by the JROTC instructors, neckties and tie tabs may also be worn on the short sleeve shirt/blouse (Combination 2). Ties will not be loosened, removed, not tucked into the trousers. Only the official Air Force tie tack or clasp may be worn with the tie. If worn, the tie tack is to be positioned halfway between the tip of the tie and the knot. Remember, neckties and tie tabs are to be **DRY CLEANED ONLY!**

**4.6.5. Light Blue Shirts/Blouses.** When worn as an outer garment, the shirts/blouses are to be configured as shown in attachments 7/8. When directed/approved by the JROTC instructors, shoulder cords and/or neckties and tie tabs may be worn on the light blue shirts/blouses. Remember, shirts/blouses should be laundered after each wearing, paying particular attention to removing any ring around the collars.

**4.6.6. Dark Blue Trousers/Slacks.** Trousers are worn with the belt and buckle. Trousers and slacks should be hemmed in such a way that the front touches the shoe top and slightly breaks the crease in the shoe back meets the top of the heel. Remember, trousers/slacks are to be **DRY CLEANED ONLY!**

**4.6.7. Shoes.** Because only one pair of shoes may be issued to each cadet, they are to be worn only with the uniform and at no other time. Shoes should fit comfortably and allow for future growth. Shoes will be kept by the cadets at the end of the school year. Remember, application of shoe polish and edge and heel enamel will extend the wear and preserve the necessary luster of the shoes.

**4.6.8. Socks/Hose.** Male cadets **MUST** wear only black socks with the uniform. When in skirts, female cadets **MUST** wear sheer hose of a neutral shade, with no designs, which complements the uniform. Females will wear either black socks or hose with their slacks.

**4.6.9. Undershirts.** Solid white “V” neck T-shirts **MUST** be worn with the men’s short sleeve shirt to protect it and the coat from accumulating body odor. Regular T-shirts with round necks, turtle necks, colors other than white, or T-shirts with designs or logos **ARE NOT** authorized.

**4.6.10. Semi-formal Uniform.** Male cadets will be authorized to wear the blue uniform with a white shirt and black bow tie on occasions such as the Military Ball. Specific approval from the JROTC instructors is required for semi-formal wear of the uniform. Female cadets may wear formal gowns at prescribed formal events.

#### **4.7. Unauthorized Wear of the Uniform:**

**4.7.1.** No item of the USAF uniform may be worn by anyone except members of the AFJROTC unit. Federal law prohibits, “Wear Without Authority,” and states that, “Any person within the jurisdiction of the United States who wears a uniform or a distinctive part of the uniform of the Armed Services without authority is subject to the penalties prescribed in Title 18, U.S.C. 702.” Cadets violating this policy will be advised of the impropriety of wearing the uniform under these circumstances and reported to the instructors for disciplinary or disenrollment action. Cadets are not permitted to wear the uniform, or any part of the uniform or accessories, except to and from official AFJROTC activities unless authorized by the JROTC instructors.

**4.7.2.** Uniforms will be worn only between home and school or the site of the special event. You may not wear the uniform while hitchhiking, or while participating in sporting events, such as gym class. No part of the uniform will be worn in PE classes or when participating in physical games or activities. We will discipline violators.

**4.7.3.** Cadets will not wear the Air Force uniform while participating in student demonstrations either as participants or in the capacity of police or guards.

**4.7.4.** When in uniform, proper military bearing should be maintained at all times. Do not show affection while wearing the uniform, this includes holding hands and kissing. Public displays of affection (PDA) in uniform is improper.

**4.7.5.** The wearing of headsets or ear speakers, such as the kind used with portable listening devices, is not permitted while in uniform, or on the Amos P. Godby High School campus.

**4.8. Distinctive Uniform Items.** Members of the Color Guard, Drill Team, and Awareness Presentation Team (APT) and other specified cadets may be authorized to wear distinctive uniform items such as ascots, berets, citation cords (ropes), white gloves and belts. These items are accountable and use of these items will be prescribed at the time of issue.

**4.9. Wear of Insignia and Badges.** Cadets are authorized to wear cap (see Attachment 3), lapel and rank insignia, patches, name tags, ribbons (see Attachments), model rocket and flight badges (see attachment 1), and other insignia authorized by the senior instructor. Special orders authorize the wear of these items and particular attention must be paid to the placement of these devices on the uniform.

**4.9.1. Ribbons.** Chapter 15, “Awards and Decorations,” describes the awards and decorations that are available to cadets. Ribbons that are earned are worn in their order of importance (precedence), left to right, top to bottom, as you would look at them.

**4.9.2. Medals.** Medals are generally worn **ONLY** for special occasions on the semi-formal dress uniform. Medals are centered on the left breast pocket flap with the top edge of the medal on the pocket seam. Medals and ribbons may be worn together on such occasions.

**4.9.3. Other Ribbons.** Ribbons earned while in the Army, Navy, or Marine Corps JROTC and certain Civil Air Patrol (CAP) ribbons may be worn. Consult the ribbon guide.

## Chapter 5

### AFJROTC GROOMING STANDARDS

**5.1. General.** Helping to make the AFJROTC program a unique course of instruction is its association with the Air Force. AFJROTC cadets wear the same US Air Force uniform, and have grooming standards which must be met, just like the active duty Air Force members. The pride cadets exhibit in their daily personal appearance greatly enhances the esprit de corps in our unit. Therefore, it is most important that every cadet maintain a high standard of personal appearance. The AFJROTC appearance standards have four basic elements: Neatness, Cleanliness, Safety, and Military Image. The standards are based on the active duty Air Force grooming standards and applies to all cadets while in uniform. AFJROTC cadets, even when not in uniform, are encouraged to maintain their grooming standards at all times.

**5.1.1.** Although cadets wear the uniform only one day per week, you should know that even in civilian clothes, your neatness and cleanliness reflects not only upon you, but your family, your circle of friends, and upon any organization to which you belong, AFJROTC included.

#### **5.2. Common Standards:**

**5.2.1. Hair Styles.** Your hair must be clean, well-groomed, and neat. It must not contain excessive amounts of grooming aids. Your hair must be styled so that it does not touch the eyebrows when groomed, or protrude below the front band of properly worn headgear. (Hair may be visible under the front of a female cadet's flight cap.) The hair must not be worn in any extreme or fad styles, such as lines cut into the hair, mohawks, ducktails, or braids (men) or cornrows, pigtails, dog ears (women) or in such a way that it exceeds the length or bulk standards.

**5.2.2. Jewelry.** Cadets may wear conservative wristwatches and rings. No more than a total of three rings may be worn on both hands at any one time. ID bracelets are also permitted, if they are neat, conservative, and not wider than one inch in width. Female cadets may wear small, conservative white pearl, gold, or silver spherical earrings that fit tight against the ear and do not extend below the earlobe. Earrings must be worn on or in the earlobe. Only one earring or healing post may be worn on or in each earlobe. Male cadets may not wear earrings or healing posts while in uniform, or while at any AFJROTC function. No cadet may wear piercings on their face, e.g., studs in his/her nose, lip, eyebrow, etc.

**5.2.3. Eyeglasses and Other Ornaments.** Ornaments on the hair, visible ornaments around the neck, and ornamentation on eyeglass lenses are prohibited while in uniform. When in uniform, conservative sunglasses and photosensitive-type eyeglasses may be worn, **except** in formations. "Faddish" style sunglass lenses, to include mirrored lenses are not permitted.

**5.2.4. Other Items.** Wallets, pencils, pens, checkbooks, watch chains or fobs, pins, jewelry, handkerchiefs, combs, sunglasses, gloves, and so forth, are not to be exposed while in uniform. Items carried in uniform pockets should not detract from a proper military image.

#### **5.3. Female Standards:**

**5.3.1. Cosmetics.** Must be conservative and in good taste.

**5.3.2. Hair Styles (Female).** The hair must be styled to present a feminine appearance. The hair must not extend in length on all sides below an invisible line drawn parallel to the ground at the bottom edge of the blouse collar at the back of the neck. It must not exceed three inches in bulk or prevent the proper wear of the headgear. It must not include hair ornamentation such as ribbons or jeweled pins. Plain and conservative pins, combs, and barrettes similar to the individual's hair color may be worn to keep the hair in place.

**5.3.3. Nail Polish.** If worn while in uniform, nail polish must be conservative in color and in good taste. It cannot contain any ornamentation.

#### **5.4. Male Standards:**

**5.4.1. Beards.** Beards must not be worn except for health reasons upon written recommendation of a physician and approval of the ASI. Cadets will be clean shaven unless excepted as stated above.

**5.4.2. Mustache.** Mustaches may be worn. They must not extend downward below the lip line of the upper lip, or extend sideways beyond a vertical line drawn upward from the corner of the mouth.

**5.4.3. Sideburns.** If worn, sideburns must be neatly trimmed and tapered in the same manner as the haircut. They must not extend below the lowest part of the exterior middle ear opening.

**5.4.4. Hair Styles (Male).** Male cadets will keep hair clean, neat, and properly trimmed. Hair should present a groomed, tapered appearance and not exceed 1 ¼ inch in bulk. Hair must not touch the ears, collar, or protrude below the front of the headgear. Partially uneven cuts, braids, duck tails, etc. are UNAUTHORIZED Fads.

Hair must have a tapered appearance on the sides and in the back, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the individual's hair so that it conforms to the shape of the head. A block cut is permitted as long as a tapered appearance is kept.

**5.5. Failure to Meet Standards.** Cadets must work hard to continually meet grooming standards. It is the responsibility of the upper class cadets to tactfully inform a cadet when the standard is not being met. Cadets informed of a standards violation should take immediate corrective action to meet the standards.

**5.6. Personal Hygiene.** Cadets are expected to observe high standards of personal health, cleanliness and sanitary practice. Cadets may be counseled and referred to someone in the administration if they fail to meet acceptable standards.

**5.7. Physical Conditioning.** Your physical condition is important in AFJROTC. Cadets must be physically fit to withstand the long periods of standing or marching in formation. Because of the marching, cadets should eat a nourishing meal to start the day. Remember you can get a free breakfast and lunch in the Amos P. Godby cafeteria.

## Chapter 6

### AFJROTC CURRICULUM

**6.1. General.** Today's Air Force Junior ROTC curriculum is the result of an extensive and continuous review using the Instructional System Development (ISD) process. This five step process involves instructors, curriculum developers, independent researchers and evaluators from the military and academic environments.

**6.1.1.** The Air Force Junior ROTC program is a 4-year program for high school students. Each year is divided into three categories: aerospace science, leadership, and health and wellness. Academic studies include 1 year of history, 2 years of science, and 1 year of optional studies. Leadership studies include Air Force customs and courtesies, cadet corps activities, study habits, time management, communication skills, and leadership and management studies. Recommended contact hours (contact time) for elective credit classes are:

<b>Aerospace Science</b>	<b>Hours</b>	<b>Leadership Education</b>	<b>Hours</b>
AS 100: A Journey Into Aviation History	72	LE 100: Traditions, Wellness, and Foundations of Citizenship	36
AS 200: Science of Flight: A Gateway to New Horizons	72	LE 200: Communication, Awareness, and Leadership	36
AS 300: Exploring Space: The High Frontier	72	LE 300: Life Skills and Career Opportunities	36
AS 400: Management of the Cadet Corps	72	LE 400: Principles of Management	36
AS 410: Survival: Survive & Return	72	Wellness	36

**Figure 6.1**

**6.2. Journey Into Aviation History:** It is the first year course that is an aviation history course focusing on the development of flight throughout the centuries. It starts with ancient civilizations, then progresses through time to modern day. The emphasis is on civilian and military contributions to aviation; the development, modernization, and transformation of the Air Force; and a brief astronomical and space exploration history. It is interspersed with concise overviews of the principles of flight to include basic aeronautics, aircraft motion and control, flight power, and rockets.

**6.3. The Science of Flight: A Gateway to New Horizons** is an introductory course and customized customized textbook that focuses on how airplanes fly, how weather conditions affect flight, flight, flight and the human body, and flight navigation. The course is designed to complement materials taught in math, physics, and other science-related courses.

**6.4. Exploring Space: The High Frontier** The course begins with the study of the space environment from the earliest days of interest in astronomy and early ideas of the heavens, through the Renaissance, and on into modern astronomy. It discusses issues critical to travel in the upper atmosphere such as orbits and trajectories unmanned satellites, and space probes. It investigates the importance of entering space and discusses manned and unmanned space flights, focusing on concepts surrounding spaceflight, space vehicles, launch systems, and space missions. The section on manned spaceflight focuses on the Space Shuttle, space stations and beyond, covering milestones in the endeavor to land on the Moon and to safely orbit humans and crafts for temporary and prolonged periods. The course covers the human aspect of spaceflight, focusing on the human experience in space. It also examines the latest advances in space technology, including robotics in space, the Mars Rover, and commercial uses of space.

**6.5. Management of the Cadet Corps:** The cadets manage the entire corps during their fourth year in the Air Force Junior ROTC program. This hands-on experience affords cadets the opportunity to put theories of previous leadership courses into practice. Planning, organizing, coordinating, directing, controlling, and decision-making will be done by cadets. They will put into practice their communication, decision-making, personal-interaction, managerial, and organizational skills.

**6.6. Survival:** The survival instruction will provide training in skills, knowledge, and attitudes necessary to successfully perform fundamental tasks needed for survival. Survival also presents “good to know” information that would be useful in any situation. The information is just as useful to an individual lost hunting or stranded in a snowstorm.

**6.7. LE-100, Traditions, Wellness, and Foundations of Citizenship:** It is intended for students who are entering the AFJROTC program and beginning their high school studies. It will introduce cadets to history, organization, mission, traditions, goals, and objectives of JROTC for all services. It introduces key military customs and courtesies, how to project a positive attitude, and exam the principles of ethical and moral behavior. It provides strategies for effective note taking and study skills for academic success. Lessons will cover how to be emotionally, mentally, and physically healthy. Avoiding and preventing violence in today’s society will also be covered. How to recognize types of bullying and how to advocate for prevention of this type of behavior. It will cover healthy living, physical fitness, and how to make safe, drug-free, and responsible decisions. Cadets will be introduced to civics and our national government, including a historical understanding of the American flag and other important national symbols.

**6.8. LE 200: Communication, Awareness, and Leadership:** This course is designed to improve communication, enhance awareness of self and others, and provide fundamentals of

leadership and followership. The course focuses on the AFJROTC mission to “develop citizens of character dedicated to serving their nation and community.” Woven throughout is the underlying theme of developing personal integrity.

**6.9. LE-300, Life Skills and Career Opportunities,** This course is designed to prepare students for life after high school in the high-tech, globally oriented, and diverse workplace of the 21st century. Students will learn how to become a more confident financial planner and to save, invest, and spend money wisely, as well as how to avoid the credit trap. They will learn about real-life issues such as understanding contracts, leases, warranties, legal notices, personal bills, practical and money-saving strategies for grocery shopping, apartment selection, and life with roommates. To help students increase their potential for success through education, they will learn how to select a school that is right for them; how to apply for admission to a vocational or technical school, community college, or college/university; and how to succeed in these learning environments. Information is provided on how to conduct the job search for students who wish to enter the workforce right after high school or after additional education and training. They will learn how to prepare a winning résumé, and how to develop effective interviewing skills. Finally, students will consider the most important elements of life skills for all Americans: civic responsibilities, such as volunteering, registering to vote, jury duty, and draft registration.

**6.10. LE-400, Principles of Management:** This course provides exposure to the fundamentals of management. The text contains many leadership topics that will benefit students as well as provide them with some of the necessary skills needed to put into practice what they have learned during their time in AFJROTC. We are confident this course, coupled with what cadets have already learned during their time in AFJROTC, will equip them with the qualities needed to serve in leadership positions within the corps. Throughout the text are many ethical dilemmas, case studies, and role play activities built into the lessons. These activities are based on real life experiences and will allow students the opportunity to practice what they learn by getting involved in discussions and expressing their opinions.

**6.11. Health & Wellness Program.** This is an exercise program every Friday that focuses upon individual base line improvements with the goal of achieving a national standard as calculated by age and gender. The program is provided as a tool to help cadets develop individualized training programs for themselves. Godby’s instructors will include team sports to keep the Wellness Program fun and motivating and to prepare the cadets for the Big Bend Olympiad. We practice volleyball, softball, flag football, and kickball. The Wellness Program also provides 19 exercises with examples that may be used in a 36-week program modifiable to meet individual goals. The cadet in charge of the Health & Wellness program will ensure the initial and final physical fitness assessments are tracked through WINGS. Cadet fitness improvement will also be rewarded, either by earning the Wellness Ribbon, Presidential Fitness Challenge certificate, or both.

**6.11.1. Health & Wellness Dress Out.** All cadets are expected to dress out in the AFJROTC physical fitness uniform on Fridays. Cadets who do not dress out will be marked down in their leadership grade.

## Chapter 7

### AFJROTC GRADING SYSTEM

**7.1. General.** The AFJROTC grading system at Amos P. Godby High School is divided into three separate areas: aerospace science instruction, leadership training, and health and wellness. Aerospace science instruction accounts for 40 percent, leadership training accounts for 40 percent, and health and wellness account for 20 percent of your total grade. Little homework will be assigned by your instructors. Studying from the text and workbooks is normally done during the class period.

**7.2. Academic Standards.** AFJROTC cadets must maintain a minimum overall 2.0 high school GPA to be considered a cadet in “good academic standing.” Cadets whose grades fall below a 2.0 GPA are ineligible for promotion. Also, they are not allowed to participate in extracurricular AFJROTC activities until their grades improve. Cadets who are involved in extracurricular activities and then fail to meet the GPA requirement will be placed on academic probation for that grading period. A second failure to meet standards will result in their removal from the activity.

**7.2.1.** Cadets will be tested on aerospace science and leadership training subjects. There will also be written report requirements for all students. Tests normally consist of essay, multiple choice, true-false, and matching type questions. Test questions are taken from the readings, lectures, videos shown in class, and student workbooks.

**7.2.2.** AFJROTC uses the Godby High School grading criteria:

90 - 100 = A

80 - 89 = B

70 - 79 = C

60 - 69 = D

00 - 59 = F

### 7.3. Grades:

**7.3.1. Semester Grades.** At the end of each nine weeks, all of your aerospace science, leadership, and health and wellness grades are averaged and then weighted (aerospace science = 40%, leadership = 40%, health & wellness = 20%) to arrive at your nine week grade. This is the grade that is reported to the school. However, be forewarned the school administration may reduce your grade for unexcused absences from school.

**7.3.2. Term Grades.** Term grades consist of an average of the two nine weeks grades, plus the final exam. The second nine weeks, you will have a nine week exam and a final exam in both academics and leadership. It is school board policy, that the final exam will count **25 PERCENT** of the term grade.

### 7.4. Academic Tests:

**7.4.1.** You will be tested in both academics and leadership each term. Additionally, your workbook assignments are considered as tests for grading purposes. You are expected to maintain a passing grade at all times. You are in competition with the other cadets in your flight, and if you wish to earn leadership positions, or be recognized with awards, you must excel.

**7.4.2.** All tests will be corrected to 100 percent in a classroom review after the tests have been graded and recorded. If you record the correct answers during the class reviews, you will then have the correct information for future use. Semester exams are made up mostly from chapter tests.

**7.4.3.** An unexcused or unauthorized absence during a scheduled test period may result in a test failure. If you are absent for a test, it is **your responsibility** to check with the instructor the first day you are back for any missed

assignments or tests. It is also your responsibility to make up any work or examinations without two weeks after your return.

**7.4.4. Extra Credit.** Cadets who desire to earn extra credit (extra credit cannot raise a grade from a “B” to an “A”) should see their instructors.

### **7.5. Weekly Uniform Inspections:**

**7.5.1.** In computing the cadet’s leadership grade, the personal inspection grade received on each military training day is considered with all the test grades. Each cadet begins each grading period with a perfect 100 points. If infractions of the rules are noted, a “demerit” is given and the perfect score is reduced. This grade is extremely important! Any cadet who fails to wear the uniform on any three inspection days during the grading period will receive an “F” for that grading period.

**7.5.2.** In addition to the uniform inspection itself, other factors including citizenship are also evaluated on uniform inspection day. These citizenship ratings are determined by the cadet’s attitude, conduct, compliance with AFJROTC rules and answering questions relating to JROTC from the instructor. Unacceptable behavior on leadership days will result in a reduction of the inspection grade.

### **7.6. Academic Ace Program:**

**7.6.1.** In order to acknowledge superior academic achievement, the AFJROTC at Godby High School has established an “Academic Ace” program. This program is patterned after the great flyers in wars past whose achievements in aerial combat were recorded by the number of “kills” achieved over their enemy. If one of these highly skilled and daring pilots were to achieve five “kills” he then had the right and privilege to be called an “Ace.”

**7.6.2.** For a cadet at Godby High School to receive credit for a “kill,” he/she must receive a **perfect score** on an academic test. (Note: “perfect score” does not necessarily mean 100% as there may be bonus questions on a test); therefore, perfect means answering **every** question correctly. As a cadet receives credit for a “kill,” their name will be posted on the “Academic Ace” roster on the bulletin board in the classroom. Any cadet receiving five “kills” will receive the honorary title of “Academic Ace.” Their names would then be inscribed on the Ace Board. Ten “Kills” equals a “Double Ace.” Tests must be taken on the scheduled test day otherwise, the Ace will not count. Also, the Ace Program runs for each semester, Academic Aces do not carry over.

## Chapter 8

### CADET RANK AND GRADE

**8.1. General.** The military is built on grade seniority. The term “rank” actually indicates the rank order of grades. Anyone who has greater rank than you is your senior in grade. It also means the date that you were promoted to your grade as compared to others of the same grade. For instance, cadet officers are senior to all enlisted cadets. Detailed explanations of this system will be conducted in your military training classes. It is critical that you learn all the cadet grades. You will see by the grade chart below that our cadets are divided into three categories. (See attachment 2 for insignia)

**8.1.1. Cadet Airmen.** At the beginning level are the airmen grades. Airmen grades start with the grade of “Airman Basic” and go through “Senior Airman.” There is no grade insignia for an airman basic.

**8.1.2. Cadet Sergeants.** Next are the non-commissioned officer grades. They begin with the grade of “Cadet Staff Sergeant” and go through the grade of “Cadet Chief Master Sergeant.” The term “NCO” is an abbreviation for non-commissioned officer.

**8.1.3. Cadet Officers.** Cadet officers wear their grade insignias on their collars. The starting cadet officer grade is that of “Cadet Second Lieutenant.” A cadet officer may advance to the grade of “Cadet Colonel.” Cadet Second Lieutenants, Cadet First Lieutenants, and Cadet Captains are known as “Company Grade Officers.” Cadet Majors, Cadet Lieutenant Colonels, and Cadet Colonels are known as “Field Grade Officers.”

#### 8.2. Use of Titles:

**8.2.1.** It is appropriate to address cadets by the term “Mister,” “Miss,” or their cadet rank. Cadets are expected to address all superiors as “Sir” or “Ma’am.” Figure 8.1 shows the cadet rank title, appropriate abbreviation, and the title to be used when addressing a cadet of that rank.

**8.2.2. Do not confuse cadet grades with United States Air Force grades!** The word “cadet” must be a part of any written or oral reference to a specific cadet grade. When talking official business by telephone, always refer to yourself as, “**Cadet Sergeant Jones**” or, “**Cadet Lieutenant Smith**” from the Junior ROTC program at Amos P. Godby High School. All written references to grade will include the letter “C” prior to the grade as in “C/SSgt.” All special orders dealing with promotions must be clearly designated as, “Junior ROTC Training Materials.”

Cadet Rank		
Rank Title	Abbreviation	Addressed as
Cadet Airman Basic	C/AB	“Cadet Airman”
Cadet Airman	C/Amn	“Cadet Airman”
Cadet Airman First Class	C/AIC	“Cadet Airman”
Cadet Senior Airman	C/SrA	“Cadet Airman”
Cadet Staff Sergeant	C/SSgt	“Cadet Sergeant”
Cadet Technical Sergeant	C/TSgt	“Cadet Sergeant”
Cadet Master Sergeant	C/MSgt	“Cadet Sergeant”
Cadet Senior Master Sergeant	C/SMSgt	“Cadet Sergeant”
Cadet Chief Master Sergeant	C/CMSgt	“Cadet Chief”
Cadet Second Lieutenant	C/2Lt	“Cadet Lieutenant”
Cadet First Lieutenant	C/1Lt	“Cadet Lieutenant”
Cadet Captain	C/Capt	“Cadet Captain”
Cadet Major	C/Maj	“Cadet Major”
Cadet Lieutenant Colonel	C/LtCol	“Cadet Colonel”
Cadet Colonel	C/Col	“Cadet Colonel”

Figure 8.1.

## Chapter 9

### PROMOTION OF CADETS

**9.1. Purpose:** The purpose is to establish cadet promotion criteria and procedures. The purpose of promotions is to have a visible system of reward or recognition for cadets who consistently meet and often exceed standards of behavior, appearance, leadership, and academic performance. You must realize that starting on the first day you are in competition with each person in your flight for promotion. The “key term” to remember for earning promotion is “**CAGL**,” which stands for **Conduct, Attitude, Grades, and Leadership**.

**9.2.** Grade has no significance unless cadets at all levels understand its importance and respect cadet authority and the concept of the chain of command. Cadets who do not make the effort to understand and respect the system of grade will not be successful in AFJROTC, let alone receive promotion consideration themselves.

**9.3.** Promotions require excellent attitude and performance as determined by the SASI. Promotions recognize achievement in AFJROTC and the potential to perform in a position with greater authority and responsibility. Enlisted cadets are considered for promotion once per month, except for promotions to Cadet Airman and Cadet Airman First Class. Cadets are required to have the requisite Time in Grade (TIG) prior to promotion eligibility. TIG is calculated by counting forward from the date on the previous promotion order. Cadet Officers are considered for promotion once per semester. Out-of-cycle promotions may be made at any time by the SASI to fill vacant positions or to recognize special merit. Eligibility requirements for promotion are as follows.

#### **9.3.1.** Cadet Airman Basic -- join AFJROTC

#### **9.3.2.** Cadet Airman.

- (1) Correctly execute basic drill in-place movements: Attention, Parade Rest, Right and Left Face, About Face, At Ease, Rest, Present Arms and Order Arms.
- (2) Know the three Air Force Core Values and their meanings.
- (3) If issued the uniform (applies also to PT uniform), have no missed, unexcused uniform wear days, and correctly wear the uniform (no more than 2 major errors per inspection).
- (4) As not gotten more than two demerits for conduct in class
- (5) Consistently competes in Health and Wellness exercises

#### **9.3.3.** Cadet Airman First Class.

- (1) Be a Cadet Airman for at least two weeks (TIG).
- (2) Correctly execute all the in-place movements and the following marching movements: Forward March, Halt, Right and Left Flank, and To the Rear March
- (3) Score at least 80% on the uniform test and a score of 80% or better on the Cadet Rank Identification Test.

(4) If issued the uniform, have no missed, unexcused uniform wear days, and no more than two major errors per inspection.

#### 9.3.4. Cadet Senior Airman.

- (1) Be a Cadet Airman First Class for one month (TIG).
- (2) First time eligible: Must be maintaining an AFJROTC average of A or B.
- (3) Other than first time eligible: Must be maintaining an AFJROTC average of C or better.
- (4) Correctly identify 90% of all Cadet Enlisted and Officer Rank Insignia, and 70% of Active Air Force Insignia. This includes abbreviations and spelling.
- (5) Have no missed, unexcused uniform wear days, and no more than two major errors per inspection.
- (6) Complete at least 8 hours of community service since joining ROTC.

#### 9.3.5. Cadet Staff Sergeant.

- (1) Be a Cadet Senior Airman for one month (TIG).
- (2) First time eligible: Maintaining AFJROTC grade of A or B.
- (3) Command flight in 30-Sequence Drill Routine with no more than three missed commands.
- (4) Have no missed, unexcused uniform wear days, and no more than two major errors per inspection.
- (5) Obtain a score of at least 75 percent on the C/SSgt Promotion Fitness Exam (PFE).
- (6) Complete at least 12 hours of community service since joining ROTC.
- (7) Score at least a 90 percent on the Cadet and Active Air Force Rank Insignia exam.

***\*\*NOTE: Regardless of status (active or reserves), first year cadet promotions are capped at Cadet Staff Sergeant\*\****

#### 9.3.6. Cadet Technical Sergeant.

- (1) Be a Cadet Staff Sergeant for at least one month (TIG).
- (2) First time eligible: Prior quarter AFJROTC grade of A or B.
- (3) Command flight in 30-Sequence Drill Routine with no more than two missed commands.
- (4) Have no missed, unexcused uniform wear days, and no more than one major error per inspection.

- (5) Obtain a score of at least 80 percent on the C/TSgt PFE.
- (6) Complete at least 18 hours of community service since joining ROTC.

#### **9.3.7. Cadet Master Sergeant.**

- (1) Be a Cadet Technical Sergeant for at least one month (TIG).
- (2) First time eligible: Prior quarter AFJROTC grade of A or B.
- (3) Command flight in 30-Sequence Drill Routine with no more than two missed commands.
- (4) Have no missed, unexcused uniform wear days, and no more than one major error per inspection during the current quarter.
- (5) Obtain a score of at least 85 percent on the C/MSgt PFE
- (6) Complete at least 24 hours of community service since joining ROTC.
- (7) Execute 15-count Manual of Arms with no more than one discrepancy.

#### **9.3.8. Cadet Senior Master Sergeant and Chief Master Sergeant.**

- (1) Be a Cadet Master Sergeant or Senior Master Sergeant for at least one month (TIG).
- (2) First time eligible: Prior quarter AFJROTC grade of A.
- (3) Command flight in 30-Sequence Drill Routine with no missed commands.
- (4) Have no missed, unexcused uniform wear days, and no major errors on inspections.
- (5) Obtain a score of at least 90 percent on the Senior NCO PFE
- (6) Execute 15-count Manual of Arms with no more no discrepancies.
- (7) Complete at least 30 hours of community service since joining ROTC.
- (8) Be the primary OPR for a flight-level or higher special project (e.g. Olympiad, fundraiser, food-drive, carnival OPR, community service event, etc.).

#### **9.4. Cadet Officers.**

Cadet officers are appointed and promoted by the SASI based upon seniority in AFJROTC, attitude, demonstrated excellence in previous positions, and potential for satisfactory performance in the new rank and position. Cadet officer selectees set the example for all other cadets. Therefore, in order to maintain officer status, cadet officers must command the flight in the 30-Sequence Drill Routine once per quarter with no missed commands, have no missed uniform wear days, and pass the cadet rank test with a grade of 100%.

#### 9.4.1. Oath of Office.

All new cadet officers and NCOs will take the following oath of office:

I, (state your full name), having been selected to become an officer or noncommissioned officer in the Air Force Junior Reserve Officer Training Corps, do willingly and freely accept this position of faith and trust.

Further, I do declare that:

I will wear the uniform of the United States Air Force with pride and at such times and places as authorized or directed by my Senior Aerospace Science instructor. I will be ever mindful that it represents the finest of traditions, having been established by dedicated men and women in a free society. I will assure that those under my supervision do the same. I will support the cadet officers appointed over me. I will use good manners in my dealings with others, both in and outside the Cadet Corps. I will ensure that my personal appearance is consistent with my commitment to the AFJROTC Organization. I will strive to develop habits of orderliness, precision, self-reliance, self-discipline, and above all, Honor.

#### 9.5. Reserve Cadets.

Reserve Cadets are not normally eligible for promotion however exceptions can be made when approved by the SASI. If approved, reserve cadets must have an overall average for all classes of 'C' at the time they become eligible for promotion. Cadets who have attained the rank of Cadet Staff Sergeant are eligible for only one promotion per quarter while they are in reserve status. First year cadet promotions are capped at Cadet Staff Sergeant regardless of status (active or reserves).

**9.6. DEMOTIONS.** Cadets promoted/appointed to a new rank/position will be given a maximum of four weeks to learn the responsibilities of the rank/position. Following the training period, the cadet is expected to satisfactorily carry out the responsibilities of the rank/position. Individuals unwilling or unable to perform required duties, or who clearly show they do not accept all the responsibilities of the rank/position, may be demoted to their prior rank as appropriate.

**9.6.1.** Cadets will be demoted a minimum of one rank if they:

- A. Consistently fail to comply with cadet rules and regulations, including uniform wear and grooming, and accomplishment of assigned duties and responsibilities. Reserve cadets who fail to wear the uniform and get inspected will be demoted and removed from Reserve status.
- B. Commit a major infraction of school rules resulting in out-of-school suspension.
- C. Consistently display disrespect toward the SASI, ASI, or cadet officers and NCOs of higher rank. This includes persistent or intentional failure to use the individual's rank or the words "Sir" or "Ma'am" when addressing them.
- D. Have missed any uniform wear days during the quarter without a valid excuse.
- E. Consistently display a negative attitude toward AFJROTC, the Cadet Corps, or flight (class) activities, honor code violations, discipline referrals, cadet evaluations, and consistent failure on the cadet and/or active Air Force rank tests.

## Chapter 10

### PROMOTION FOR EXCEPTIONAL PERFORMANCE (PEP)

**10.1. General.** Exceptional performance is one of the many keys to leadership and success in the AFJROTC program. Striving for excellence, becoming involved, helping others, and being the example for others to follow are all qualities of a “good citizen.” And the building of good citizens is the ultimate objective of the AFJROTC program here at Godby High School. The PEP program is designed to recognize that exceptional performance in the areas of conduct, attitude, leadership, and academic skills.

**10.2. Purpose.** The purpose of the PEP program is to establish those formal procedures needed to identify and recognize the exceptional performance by cadets within our cadet corps. This program is run by and for the cadets under the supervision of the ASI. A maximum of two cadets may be recognized for their exceptional performance each semester and recognition will be in the form of a “spot promotion” of one cadet grade. This promotion will remain in effect through the end of the semester in which the cadet was recognized for their exceptional performance.

**10.3. Eligibility.** All cadets maintaining an “A” or “B” in Aerospace Science with a minimum overall Godby High School academic Grade Point Average (GPA) of 2.5 in the current marking period are eligible to be nominated to the PEP Selection Board. Exceptions to this include:

**10.3.1.** Cadets currently promoted to grades of Cadet Major and Cadet Master Sergeant and above are ineligible. Promotions for Exceptional Performance must not exceed the maximum authorized for our unit.

**10.3.2.** Cadets who have been demoted for any reason within one year of the nomination deadline are not eligible for a PEP promotion.

**10.3.3.** Cadets are limited to a maximum of two PEP promotions while in our corps.

**10.4. Selection Criteria.** Nominations will be evaluated for exceptional performance in the areas of conduct, attitude, leadership, and academic skills. Remember, selection will be based on *exceptional performance*. Just sitting back, doing the minimum to get by, and not getting into trouble *is not* defined as “exceptional performance.”

**10.4.1. Conduct.** PEP candidates should have a clear understanding of acceptable behavior. Positive attributes of honesty, integrity, respect, responsibility, fairness and the desire to resolve, not participate in conflicts should be apparent from how they conduct themselves daily. The ability to control one’s actions and to react in a positive manner, even under stressful conditions, is very desirable attributes. The manner in which each candidate reacts to stress will be tested through difficult questions during the PEP promotion interview.

**10.4.2. Attitude.** A PEP award recipient must consistently display a positive, mature attitude, and a high level of professionalism. A PEP eligible cadet must display the qualities of an aspiring leader, and the knowledge of proper leadership techniques. One of the major objectives of the cadet corps is to always help, encourage, and respect our fellow cadets. This is the attitude we expect from a PEP candidate.

**10.4.3. Grades.** Only current grades affect eligibility. However, the importance of the cadet’s entire academic history cannot be over emphasized. High grades over an extended period of time reflect hard work, dedication, and an ongoing commitment to self improvement and future educational goals.

**10.4.4. Leadership.** Leadership by example is a key phrase in the AFJROTC program. Here, the PEP candidate must display this quality through uniform appearance and job performance. Although every cadet must keep their uniform and personal grooming standards in accordance with regulations, the PEP candidate must have consistently displayed exceptional appearance and have set the standards for others to achieve. In the area of job performance, the PEP candidate should not be satisfied with doing the minimum simply to get the job done. Exceptional

performance means striving for excellence, trying to be the best cadet in any position, from element leader to staff officer. The PEP award recipient should have a personal goal of striving to make the cadet group better for all the cadets who follow.

**10.5. Recommendations.** Nominations must be submitted to the JROTC instructors by the 9<sup>th</sup> week of each term. Nominations should be typed and provide specific examples of why the cadet submitting the nomination feels that a PEP promotion is deserved. Remember, every cadet is expected to do a good job. The PEP promotion is for something exceptional. An example of a nomination letter is contained in Figure 10.1. Please note there is no restriction against a cadet nominating themselves.

**10.6. PEP Review Board.** The purpose of the PEP Review Board is to screen nominations to insure the nominated cadet meets all criteria for early promotion. The PEP Review Board will be convened by the Cadet Group Commander. When convened, all members will be present. The PEP Review Board consists of the following members:

**10.6.1. Group Commander.** The cadet Group Commander serves as the President of the PEP Review Board. It is the duty of the President to lead all PEP Review Board meetings and to ensure all board members are fulfilling the duties which they have been appointed. The President of the PEP Review Board is responsible for insuring that the PEP award recommendations submitted to the ASI for approval meet the established criteria for promotion.

**10.6.2. Deputy Group Commander.** The cadet Deputy Group Commander serves as the PEP Review Board Vice President. The Board Vice President is responsible for managing the review process to include notification of the cadet staff and group members of the Board's convening. The Vice President will also process and control all nominations submitted to the PEP Review Board. Other duties include providing assistance to the Board President as needed.

**10.6.3. Group Staff Members.** The Deputy Commanders for Operations, Resource Management, Science and Technology, and Special Programs will serve as PEP Review Board Members. It is their responsibility to judge the merits of each candidate for a PEP award and to insure that only those that meet the *exceptional performance* criteria are selected.

**10.6.4. Group Senior Enlisted Advisor and First Sergeant.** They will serve as members of the PEP Review Board, are voting members, and are responsible for the Board Member responsibilities as specified in paragraph 9.6.3. Additionally, they will keep minutes of all Board meetings and assist the Group Commander in preparing the written recommendations for the ASI's review.

## **10.7. Procedures.**

**10.7.1. Nominations.** Submit to the Group Deputy Commander by the end of the 9th week of each term. Figure 10.1 shows the format to be used for PEP award nominations.

**10.7.2. PEP Review Board Meeting.** Convene in the 8<sup>th</sup> week of each term on uniform day. The meeting will be called to order by the Board President. The Board will individually review each nomination and rate them either fully qualified for promotion, or not fully qualified for promotion. Any nomination rated not fully qualified for promotion must be accompanied by a letter to the ASI that documents the nominations deficiencies.

**10.7.3. PEP Review Board Recommendation.** After the Review Board has completed checking the nomination for academic qualifications, eligibility based on previous PEP awards (remember, only two per cadet), that the promotion will not exceed those authorized by the Unit Manning Document (see Chapter 9), and that they have not been demoted within the past year, the Board President will entertain discussions on the leadership qualifications of the cadets nominated for a PEP award. Remember, selection is based on *EXCEPTIONAL PERFORMANCE!* Once the Board decides on their recommendation, a letter with justification will be sent to the SASI. The SASI is the final authority on promotions.

**10.7.4. ASI Review.** The SASI and the ASI will thoroughly review the nomination packages to insure that they meet the *exceptional performance* criteria for those cadets recommended by the PEP Review Board. Also, all non recommended nominations will be completely reviewed to insure that they do not merit promotion under the PEP program.

**10.7.5. Administration.** Once approved by the SASI and ASI, special orders will be prepared awarding the PEP promotions.

**10.7.6 Presentation.** PEP awards will be presented at a flight ceremony on uniform day during the 11th week of each term.

**10.8. Responsibility.** It is a great honor to receive a PEP promotion. With honor goes responsibility. Should a cadet abuse their new grade, or fail to fulfill the additional responsibility with which they have been entrusted, the promotion order will be rescinded, and the cadet will return to their previously held grade. A drop in academic performance, an act of disrespect, a suspension from school, or any other disciplinary action from one of the school deans will disqualify a cadet from retaining their PEP promotion and it will immediately be rescinded.

<b>Godby High School</b>	
<b>AIR FORCE JUNIOR ROTC</b>	
FROM: Cadet Cougar	1 Oct 18
SUBJ: PEP Award Nomination	
TO: Group Deputy Commander	
<p>1. I recommend Cadet SSgt John A. Doe receive the PEP award. The intent of this letter is to convey to the PEP Selection Board exactly why you think Cadet SSgt Doe deserves a promotion for exceptional performance. Specific examples must be used such as:</p> <p>2. Leadership and Job Performance: The nominee's leadership and job performance, to include the development of new techniques, must have contributed significantly to increased mission effectiveness during the semester.</p> <p style="padding-left: 40px;">a. Citizenship Qualities: The nominee must have contributed tangibly or intangibly to the military or civilian community's welfare, morale, or status during the semester.</p> <p style="padding-left: 40px;">b. Actions to Improve or Enhance AFJROTC: Actions or efforts that bring positive attention to the unit during the semester.</p> <p style="padding-left: 40px;">c. Other Accomplishments: Accomplishments which set the nominee apart from others of equal or higher grade during the semester.</p> <p>3. Thank you for considering Cadet SSgt Doe for this promotion. If I can be of further assistance, Please feel free to contact me. (Remember, this letter will be a major factor in the selection or non-Selection of the person you are nominating. You probably will not be present during the selection Process, so you need to convince the Board in this letter that your nominee deserves a promotion.)</p>	
<p>JEVON COUGAR, C/TSgt, FL-811 Enlisted Assistant to the Group RM</p>	

**Figure 10.1.**

## Chapter 11

### MILITARY TRAINING

**11.1. Drill and Ceremonies.** Along with the other studies in the AFJROTC program, drill and ceremonies is an integral part of the curriculum. Drill and ceremonies teaches individual and team skills along with good order and discipline. The NCO instructor is tasked with instruction in drill and ceremonies and will teach these subjects on leadership days (Tuesdays and Thursdays). Cadets are taught the basic positions and movements one position at a time. As the cadets progress and become proficient, positions and movements are then used to teach the flight to drill as a unit. The NCO instructor will use experienced cadets to assist in instructing the new cadets. Cadets will demonstrate through written and practical evaluation knowledge of, and an ability to execute proper drill and ceremonies procedures.

**11.1.1. How to Lead.** The best way to “learn to lead” is to “learn to follow.” All cadets should pay close attention to the guidance provided by the instructors and the cadets in leadership positions, and then try their best to follow and apply the instructions exactly. If you can successfully follow instructions and successfully achieve the desired result, you will find that you will soon be teaching others who need help in mastering the task. Instructors and cadet staff officers are constantly looking for this leadership ability to surface among the cadets. Promotions are based on conduct, academics, attitude, and **demonstrated leadership potential**. Regardless of what you may have heard, there is no such thing as a born leader and all leaders have been followers at one time. With proper training, practice, and experience you can become a leader.

**11.1.2. Do Your Best.** Your NCO instructor is looking for each cadet to do their absolute best at whatever activity is being taught. Forget about playing when it is time to work, there will be time for play later. Instructors understand that there will be vast differences in skill and ability levels, therefore, do not worry if you have difficulty trying to learn the basic drill movements. We will devote as much time and practice as is necessary for you to master these skills. To become proficient at drill, cadets will need to practice at home on their own. If a cadet is having a great deal of difficulty with any portion of drill, feel free to discuss it with the NCO instructor.

**11.1.3. Team Effort.** Close order drill is a “team effort.” Everyone must do the movements together if the flight is to be successful at drill. All of the movements performed by the flight formation should be done simultaneously. Keep in mind that your performance affects the entire flights performance. Think flight teamwork, learn and execute your part, and success will follow.

**11.2. Weekly Uniform Inspections.** The purpose of the weekly uniform inspections is to: check the fit of your uniform; test your knowledge and understanding of the proper wear of the uniform; and, to observe the degree that you have progressed in your military training. Uniform inspections will normally be on Tuesdays and can be done either in the classroom, or on the drill pad. Remember, your uniform grade is an integral part of your leadership grade. Failure to wear the uniform when and as required will result in failing AFJROTC. Since the wear of the uniform is considered to be a major requirement of AFJROTC, repeated failure **to wear the uniform** during the semester will be grounds for removing the cadet from the AFJROTC program.

**11.2.1.** The NCO instructor will conduct weekly uniform inspections. You will start each grading period with a perfect 100 points. If uniform violations are found during the inspections, points will be subtracted from your 100 available points. Note, that in addition to errors on your uniform, you can lose points during an inspection for moving while at attention, talking, or displaying a poor attitude during the inspection process.

**11.2.2.** Normally, there is no excuse for not wearing your uniform on the designated uniform day. However, if you see in advance you will not be able to wear the uniform, see the senior instructor and get permission to postpone or excuse your uniform wear. If you are absent on uniform day, you will wear your uniform on the **next day back** to school and make up the uniform inspection. Excuses will not be accepted. Cadets who fail to either wear their uniform on inspection day or the next day back to school will get a score of zero for that inspection.

**11.2.3. Uniform Preparation.** We recommend you prepare your uniform on Sunday, no later than on Monday, so that you will be prepared for Tuesday's inspection. Check the uniform to see if the shirt/blouse needs to be washed, or if the trouser/pants needs to be cleaned. If your uniform needs to be cleaned, send it to the dry cleaner immediately after the inspection so it will be ready for the following weekly inspection. An important guide is that anything dark blue **MUST BE** dry cleaned. The light blue shirt can be washed in a washer.

**NOTE:** The uniform of the day will be posted in the classroom on Monday. You must wear the proper uniform or your grade will be downgraded.

**11.2.4. Image.** Attitude is an important item in your military training. We encourage each cadet to take it seriously. We expect all cadets to want to wear the uniform; and, to want to wear it proudly and properly. We expect to see learning and improvement as a result of having received a few "gigs." If you continue to get the same "gig" for the same uniform violation, like not shaving chin hair or getting a haircut, you will not get ANY credit for wearing your uniform (because you're refusing to wear it correctly).

**11.2.4.1.** Military training time **is not** playtime. Talking while at attention, looking around when in formation, and disturbing other cadets with your actions **will not be tolerated!**

**11.2.4.2.** Discipline is what military training is all about. In addition to what the NCO instructor and the senior cadets teach you, you must learn to discipline yourself. All AFJROTC cadets must learn to respond to commands and to take orders. Remember, you must learn to follow before you can lead.

### **11.3. Military Courtesy:**

**11.3.1. Saluting.** Probably the most important of our military custom and courtesy is the hand salute. Most people develop the wrong idea about saluting. It is the oldest of our military customs and courtesies and in its simplest form, the salute is a greeting. However, we must also remember that saluting is a **mandatory** courtesy, meant to show respect for higher ranking personnel in recognition of their responsibilities and grade.

**11.3.2. Some General Rules About Saluting.** Cadet officers and NCOs (sergeants) are expected to correct all saluting violations on the spot. This is to be done in a civil and tactful manner. They will correct cadets junior in grade only. All cadets are expected to accept corrections properly. Cases of disrespect or insubordination will be reported to the instructors immediately, so that corrective action can be taken. If disciplinary action is needed, the NCO instructor will make that decision.

**11.3.2.1.** Only officers are to be saluted. All cadets must salute the officer instructor and all officers of all services of the armed forces. All cadet airmen and cadet sergeants must salute all cadet officers. The junior grade cadet officers will salute cadet officers of a senior grade. Cadet officers of the Army, Navy, and Air Force senior ROTC units are to be saluted when recognized.

**11.3.2.2.** The person with the lowest grade salutes first and holds the salute until it is returned by the person of highest grade. The practice of saluting is not meant to degrade anyone, and as you see by the above

explanation, it is a two way street. It may help you to remember that you are not saluting the individual, but the uniform and the insignia the person is wearing. Saluting is part of your military training and must be done properly. There is only one way to deliver a proper military salute, and we expect you to do it as you are taught in leadership training.

**11.3.2.3.** Always give a hand salute from the position of attention, whether standing still or moving. Cadets never salute while running. Slow to a walk, bring yourself to attention and salute, and then continue running if necessary.

**11.3.2.4.** Salutes are usually accompanied by an exchange of greetings, determined by the time of day, such as: “Good morning, Sir (or Ma’am)” or “Good afternoon, Lt Colonel David.”

**11.3.3. When to Salute:** All of our military customs and courtesies should be observed at all times. Saluting rules and saluting areas are for training purposes and failure to comply with these rules will result in disciplinary action.

**11.3.3.1.** If you are outdoors, in uniform and the National Anthem is played, **ALWAYS** come to attention, face the flag (face the music if you cannot see the flag), and salute. Hold your salute until the music stops. While indoors, in uniform, and the National Anthem is played, you **will not** salute. You will come to and remain at attention until the National Anthem is complete.

**11.3.3.2.** Anytime a cadet in uniform observes the American flag moving up or down the flag staff, the cadet will come to attention and salute. The salute will be held until the flag has reached termination. If not in uniform, etiquette states the cadet will stand at attention and place their hand over their heart. If wearing civilian headgear, the cadet will stand at attention holding the headgear at the left shoulder, so their hand is over their heart.

**11.3.3.3.** While in formation and ordered to “Present Arms.”

**11.3.3.4.** If you are in a group of cadets standing around and the Senior Air Force Instructor or a cadet officer comes by, the first person to see the officer calls the group to attention, and all cadets salute. If you are in charge of a group of cadets and a senior grade officer passes your formation, you call the group (formation) to attention and render the salute for the group.

**11.3.3.5.** When reporting to an officer. The only time Air Force members and AFJROTC cadets salute *while indoors* is when reporting to a senior grade officer or when they are under arms. When business is completed, the salute is rendered again when reporting out prior to leaving.

## Chapter 12

### CADET FLAG DETAIL

**12.1. General:** The principal of Amos P. Godby High School has charged the AFJROTC cadet corps with the responsibility for conducting proper flag ceremonies for every school day. The FL 811 Group First Sergeant has the overall responsibility for the conduct of these ceremonies. The US flag can be flown every day except during inclement weather. Generally, the US flag is flown from sun-up to sun-down. The US flag should not be flown during darkness unless it is lighted.

**12.1.1.** The morning flag ceremony is called “Reveille.” The American flag will be raised at this time. The afternoon flag ceremony is called “Retreat.” At this time, the American flag is lowered, taken off the halyards, and stored for the night. Reveille takes place at 0730 hours each morning, and Retreat is held no later than 1400 hours each afternoon.

**12.1.2.** If it is raining at Reveille time, the flag should not be raised. At all other times, the flag is required to be raised. Do not attempt to be weather forecasters. If it is not raining, put up the flag. Once the flag is up, it is not to be lowered until Retreat.

#### 12.2. Instructions for Reveille:

**12.2.1.** The American flag is **ALWAYS** treated and handled with **GREAT RESPECT AND CARE!** A serious attitude will be shown throughout each ceremony and there will be **NO TALKING** except by the cadet in charge. All movements are to be made in a crisp, military manner, and all turns will be made sharply. There will be **NO MOVEMENT** while at attention.

**12.2.2.** The flag detail will consist of five cadets plus the detail commander. However, if the flag detail will carry only the American flag, the detail will consist of three cadets plus the detail commander. The Cadet in Charge will pick up the flag from on top of the Robert Wise cabinet. The Cadet in Charge will form the cadets on the sidewalk in front of the JROTC building facing the flag pole in one rank (in order, starting with the second cadet, the flags will be the American, Florida state, and POW/MIA flags). The Cadet in Charge will form directly to the left of the middle cadet facing the flag pole. *See* Figure 12.1.

**12.2.3.** The Cadet in Charge orders, “Detail, ATTENTION.” The flag detail is now ready to march to the flag pole.

**12.2.4.** The Cadet in Charge then orders, “Forward, MARCH.” The detail will then proceed to the flag pole.

**12.2.5.** When the lead cadet (first cadet in the line of five) reaches the bricks around the flag pole, he or she will continue marching until in the position as shown in Figure 12.2 and then halt. The following four cadets will follow the first cadet’s path and then halt at the same time as the first cadet. All five cadets will execute a left face at the same time. The Cadet in Charge will march directly up to the flag pole and halt directly in front of the pole and make no facing movements. *See* Figure 12.2.

**12.2.6.** The lead cadet will untie the rope and lower the halyards to the center of the five cadets. The cadet holding the flag will attach the flag to the halyards.

**12.2.7.** The first and fifth cadets in the detail will each grasp one side of the rope. At this time, the Cadet in Charge will order, “Detail, Present Arms.” This is the signal for the first and fifth cadets in the detail to swiftly raise the flag.

**12.2.8.** When the flag has reached the top of the flag pole, the first cadet will secure the halyards, and then the first and fifth cadets will render a salute. The Cadet in Charge will order, "Detail, Order Arms." The Cadet in Charge does an about face and orders, "Group, Order Arms." This completes Reveille.

**12.2.9.** The Cadet in Charge takes one step forward to be on the edge of the bricks. The cadets in the flag detail will march around the flag pole: the five cadets will form a semi-circle around the flag pole and all cadets will halt when the first cadet halts. The Cadet in Charge once again takes a position to the right of the middle cadet in the detail. At this time, the Cadet in Charge will order, "Forward MARCH." The detail will march back to the AFJROTC building until the Cadet in Charge orders, "Detail, HALT." The Cadet in Charge will then order, "Detail, DISMISSED" and the detail will take one step back and do an about face movement.

### 12.3. Instructions for Retreat:

**12.3.1.** The sequence of commands and personnel for Reveille are used to get the flag detail into position to lower the flag.

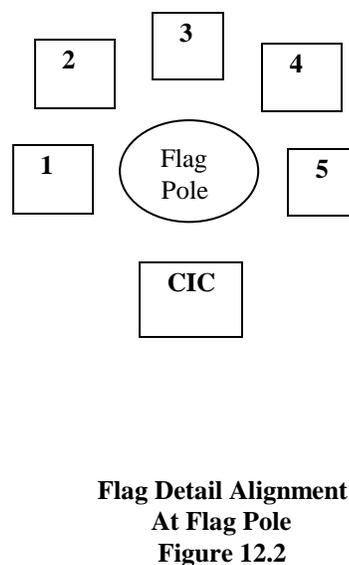
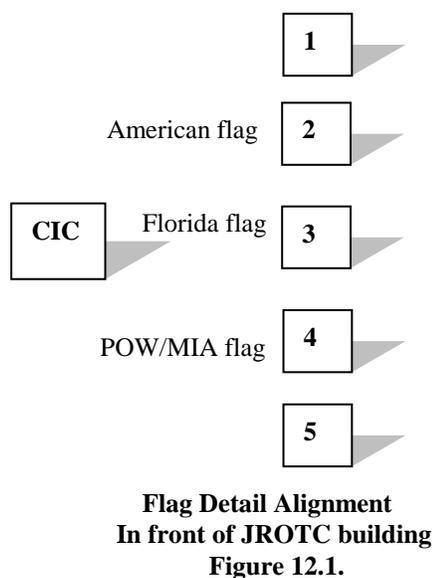
**12.3.2.** The cadets will slowly lower the flag.

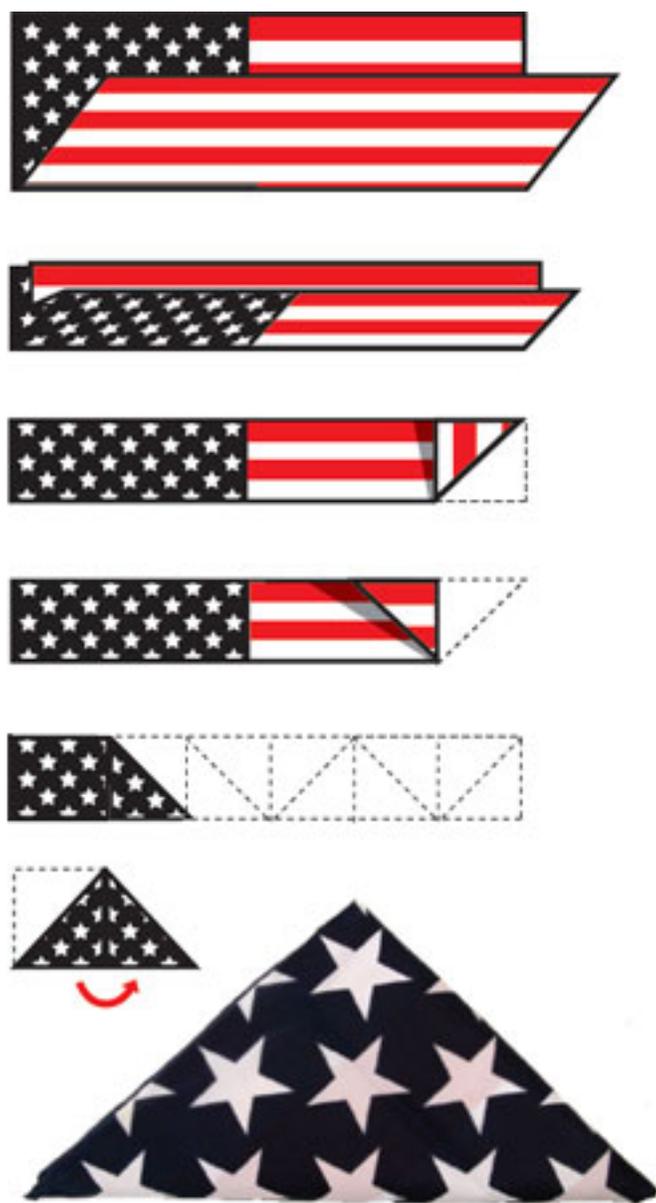
**12.3.3.** The second cadet will catch the bottom of the flag as it comes down. The American Flag is **NEVER ALLOWED TO TOUCH THE GROUND!** The flag will be folded as shown in Figure 12.3. The second cadet in the flag detail will carry the flag and insure that it is properly stored in Classroom 1. The return from the flag pole to the JROTC building is the same as for Reveille.

### 12.4. Instructions for Half-Staff:

**12.4.1.** Should it be necessary for the flag to be flown at Half-Staff, you will be notified by the JROTC instructors. **NEVER FLY THE FLAG AT HALF-STAFF WITHOUT PROPER AUTHORITY!**

**12.4.2.** For Reveille, the flag must first be raised all the way to the top of the flag pole, and then it is lowered into the Half-Staff position. For Retreat, the flag is first raised to the top of the flag pole, and then lower as per normal Retreat procedures.





Folding the American Flag

Figure 12.3.

## Chapter 13

### CADET EVALUATION BOARD

**13.1. Board Purpose.** In accordance with AFROTCI 36-16, the Senior JROTC Instructor (SASI) has established a Cadet Evaluation Board to assist him in the investigation of reported violations of AFJROTC rules and regulations that could be detrimental to the good order and discipline of the corps.

**13.2. Convening of the Cadet Evaluation Board.** The SASI will determine when a Cadet Evaluation Board is necessary. Instances of cadet behavior that could or should merit a Cadet Evaluation Board review will be reported to the SASI. The SASI will determine if a Cadet Evaluation Board is warranted.

**13.3. Board Membership.** The following group personnel will be members of the Cadet Evaluation Board. If any board member is responsible for a cadet being brought before the Board, that board member will be excused from the Board. However, they may appear as a witness.

<b>Cadet Evaluation Board Members</b>	
<b>President</b>	<b>Group CV</b>
<b>Member</b>	<b>Group DO</b>
<b>Member</b>	<b>Group RM</b>
<b>Member</b>	<b>Group ST</b>
<b>Member</b>	<b>Group SP</b>
<b>Member</b>	<b>Group SEA</b>
<b>Recorder</b>	<b>Group FS</b>

**Figure 13.1.**

**13.3.1. Board Procedures.** Upon notification from the SASI that a Cadet Evaluation Board is required:

**13.3.2.** The Group CV will set the date for the Board meeting. He or she will notify the accused, in writing, of the allegation of misconduct. The letter will also specify the date, time, place, and the required uniform to be worn to the Board meeting. The Group CV will also notify the Board Members of the date, time, place and uniform for the Evaluation Board meeting. The accused will report in uniform to the Board President on the date and time specified. The accused will have the opportunity to review and/or refute any and all evidence of alleged misconduct before the Board. Unless the accused cadet has asked for and received permission from the SASI to miss and/or reschedule the Board meeting, and the cadet fails to appear before the board, the Board will review all the evidence available and reach a decision.

**13.3.3.** The Board will make a thorough investigation of the **FACTS!** This is a very serious event, a cadets reputation is at stake. The findings **must be** clearly supported with documented evidence. When in doubt, the benefit of doubt goes to the accused and they will be found innocent. After the Board has reached their decision, the Group CV will prepare a written report of findings and recommendations and submit it to the Group CC. The Group CC will make an independent review of the report to determine if the report does document and support the findings and recommendations. The Group CC will add a cover letter documenting his/her findings and submit the entire package to ASI.

#### **13.4. General Information.**

**13.4.1.** The accused cadet may consult the instructors for advice on procedures, witnesses, etc.

**13.4.2.** If a cadet believes that the Cadet Evaluation Board treated them unfairly, he or she may appeal directly to the SASI either in person, in writing, or both. The SASI will reply to the cadet in writing on the outcome of their appeal.

**13.4.3.** Although not a member of or a part of the Cadet Evaluation Board, the SASI will assign an ASI to be present while the Board is convened. The ASI will be available to answer questions and provide guidance and advice to both the Board and the individual under investigation. The best preventive measure to save yourself from the embarrassment of being “invited” to appear before a Cadet Evaluation Board is to follow AFJROTC rules and regulations; and, to act in a nature, responsible manner.

## Chapter 14

### CO-CURRICULAR ACTIVITIES

**14.1. General.** In addition to the regular curriculum, there are several co-curricular activities which will assist the cadet in learning good citizenship, along with experiencing the “esprit de corps” with the AFJROTC program. Many of these activities enable cadets to earn extra credit for school grades or towards AFJROTC awards/ribbons, while other activities simply give cadets the opportunity for fellowship with others. Some of the activities below have eligibility requirements. For those activities, cadets **MUST MAINTAIN** a passing grade in Aerospace Science, have an overall 2.0 GPA in ALL other classes, and not be in danger of losing credit through poor attendance. Additionally, cadets who have disciplinary problems will be ineligible to participate in special activities.

**14.1.1.** Every activity a cadet participates in with the AFJROTC program is a school-sponsored event. This ensures proper school medical and liability coverage for the cadet (student). All school rules and procedures must be followed. Cadets **MUST HAVE** completed all of the parental consent and approval forms designated by the school in order to participate in AFJROTC activities. Cadets **WILL NOT** be allowed to participate in any of the following activities until the Leon County School Board Application for Activity Participation form is filled out, signed by a parent or legal guardian, and returned to the JROTC instructors.

**14.2. Kitty Hawk Air Society (KHAS).** The purpose of KHAS is to promote high academic standards, be of service to the school and the community, promote self-confidence and initiative, develop leadership abilities, promote academic excellence, encourage educational development in the post high school years, and further the knowledge of the Air Force role in aerospace education. KHAS is an official national honor society within the AFJROTC program. The KHAS is primarily a service organization whose goal is to raise the overall academic standing of the cadet corps. Members are available to provide tutoring services to cadets desiring academic assistance. This is an after school activity with membership limited to those cadets invited to join by the society’s membership committee. Nominated cadets **MUST BE** in good academic standing with a minimum overall school GPA of 3.0, have no failing grades, and have an 'A' in Aerospace Science.

**14.3. Color Guard.** Any cadet in good standing (see Paragraph 14.1.) is eligible to try out for the Group Color Guard. Those who qualify will be entrusted to carry the Colors (flags) at home football games and sporting events, parades, other special ceremonies in the community, and at school. They may wear special uniform items (berets, ascots, etc.), and are expected to excel in self discipline and personal appearance. Color guard members practice after school.

**14.4. Drill Team.** Any cadet in good standing (see Paragraph 14.1.) is eligible to try out for the drill team. The drill team participates in local parades, special ceremonies, and drill competitions. Members of the drill team wear special uniform items (berets, ascots, etc.) and are expected to excel in self discipline and personal appearance. They practice after school.

**14.5. Awareness Presentation Team (APT).**

The purpose of the APT is to provide positive role models for elementary and middle school students. The APT allows cadets to apply the skills learned in the leadership education portion of the AFJROTC curriculum. Cadets go to these schools and work with students teaching individual responsibility, group teamwork, and an anti-drug program. The APT is composed of team members, selected by the ASI based on their demeanor, verbal abilities, and professional appearance. All cadets in good standing (see Paragraph 14.1) are eligible to apply for the APT. The APT wears special uniform items (berets, ascots, etc.) drill with replica rifles, and are expected to excel in self discipline and personal appearance. The team practices after school.

**14.6. Parades.** The corps typically participates in two parades each year - the Veteran's Day Parade, and the Springtime Tallahassee Parade. All cadets are expected to participate in both parades. Exception: Corps members who are also members of the Godby High School Band may march as band members.

**14.7. Dining In - Dining Out.** The purpose of the Dining In - Dining Out is to promote *esprit de corps* among the cadets and to provide experience in Air Force customs and courtesies. These events are planned and run by the cadets. Both are formal dinners for members of the AFJROTC program. The Dining In is in November and the Dining Out is in May of each year. The Dining In is a cadet only event, while the Dining Out, which also serves as the AFJROTC spring awards banquet, has parents and invited guests present. Both the Dining In and the Dining Out are considered to be mandatory events for all cadets.

**14.8. Military Ball.** The purpose of the Military Ball is to allow the Army, Air Force, and Navy JROTC cadets an opportunity to meet in a social setting and experience comraderie and the social customs and courtesies of the military. This event is held each spring and is planned and run by the cadets. During the last few years, Amos P. Godby's Air Force JROTC has jointly hosted the Military Ball with James S. Rickards' Army JROTC. All cadets are expected to participate.

**14.9. Field Trips.** This has been an annual activity, usually occurring once in the Fall and once in the Spring, that is used to motivate and reinforce the curriculum and learning experiences of all cadets. Cadets are taken to Moody Air Force Base, Valdosta, Georgia and Tyndall Air Force Base, Panama City, Florida for an all day field trip *when Air Force*

*funds are available.* Otherwise, another activity is planned to reinforce leadership principles taught.

**14.10. Service Projects.** The purpose of service projects is to teach the cadets about commitment to others and their community. The cadet corps participates in numerous community and school service projects throughout the school year. All cadets are expected to participate in service projects sponsored by the corps.

**14.11. AFJROTC Booster Club.** The purpose of the booster club is to enhance the educational and leadership experiences available to the cadets. The boosters raise funds that are used to purchase educational materials (computers, software, etc.) and that allow our cadets to participate in our many events. The boosters also lend their support by their presence at all of our activities. Anyone with an interest in our students and the mission of the AFJROTC program is eligible to join the boosters club.

**14.12. Competitive Teams.** In the past few years, FL-811 has formed a Rifle Team, Orienteering Team, and Olympiad Team. These teams will continue depending on cadet interest and involvement.

**14.13. Activities Leadership.** Most of the above mentioned activities are planned, organized, and managed by the cadets. Cadet leadership is essential to the success of these activities. It is through this process of cadet-led activities that the cadets have the opportunities to practice what they have learned about the principles of leadership and management as taught in the leadership/management sections of the aerospace curriculum. The SASI/ASI will provide sponsorship and guidance, but the cadets must plan, manage, and execute these activities.

## Chapter 15

### AFJROTC AWARDS AND DECORATIONS PROGRAM

**15.1. General.** Cadets new to our AFJROTC program will notice that many of their fellow cadets are wearing ribbons or other distinctive items on their uniforms. These were presented to those cadets as a result of some exceptional achievement in the program. The purpose of the Cadet Awards and Decorations Program is to foster morale, incentive, and *esprit de corps*, and to recognize the achievements of our AFJROTC cadets. There are two general categories of awards: those sponsored by national organizations, and those sponsored by the national headquarters of AFJROTC. Below is a listing of each award that includes a general summary of the criteria needed to earn that award.

#### **15.2. National Organizational Awards:**

**15.2.1. Valor Awards:** The valor award recognizes valorous performance by cadets. Consists of a citation, medal, and ribbon.

**The Gold Valor Award:** Our top award is earned for voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk-of-life above and beyond the call of duty. It must be approved by Headquarters, JROTC.

**The Silver Valor Award:** Awarded to a cadet for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award. It must be approved by Headquarters, JROTC.

**Cadet Humanitarian Award:** This award is presented for humanitarian acts by a cadet involving actions above and beyond the call of duty.

#### **15.2.2. National Awards**

**Air Force Association (AFA) Award:** Presented annually to the outstanding AS-III (junior) cadet. The nominated cadet must rank in the upper 5 percent of their Aerospace Science class, rank in the top 10 percent of their academic class, and be recommended by the ASI as the “Outstanding Aerospace Science Cadet” in his or her class. The cadet must have a positive attitude, good personal appearance, good growth potential and display exceptional courtesy. Consists of a medal and ribbon.

**Daedalian Award:** Presented annually to one outstanding cadet in the junior class. The cadet must rank in the upper 10 percent of their AFJROTC class, and rank in the upper 20 percent of their school junior class. The cadet must indicate a desire and potential to pursue a military career; and, demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation. Consists of a medal and ribbon.

**The American Legion Scholastic Award:** Presented annually to one AS-III or AS-IV cadet based on his or her overall scholastic achievement. Must rank in the upper 10 percent of the high school class, in the upper 25 percent of their AFJROTC class, and demonstrate qualities of leadership and actively participate in constructive student activities. Consists of a medal and ribbon.

**The American Legion General Military Excellence Award:** Presented annually to one AS-III or AS-IV cadet based on the cadet's general military excellence. Must rank in the upper 25 percent of the AFJROTC class and demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Consists of a medal and ribbon.

**Daughters of the American Revolution (DAR) Award:** Presented annually to one AS-IV cadet. The cadet must rank in the upper 25 percent of both his or her AFJROTC and high school classes; demonstrate the qualities of dependability, good character, adherence to military discipline, leadership ability; and have a fundamental and patriotic understanding of the importance of AFJROTC training. Consists of a medal and ribbon.

**American Veterans (AMVETS) Award:** Presented annually to one qualified cadet at each unit. The cadet must possess individual characteristics contributing to leadership such as: a positive attitude toward AFJROTC programs and service in the Air Force; personal appearance (to include the wearing of the uniform, posture, and personal attributes of initiative, dependability judgment, and self-confidence); officer potential (capacity for responsibility, adaptability, and maintenance of high personal standards); and have obtained a grade of 'A' in the Aerospace Science class. Consists of a medal and ribbon.

**Reserve Officers Association (ROA) Award:** Presented annually for military and academic achievement to an outstanding AS-IV cadet. The cadet must rank in the top 10 percent of their AFJROTC class and possess individual characteristics contributing to leadership such as: positive attitude toward the Aerospace Science curriculum; superior personal appearance to include wearing of the uniform, posture and grooming; the personal attributes of initiative, judgment, courtesy, and self-confidence; and, growth potential. Consists of a medal and ribbon.

**Military Order of World Wars:** Presented annually to an AS-I cadet. Must excel in all military and scholastic grades, extracurricular activities, and individual endeavors, a desire to serve our nation, and have committed to continue the Aerospace Science program for the next school year. Consists of a medal or certificate, and a ribbon.

**The Military Officers Association of America (MOAA) Award:** Presented to an outstanding AS-III cadet who shows exceptional potential for military leadership. Must be a member of the junior class; be in good academic standing; be of high moral character; show a high order of loyalty to the unit, school, and country; and, show exceptional potential for military leadership. Consists of a medal and ribbon.

**Veterans of Foreign Wars (VFW) Award:** Presented to an outstanding AS-III or AS-IV cadet who actively engages in the AFJROTC program and possesses individual characteristics contributing to leadership. Must have a positive attitude toward AFJROTC; have outstanding military bearing and conduct; possess strong personal attributes such as courtesy, dependability, punctuality, respect, and cooperation; demonstrate patriotism and actively promote Americanism by commanding or being in the color guard, drill team; demonstrate leadership potential; attain a letter grade of "B" or better in AFJROTC with an overall letter grade of "C" or better in all subjects for the previous semester; and, not have been a previous recipient of this award. Consists of a medal and ribbon.

**National Sojourners Award:** Presented to an outstanding AS-II or AS-III cadet who contributed the most to encourage and demonstrate Americanism within the Corps of Cadets and on campus.

Must be in the top 25% of his or her academic class; encourage and demonstrate the ideals of Americanism; demonstrate potential for outstanding leadership; and, not have previously received this award. Consists of a medal and ribbon.

**Sons of the American Revolution (SAR) Award:** Recognizes all around excellence in Aerospace Studies. Presented at the end of a cadet's first year of the Aerospace Science program. The cadet must exhibit a high degree of leadership, military bearing, and all-around excellence in Aerospace Studies. Consists of a medal with a ribbon.

**Military Order of the Purple Heart Award:** Recognizes an outstanding AS-III or AS-IV cadet enrolled in AFJROTC and who demonstrates leadership ability. Must have a positive attitude toward AFJROTC and country; hold a leadership position in the cadet corps; be active in school and community affairs; attain a grade of "B" or better in all subjects for the previous semester; and not have been a previous recipient of this award. Consists of a medal and ribbon.

**Air Force Sergeants Association (AFSA) Achievement Award:** Recognizes an outstanding AS-III or AS-IV cadet. Must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship; be in the top 25% of the AFJROTC class; and, not have previously received this award. Consists of a medal and ribbon.

**Sons of Union Veterans of the Civil War Award:** This award recognizes one deserving cadet (may be ASI, ASII, ASIII, or ASIV). The recipient must display a high degree of patriotism and have demonstrated a high degree of academic excellence and leadership ability.

**Sons of Confederate Veterans H. L Hunley Award:** This award should go to a rising ASII cadet who has demonstrated the qualities of honor, courage and in particular commitment to his/her unit throughout the school year.

**Tuskegee Airmen JROTC Cadet Award:** This award is presented 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: Attain a grade of "B" or better in their AS class. Be in good academic standing. Actively participate in cadet corps activities. Participate in at least 50% of all unit service programs.

**The Retired Enlisted Association (TREA) Award:** Awarded, at the SASI's discretion, for exceptional leadership to the most outstanding AFJROTC cadet while serving in an enlisted rank. The selected enlisted cadet must have shown outstanding leadership throughout the course of the school year.

**Celebrate Freedom Foundation:** Awarded annually, at the SASI's discretion, for outstanding performance in academics and cadets corps activities as a first or second year JROTC cadet. Consists of a ribbon and a certificate.

**National Society United States Daughters 1812 Award:** Awarded annually, at the senior JROTC instructor's discretion, for academic excellence, leadership, military discipline dependability, patriotism and upright character in speech and habits.

**National Society Daughters of American Colonists Award:** Awarded annually, at the senior JROTC instructor's discretion, for academic excellence, leadership, military discipline dependability, patriotism and upright character in speech and habits.

**Air Commando Association Award:** Awarded annually at the senior JROTC instructor's discretion for completing a one page essay based on a historical AF Special Operations Mission possessing the thirteen critical attributes of success: integrity, self-motivation, intelligence, self-discipline, perseverance, adaptability, maturity, judgment, selflessness, leadership, skilled, physical fitness and family strength.

**Distinguished AFJROTC Cadet Award:** Recognizes an outstanding AS-III cadet at each unit. Cadet must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and maintain consistent academic and military excellence. Must have also received the following awards prior to selection: Achievement Ribbon, Leadership Ribbon, Superior Performance Ribbon, Cocurricular Activities Leadership Silver Star, and the Service Ribbon. Consists of a certificate and a Distinguished AFJROTC Cadet badge.

### 15.3. AF JROTC Sponsored Awards:

**Outstanding Organization Award.** Each cadet is eligible to receive this ribbon if he or she was in the program when this award was earned.

**Outstanding Flight Ribbon.** Awarded each academic term to members of the outstanding flight under criteria determined by the SASI.

**Outstanding Cadet Ribbon:** Awarded annually to the outstanding AS-I, AS-II, AS-III, and AS-IV 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. Ensure recognition of cadets who 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 at the SASI's discretion for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature.

**Academic Ribbon:** Awarded for academic excellence as signified by attaining an overall grade point average of at least "B" for one semester. Recipients must have an 'A' average in AFJROTC during the period covering the award.

**Leadership School Ribbon:** Awarded for completion of an approved summer leadership program of at least five days duration.

**Special Teams Competition Ribbon:** Awarded to team members for placing 1<sup>st</sup>, 2<sup>nd</sup>, or 3<sup>rd</sup> in an Air Force or Joint Service Competition to include Color Guard Teams, Rifle Teams, Drill Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, or Olympiad, etc.

**Orienteering Ribbon.** Awarded to team members for completing unit specific Orienteering Program as part of unit curriculum

**Co-curricular Activities Leadership Ribbon.** Awarded at the SASI's discretion for leadership in AFJROTC co-curricular activities (such as dining-in chairperson, military ball chairperson, etc.). Must have demonstrated exceptional leadership in achieving objectives through the coordinated efforts of others. This award may be earned a maximum of four times.

**Drill Team Ribbon.** Members may receive this award if they practice with the drill team and miss less than 5 practices and compete in at least one competition.

**Color Guard Ribbon.** Members may receive this award if they practice with the color guard team, miss less than 5 practices and present the colors in at least three events.

**Saber Team Ribbon.** Currently, Amos P. Godby's JROTC program does not offer this ribbon because we do not have sabers to build a saber team.

**Marksmanship Team Ribbon.** Cadets receive this award for scoring at least 220 points in a competition against other JROTC marksmanship teams.

**Good Conduct Ribbon.** Cadets may receive this award if they receive no suspensions, have no adverse reports from other staff or faculty in an academic term, and get less than two demerits during a nine week grading period. Awarded to cadets with approval by Lt Col David.

**Service Ribbon.** Awarded at the SASI's discretion 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 Teams or Color Guard Teams does not qualify for the Service Ribbon unless community service hours are awarded within established local criteria.*

**Health and Wellness Ribbon.** Awarded by the SASI for participation in the health and wellness physical fitness program. All cadets who participate in the wellness program will receive the Physical Fitness Ribbon. All cadets who participate in the Presidential Physical Fitness Program will receive the Physical Fitness Ribbon. The Bronze Star device will be awarded and worn on the ribbon to any cadet scoring in the 75-84 percentiles in the Presidential Physical Fitness Program. If a cadet earns a percentile score of 85-95 they will wear a Silver Star. If they receive a 96-100 percent they will wear the Gold Star on the ribbon. The percentiles are computed automatically under Physical Fitness Program Assessment in WINGS.

**Recruiting Ribbon.** Awarded for outstanding effort in support of unit recruiting activities. The SASI awards this ribbon based on locally developed criteria, which must be included in the unit Cadet Guide or unit Operating Instructions.

**Activities Ribbon.** Awarded for participation in co-curricular activities other than those that qualify for the *Color Guard*, *Drill Team*, and *Special Teams Competition* ribbons. 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 which must be included in the Cadet Guide or unit Operating Instruction.

**Attendance Ribbon.** Awarded to cadets with no more than 4 excused absences and no unexcused absences in an academic term.

**Dress and Appearance Ribbon.** Awarded to cadets who wear their uniform on all designated uniform days and conform to all AFJROTC dress and appearance standards, if approved by the SASI.

**Longevity Ribbon.** Awarded for completion of each year in JROTC.

**Bataan Death March Memorial Hike Ribbon.** To honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March, AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally-determined 14 mile course (trails, road courses, tracks, etc). Units may complete the full hike in a span of one to no more than three days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14 mile hike are authorized to wear the ribbon.

**Patriotic Flag Ribbon.** May be awarded for participation in non-color guard events specifically designed to honor our nation's flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. FL-811 awards this ribbon to cadets who participate in at least three non-color guard flag related events during an academic year. An oak leaf cluster should be added to this ribbon for each year of active membership beginning with the second year.

**CAP Awards.** Only five CAP ribbons (General Carl Spaatz Award, General Ira C. Eaker Award, Amelia Earhart Award, General Billy Mitchell Award, and the General J. F. Curry Achievement Award) may be worn on the AFJROTC uniform.

#### 15.4. JROTC Badges

**Flight Solo Badge:** Awarded to any cadet who has a solo flight endorsement by a certified flight instructor for either powered or unpowered aircraft.

**Flight Certificate Badge.** Awarded to any cadet who possesses a private pilot's certificate for either powered or unpowered aircraft.

**Ground School Badge.** Awarded for participation in the honors ground school curriculum option.

**Awareness Presentation Team.** Awarded for participation in an awareness presentation team.

**Kitty Hawk Air Society Badge:** Awarded to those cadets who are members of their local chapter of the Kitty Hawk Air Society.

**Aerospace Education Foundation (AEF) Academic Cadet Badge.** Awarded to rising Junior and Senior cadets for academic excellence as signified by attaining an overall 3.3 grade point average with no grade below “C” on their transcript. The individuals must be recommended by the senior JROTC instructor.

**Shoulder Cords.** Cadets are authorized to wear one cord (on the left shoulder). Wear the shoulder cord only on light blue shirt and the service dress coat. The SASI will designate criteria on who may wear shoulder cords. Colors to denote different honors or leadership positions may be used. Criteria and shoulder cord colors should be described in the Cadet Guide or Unit Operating Instructions. On the service dress coat, cords should be pinned to the shoulder with the pin hidden beneath the cord.

## Chapter 16

### KITTY HAWK AIR SOCIETY

**16.1. General.** The Kitty Hawk Air Society (KHAS) is a national honor society within the Air Force Junior ROTC program. Its objectives are to promote higher academic standards, be of service to the school and community, promote self-confidence and initiative, develop leadership abilities, encourage academic excellence and continued development in the post high school years.

**16.2. Membership.** There are two levels of membership within KHAS: Active and Probationary.

**16.2.1. Active.** An active member must be enrolled in the AFJROTC program as a full time high school student. An invitation to join KHAS will be extended only to those cadets who have a minimum Aerospace Science grade of “A”, an overall 3.0 GPA in all other subjects, and no failing grades during the preceding grading period. Members who fail to maintain these academic standards will be moved from active to the probationary status.

**16.2.2. Probationary.** Any member who fails to maintain the required academic standards (see Paragraph 15.2.1.) will be placed in probationary status for the remainder of the grading period. While on probationary status, the cadet cannot hold office or vote. At the end of the grading period, if the cadet has regained academic minimums, they will be returned to active status. If the member fails to regain academic minimums, they will be expelled from the chapter. If a member is suspended or expelled from school, they will be expelled from the chapter regardless of academic qualifications.

**16.3. Membership Procedures.** Invitations to join the Society will be extended by the Membership Committee. Cadets who believe they meet the eligibility criteria can apply for membership through any member of the Society. The Membership Committee will be responsible for determining the eligibility of prospective cadets. Membership must be approved by both the Membership Committee and the SASI.

**16.3.1. Induction.** Cadets nominated to become members of the KHAS chapter must complete a pledge status of no less than thirty (30) calendar days. During this period, prospective members will be evaluated as they accomplish a pledge program of reasonable, non degrading tasks established by the Membership Committee and approved by the SASI. Once the prospective member has met all requirements and is approved by the Membership Committee and the SASI, then the member may wear the KHAS badge on their uniform.

**16.3.2. Due Process.** Members who have been expelled from the Society for reasons other than academics may file an appeal by notifying the KHAS President in writing within five school days of the change of status. The President, along with the Membership Committee, will discuss the appeal and make recommendations to the SASI within seven school days. The SASI will make the final determination as to whether to approve or deny the appeal.

**16.3.3. Discipline.** Any KHAS officer who misses two consecutive meetings without the approval of the ASI will be required to resign from office. Any member who misses two or more consecutive meeting without a valid excuse will be referred to the Membership Committee for disciplinary action. Final action will be recommended by the President of KHAS and approved by the SASI.

**16.4. KHAS Organization.** Duties of the KHAS officers include:

**16.4.1. President.** The president will be selected by the membership and approved by the SASI. The President will preside at all meetings of the Society and shall work to further its objectives. The President will be an ex officio member of all committees. The President will be a special assistant to the corps commander and will ensure that the activities of KHAS do not conflict with those of the corps.

**16.3.2. Vice President.** The Vice President shall be appointed by the President and approved by the SASI. The Vice President shall assume the duties of the President whenever the President is absent. The Vice President may be assigned additional responsibilities as determined by the President. The Vice President shall be the chairperson of the Membership Committee.

**16.3.3. Secretary.** The Secretary shall be appointed by the President and approved by the SASI. The Secretary will record all meetings and maintain necessary files.

**16.3.4. Treasurer.** The Treasurer shall be appointed by the President and approved by the SASI. The Treasurer shall oversee all financial matters related to the Society and if applicable, serve as chairperson of a finance committee. All financial control procedures will be reviewed annually by the ASI to ensure that all funds are accountable.

**16.4.5. Committees.** There will be at least one permanent standing committee, that being the Membership Committee. Other permanent standing committees may be formed by a majority vote of the general membership. Members will be selected for permanent committees by the President and approved by the ASI. The President may appoint temporary committees as the need arises.

## APPENDIX A

## AFJROTC STAFF WORK

**A1.1. General.** Successful leaders are able to influence others to willingly and eagerly accomplish a mission or task. A leader, whether in a civilian or military organization, cannot do the entire task without the help of people on committees. They do work in special areas like membership, social activities, treasury, news releases, etc. Committees in military organizations like AFJROTC are known as the “special staff” and are labeled: OPERATIONS, RESOURCE MANAGEMENT, SCIENCE and TECHNOLOGY, and SPECIAL PROJECTS.

**A2.1. Purpose.** The purpose of each special staff is to gather information and ideas. Study them and make specific recommendations to the commander who must make a proper decision. Frequently the staff is called upon to identify a problem and recommend a solution. At other times, they are asked to discover new ways and ideas in accomplishing things. The staff may also have to research school policies, cadet regulations, or unit precedent in order to come up with a recommendation that is sound. For example, the staff is tasked with planning an AFJROTC dance: they must check the school master planning calendar to de-conflict the selected date, locate a facility to use for the dance, find a band or DJ to provide the music, locate volunteer chaperons, etc. Basically, the staff is tasked with doing all the preparatory (staff work) work that will allow the decision makers (corps commander/ASI) to approve or disapprove the plan. Decisions **must be** based on **thorough and accurate** information - that is what the staff must provide.

**A3.1. Assigning Staff Work.** Here are some hints which should help commanders when assigning staff work and the staff in accomplishing the work they are assigned. The result of good assignments and proper staff work is “completed staff work.”

**A3.1.1.** Commanders need complete and accurate information from the staff so that the best possible decision can be made. They must know **how to assign** staff work if they expect it to get done properly. Keep these rules in mind when asking a staff member to study a problem and recommend a solution.

**A3.1.2.** Whenever possible, select an individual who is familiar with the problem. This will eliminate unnecessary research and speed the discovery of a solution. This person is usually the staff officer who has normal responsibility in that particular area. An alternative to this would be assigning a “project officer” to the task.

**A3.1.3.** Always give this person sole responsibility for the project.

**A3.1.4.** Know what the problem is yourself so that you can give adequate guidance on what is the problem or task to be accomplished.

**A3.1.5.** Thoroughly explain the task or problem to the staff officer. Mention any referrals or leads the person might pursue in researching the problem. Ask the person if they understand what needs to be done and if they have any questions.

**A3.1.6.** Record the date the work was assigned and to whom, and, establish a firm completion date so that your staff member will know when it is due.

**A3.1.7.** Specify the format for the completed staff work. Should it be oral or written?

**A3.1.8.** Be available. Let the individual know you are ready and willing to give advice or suggestions, but that it is his or her task to accomplish the work. An effective leader learns to recognize capable people and then depend upon them.

**A3.2.** Basically, the bottom line is to give your staff member adequate guidance, sufficient authority, and enough support and confidence so that they can gather the facts or figures you need on which to base a decision.

**A4.1. Completed Staff Work.** As a staff member, you are an administrator, spending your time gathering information from many sources. You then analyze the information, test it, and draw conclusions based upon that information. You must have a clear understanding of what constitutes “completed staff work.” It is the study of a problem and the presentation of a solution with enough detail so that all a project supervisor or commander need do is approve or disapprove the completed action recommendation. You may, if necessary, submit a “rough draft” for review to see if you are on the right track. You are responsible for forming the details of a proposed action. Keep the following principles in mind when doing staff work.

**A4.1.1.** Be sure to work out all the details completely.

**A4.1.2.** Consult and coordinated with other staff members if the action or problem overlaps into their area of responsibility.

**A4.1.3.** Ask yourself: who, what, where, why, and when. Then ask yourself, “What if ....” And “What could possibly to wrong?”

**A4.1.4.** Study, write, study again and rewrite your work until you are confident that you have all the facts.

**A4.1.5. Never,** commit the group or flight to an action unless you have the **specific authority** to do so. Understand the difference between, “we are thinking about ordering....” And, “we want to order....” Understand the difference between a tentative date and a firm request.

**A4.1.6.** Present a single proposed plan (unless told to present options) of action. Coordinate it, and if necessary, get the initials of other staff member(s) concerned with the matter.

**A4.1.7.** Advise the commander on what action to take - do not ask him/her what to do.

**A4.1.8.** Lastly, accept the final decision of the commander. If you have done a thorough and accurate job, your recommendation will likely be the final decision - but not always!

**A4.2.** Achieving “completed staff work” requires your best effort. This is the price you pay for recognition you will receive with the additional rank and/or position that can result from doing exceptionally good work when presented with the opportunity. Your work will protect your commander from acting on “poor” advice and the often immature “quick solutions.” It separates staff officers who have thought out the problem and adopted the best solution from those who merely pose additional questions and have no solutions.

**A4.2.1.** The final test for completed staff work is to ask yourself: “If I were the cadet commander, would I be willing to sign this recommended action and defend my recommendation to the SASI?” If your answer is no, then rework it until the answer is yes.

**A4.2.2.** If you take a serious approach to your staff work, you should have a lot of success in future dealings with people and in organizing your work as a member of any organization.

## APPENDIX B

### CADET AGREEMENT

#### Application and Agreement for the Air Force Junior Reserve Officers Training Corps (AFJROTC)

AFJROTC is a program offered at Amos P. Godby High School in which students earn HOPE and elective credit each year. This is a unique course of instruction. The U.S. Air Force has established certain requirements that must be met before academic credit is awarded. This agreement gives you general guidelines concerning these requirements.

AFJROTC's purpose at Godby High School is to: (1) acquaint secondary school students with the aerospace age; (2) develop informed citizens; (3) strengthen character; (4) promote an understanding of the citizen airman role in a democratic society; and (5) familiarize students with the U.S. Air Force and career opportunities it and other military branches offer to qualifying graduates.

#### Student's Application

I, \_\_\_\_\_, apply for enrollment in AFJROTC at Amos P. Godby High School.

#### Agreement

1. After fulfilling the conditions on the cadet's part, the Aerospace Science Instructors agree to:
  - a. Provide textbook materials.
  - b. Issue an Air Force uniform to each cadet on a loan basis from the authorized sizes available from the Air Force.
  - c. Instruct in support of AFJROTC and its program objectives. Cadets should develop:
    - (1) Patriotism and an understanding of his or her personal obligation to contribute toward national security.
    - (2) Habits of orderliness and precision.
    - (3) A high degree of personal honor, self-reliance, and leadership.
    - (4) Broad base knowledge of the aerospace age and fundamental aerospace doctrine.
    - (5) Basic military skills, like marching and saluting.
    - (6) A knowledge of the traditions of the Air Force and an understanding of its career opportunities.
  - d. Encourage academic achievement and career planning.
2. To maintain the high standards of courtesy, personal conduct and appearance required by the Air Force and Leon County School District, I understand and agree to:
  - a. Wear the regulation Air Force uniform as required by the JROTC instructors (normally every Tuesday). If absent from school on the day of uniform wear, I will wear the uniform on the day I return to school. I understand that if I fail to wear the uniform three times during a grading period or improperly wear my uniform, it may result in my receiving an "F" grade.
  - b. Accept and then return at end of year the complete JROTC uniform (**we require a \$15 cleaning fee paid BEFORE any uniform is handed out**). Be responsible for the cost of routine cleaning, loss, theft or damage of the uniform and uniform accessories. The complete male and female uniform costs \$200.00. I will maintain the uniform in a clean, properly fitted and required manner and turn in the uniform and all other items upon demand.

c. Meet the personal grooming standards (e.g., haircuts and shaving) established by the Air Force. “Fad haircuts” and overly large weaves for females **ARE NOT AUTHORIZED** and I understand will result in my removal from the program.

d. Meet the standards of attitude, behavior and courtesy established and taught by the instructors. (Cadets who are suspended from school for their behavior **WILL** lose their cadet rank, position in the Cadet Corps and may be withdrawn from the AFJROTC program).

e. Maintain acceptable academic achievement and become active in classroom work and extracurricular activities of AFJROTC. I understand if I have below a 2.0 average I’m not eligible for advanced rank or positions within the Cadet Corps nor will I be allowed to participate in special extracurricular activities.

f. Meet the objectives of the cadet-managed organization, which are to:

- (1) Encourage a high degree of personal honor, self-reliance and leadership.
- (2) Promote patriotism.
- (3) Develop habits of orderliness and precision.
- (4) Develop a respect for authority and develop self-discipline and responsibility for personal actions.
- (5) Develop an ability to perform basic military skills associated with drill and ceremonies.

g. Respond positively to other cadets appointed to leadership positions in the Cadet Corps. Cadets in a position of leadership are expected to conduct themselves properly.

\_\_\_\_\_  
(Student Signature)

\_\_\_\_\_  
(Date)

**Parental Approval**

**I read this agreement and grant permission for \_\_\_\_\_ to enroll in the Air Force Junior ROTC program. I understand my child is not committed in any way to join the military because of AFJROTC participation. I will encourage my child to adhere to the high standards expected as a cadet. I understand my child is required to pay a \$10.00 fee to purchase necessities cadets will use and defer the costs of the Military Ball and Awards Banquet in addition to the \$15 uniform cleaning fee. I will pay the \$25 fee within 30 days from start of the school year.**

\_\_\_\_\_  
(Parent/Guardian Signature)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Street Address)

\_\_\_\_\_  
(Home Telephone)

\_\_\_\_\_  
(Work Telephone)

## APPENDIX C

### JOB DESCRIPTIONS FOR LEADERSHIP POSITIONS

1. **CADET ORGANIZATION.** The FL-811 AFJROTC Cadet Group is organized as specified in AFJROTC Instruction 36-2001. The Cadet Personnel Officer will keep current an organizational chart for FL-811, which will be posted on the bulletin board.
  
2. **CADET APPOINTMENT AND DUTY ROTATION.** The SASI and ASI select the Cadet Group Commander. The Group Commander nominates subordinate commanders and nominees for staff positions to the SASI.

Rotation of cadet position will normally occur when the Group Commander is changed. Position assignments will be based upon each cadet's performance in previous positions, recommendations by the Group Commander, and the SASI's assessment of the cadet's potential to perform in the new position. Due to experience limitations, it may be necessary to keep certain cadets in specific positions for longer periods.

### POSITION DESCRIPTIONS

#### **GROUP COMMANDER (GP/CC) (Maj – Lt Col)**

1. Chairman of the Staff; reports to the SASI/ASI.
2. Responsible for the appearance, discipline, efficiency, training, and conduct of the group.
3. Supervises the Vice Commander, Operations Squadron Commander, and Operations Support Squadron Commander.
4. Administers cadet corps activities according to Air Force principles and procedures.
5. Responsible for command and control of the group.
6. Conducts regular staff meetings to plan and organize the group activities. A staff meeting should be held each week.
7. Evaluates the progress of subordinate commanders to ensure their effectiveness.
8. Visits committee and club meetings (Drill Team, etc.).
9. Prepares monthly evaluations of the Staff officers (except Flight Commanders).
10. Performs other duties assigned by the SASI/ASI.

#### **FIRST SERGEANT (1Sgt) (SMSgt - CMSgt)**

1. Member of the Staff; reports directly to the GP/CC.
2. Responsible for the appearance, discipline, efficiency, training, and conduct of the corps.
3. In coordination with the Group Commander, establishes and maintains written policies that provide standard guidance in operations, including managing the cadet promotion system.
4. Assists other staff officers/positions in their duties.
5. Keeps Commander informed of all cadet activities.
6. Manages Cadet Promotion Process. Schedules/executes promotion testing program (all enlisted ranks).
7. Performs other duties assigned by the Commander, SASI or ASI.

### **VICE GROUP COMMANDER (GP/CV) (Capt - Lt Col)**

1. Member of the Wing Staff, reports directly to the Group Commander.
2. Assumes command of the unit in the absence of the Commander.
3. Prepares and coordinates the unit staff meeting agenda.
4. Trains Staff on position functions/responsibilities.
5. Keeps Group Commander informed of all cadet activities.
6. Assists other staff officers in their duties.
7. Assists the Group Commander in preparing monthly evaluations of Staff officers.
8. Performs other duties assigned by the Group Commander or SASI/ASI.

### **HISTORIAN OFFICER/NCO (HO) (SSgt - Capt)**

1. Reports to the GP/CC.
2. Records and recovers historical information and data pertaining to corps activities, to include photographs, newspaper articles, etc.
3. Documents historical information and data using electronic media, e.g. computer databases, word processors, etc.
4. Maintains the record of cadet activities.
5. Maintains a scrapbook, year book/photo album chronicling wing activities during the year.
6. Cleans, organizes and maintains the Cadet library/video production area.
7. Creates a yearly corps photo display bulletin board.
8. Performs other duties assigned by the GP/CC or the SASI/ASI.

### **DRILL TEAM COMMANDER (WG/DT) (2Lt - Maj)**

1. Reports to the Group Commander; supervises the Drill Team.
2. Supervises all Drill Team activities; maintains/submits records for Drill Team performances.
3. Responsible for Drill Team equipment; inventories equipment weekly and passes discrepancies to ASI.
4. Coordinates with ASI for all Drill Team events and practices.
5. Provides instruction and supervision for all flag ceremonies and details.
6. Forwards applicable cadet information to Awards/Decorations Director for Drill Team Awards and Decorations.
7. Maintains database of Drill Team members, meets and events participated. Include any awards.
8. Drafts public affairs articles on completed drill team events.
9. Perform other duties assigned by the Group Commander or SASI/ASI.

### **OPERATIONS SQUADRON COMMANDER (OPS/CC) (2Lt - Maj)**

1. Member of the Staff; reports directly to the Group Commander.
2. Supervises Operations Director, Public Affairs Director and Wellness Director.
4. Initiates and supervises group/squadron self-inspections.
4. Ensures local directives are current.
5. Responsible for daily corps operations.
6. Responsible for planning and coordinating AFJROTC co-curricular activities, field trips, and other events.
7. Ensuring Operations Director prepares and posts cadet detail rosters (e.g. flag detail).
8. Assists the SASI/ASI in scheduling cadets for base visits, curriculum in action trips, and similar activities.
9. Develops and posts contingency plans for all operations of the cadet corps.
10. Plans and organizes fundraisers as directed by the ASI.

11. Overseeing training, standardization, and drill and ceremonies to ensure they are conducted properly, to include training and evaluating.
12. Performs other duties assigned by the Commander, Vice Commander or SASI/ASI.

#### **OPERATIONS SUPPORT SQUADRON COMMANDER (OSS/CC) (2Lt - Maj)**

1. Reports directly to the Group Commander.
2. Supervises Logistics Director, Personnel Director, Awards/Decorations Director and Goals Coordinator.
3. Ensures local directives are current.
4. Responsible for daily corps operations.
5. Assists the SASI/ASI in scheduling cadets for base visits, curriculum in action trips, and similar activities.
6. Plans and organizes fundraisers as directed by the ASI.
7. Performs other duties assigned by the Group and Deputy Commander.

#### **OPERATIONS DIRECTOR (OPS) (SSgt - Capt)**

1. Reports directly to the Operations Squadron Commander.
2. Ensures local directives are current.
3. Responsible for daily corps operations.
4. Develops and posts contingency plans for all operations of the cadet corps.
5. Plans and organizes fundraisers as directed by the ASI.
6. Overseeing training, standardization, and drill and ceremonies to ensure they are conducted properly, to include training and evaluating subordinate flight commanders.
7. Publishes weekly Operations Order (includes Flag Detail assignments, calendar of events, special notices, uniform combinations).
8. Performs other duties assigned by the Operations Squadron Commander.

#### **PUBLIC AFFAIRS DIRECTOR (PA) (A1C - 1Lt)**

1. Reports to the Operations Squadron Commander.
2. Submits news articles concerning cadet activities, coordinated with the SASI/ASI, to school and local newspapers.
3. Provides all photographic services for the corps (including Drill Competition, Field Trips, etc.).
4. Ensures advance publicity is provided to the media as appropriate for cadet activities.
5. Assists cadet briefers with graphic support.
6. Posts news stories about cadets and former cadets on the bulletin board.
7. Maintains Recognition Boards in classroom.
8. Compiles cadet corps electronic email listing/distribution group for delivery of cadet news/info.
9. Performs other duties assigned by the Operations Squadron Commander.

#### **HEALTH AND WELLNESS DIRECTOR (HW) (SSgt - Capt)**

1. Reports to the Operations Squadron Commander.
2. Responsible for developing and managing unit Physical Fitness Program / Wellness Program.
3. Works closely with Flight Commanders to ensure compliance with unit physical fitness standards.
4. Coordinates all Cadet Corps athletic activities.
5. Coordinates Cadet Corps involvement with school field day competitions.
6. Conducts monthly inventory of athletic equipment and informs the ASI of any discrepancies.

7. Performs other duties assigned by the Squadron Commander or SASI/ASI.
8. Conducts Presidential Physical Fitness Initial/Final Assessments; documents results in WINGS.
9. Maintains database of fitness permission slips and Presidential Fitness updates.
10. Conducts inventory of cadet personnel files to ensure completion of fitness permission slips.
11. Coordinates with flight PT NCOs. Ensures every cadet has fitness goals and that they are documented in personnel folder.
12. Performs other duties assigned by the Squadron Commander or the SASI/ASI.

#### **LOGISTICS DIRECTOR (LG) (SSgt – 1Lt)**

1. Member of the Mission Support Group Staff; reports directly to the Group Commander.
2. Supervises and oversees the duties of the Individual Issue, Supply and Equipment Flights.
3. Ensures professional appearance, discipline, training and conduct of the Logistics Squadron.
4. Ensures all Logistics Squadron activities are conducted IAW with current regulations, directives, policies and procedures.
5. Establishes goals to be attained by subordinate staff members.
6. Inspects subordinate staff functions and activities as scheduled and discuss results at staff meetings.
7. Conducts random/monthly inspections/inventories of logistics area (uniform items/accountable equipment).
8. Perform other duties as assigned by the Group Commander, Deputy Commander, or SASI/ASI.

#### **PERSONNEL DIRECTOR (IM) (SSgt - 1Lt)**

1. Reports to the Operations Support Squadron Commander.
2. Supervises Flight NCOs if applicable.
3. Manages and supervises the administrative functions of the corps.
4. Performs the following specific duties:
  - a. Publishes, distributes, posts, and files all unit publications.
  - b. Publishes and maintains files for Special Orders, club activities, meeting minutes, etc.
  - c. Writes, publishes, and distributes unit staff meeting agenda and minutes.
8. Responsible for creating database of cadet participation in community service events. Hours should be posted on the bulletin board on a weekly basis.
9. Maintains all wing continuity files to ensure neatness, accuracy, and completeness.
10. Assists the SASI in maintaining and updating all cadet instructions, including the Cadet Handbook.
11. Performs other duties assigned by the Squadron Commander or the SASI/ASI.

#### **AWARDS/DECORATIONS DIRECTOR (AD) (SSgt - 1Lt)**

1. Reports to the Operations Support Squadron Commander.
2. Supervises Flight NCOs if applicable.
3. Manages and supervises the administrative functions of the corps.
4. When provided applicable cadet memos/rosters, cut promotion orders and decoration orders in Wings. Distribute copies to Special Orders to the Announcement Binder/bulletin board. All Special Orders must be reviewed by the Group Commander and SASI/ASI prior to being published.
5. Performs other duties assigned by the Squadron Commander or the SASI/ASI.

**FLIGHT COMMANDER (TS/FC) (2Lt-Capt)**

1. Reports directly to the Squadron Commander.
2. Manages and supervises the mission of the flight, and keeps the Squadron Commander informed on flight status.
3. Performs the following specific duties:
  - a. Acts as liaison/advisor to the SASI/ASI on matters pertaining to the flight.
  - b. Ensures flight compliance with AFJROTC and flight policies.
  - c. Leads and directs the flight at all unit functions.
  - d. Drills the flight, and instructs the flight in individual drill.
  - e. Promotes enthusiasm, and support of flight activities.
  - f. Calls flight to attention & oversees roll call at the beginning of class; dismisses flight at the end of class.
  - g. Tracks all flight promotion actions. Should establish a flight spreadsheet with milestones/promotion eligibility dates.
  - h. Coordinates/communicates procedures for missed uniform wear and missed Health and Wellness to flight members.
4. Performs other duties assigned by the Squadron Commander.
5. Completes quarterly evaluations on subordinate flight members.

**FLIGHT SERGEANT (TS/FS) (SSgt-MSgt)**

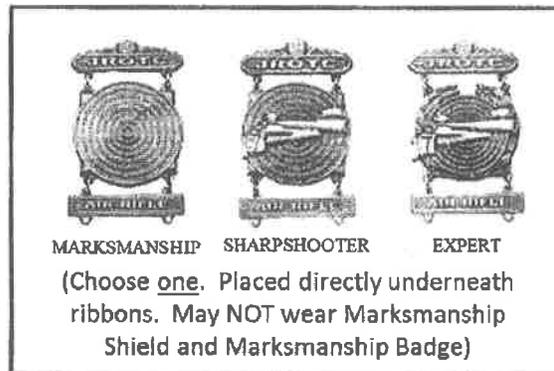
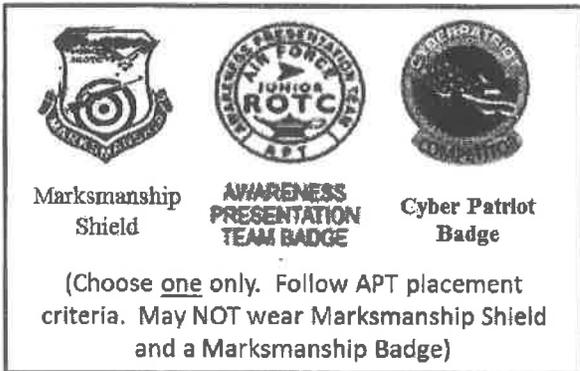
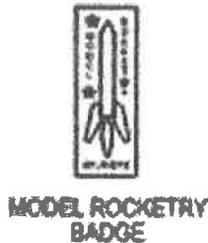
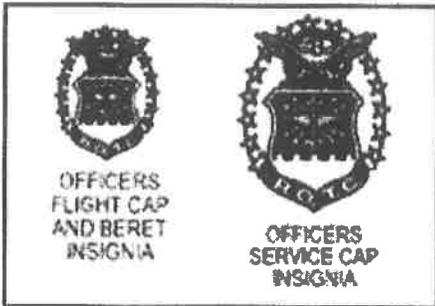
1. Reports to the Flight Commander.
2. Prepares the flight for inspection.
3. Maintains a current flight roster.
4. Maintains flight order and discipline at all times.
5. Drill and inspect the flight, as required.
6. Performs other duties assigned by the Flight Commander.

**ELEMENT LEADER (TS/EL) (A1C-SSgt)**

1. Reports to the Flight Sergeant.
2. The first element leader assumes the duties of the Flight Sergeant in his/her absence.
3. Leads the element in the classroom during Aerospace Science/Leadership Education.
4. Assist the Flight Commander and Flight Sergeant during roll call and keeping track of individual cadets.
5. Performs other duties assigned by the Flight Commander.

Attachment 1

**AUTHORIZED AIR FORCE JROTC  
BADGES/INSIGNIA/PINS**

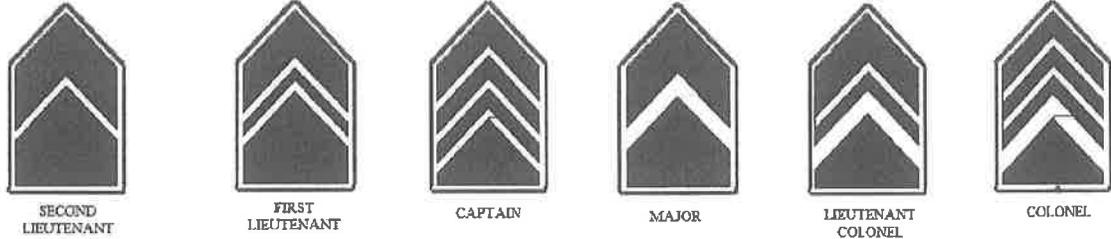


Badges/Insignia/Pins not listed here are unauthorized  
(Exception: In cases involving sister service JROTC badges)

## Attachment 2

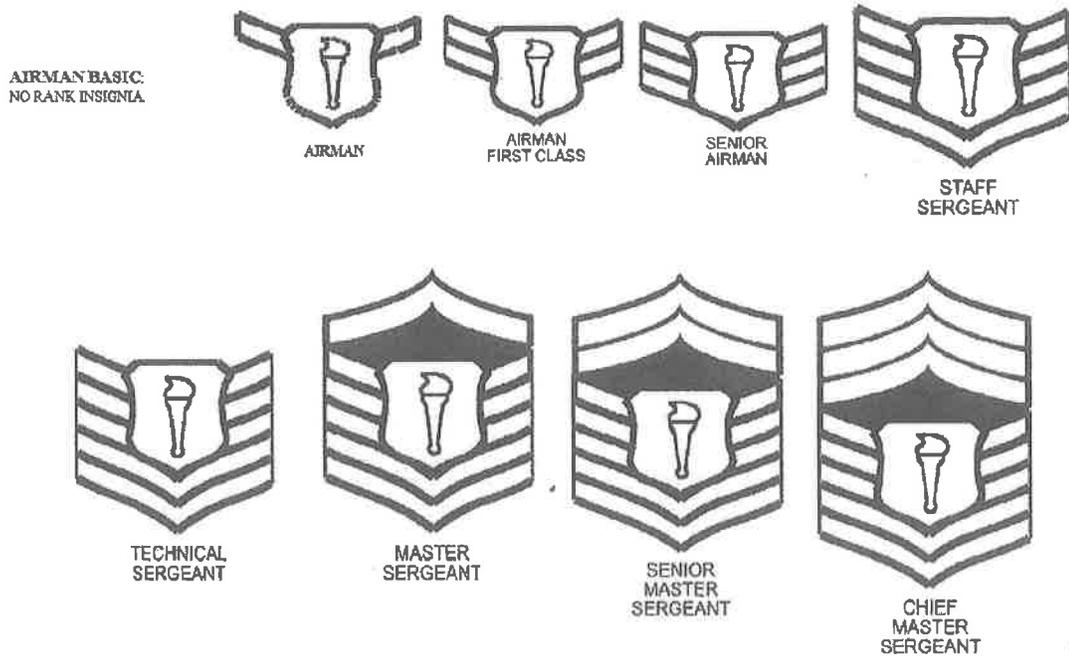
# AIR FORCE JROTC RANK INSIGNIA

### CADET OFFICER RANK



NOTE: Cadet Officer rank used is either cloth epaulet or collar rank, depending on specific uniform worn.

### CADET ENLISTED RANK

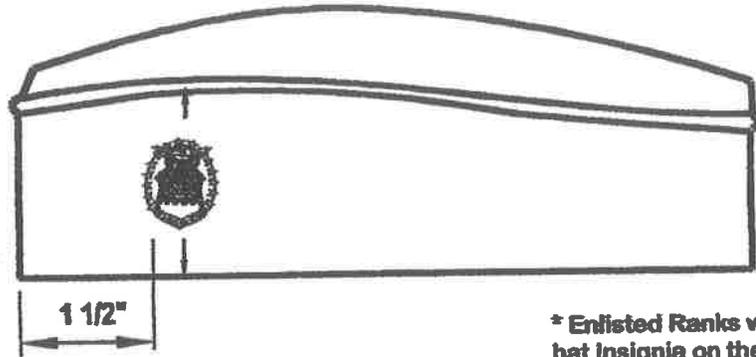


NOTE: Cadet Enlisted rank used is small collar rank only, regardless of uniform worn

Rank insignia not listed here is unauthorized. The First Sergeant device is not authorized.

Attachment 3

**Men's Flight Cap**

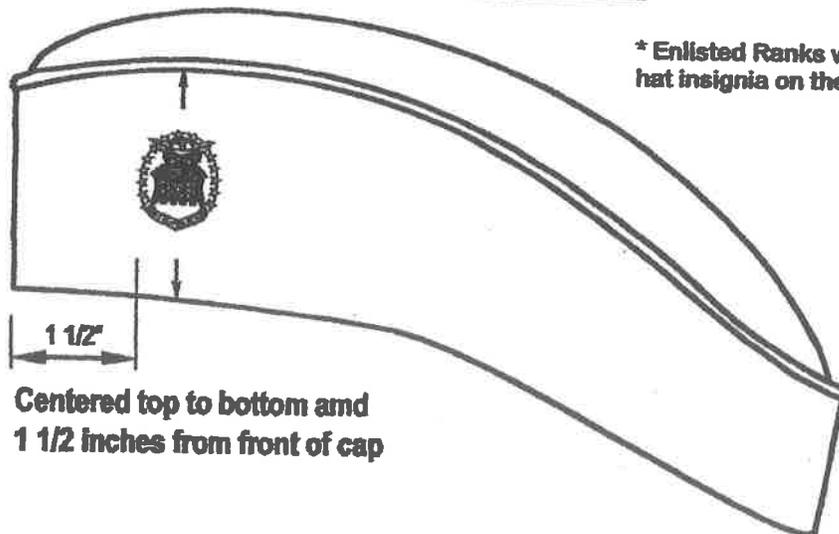


\* Enlisted Ranks will have no hat insignia on the flight cap

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

Officers wear hat insignia with stars

**Women's Flight Cap**



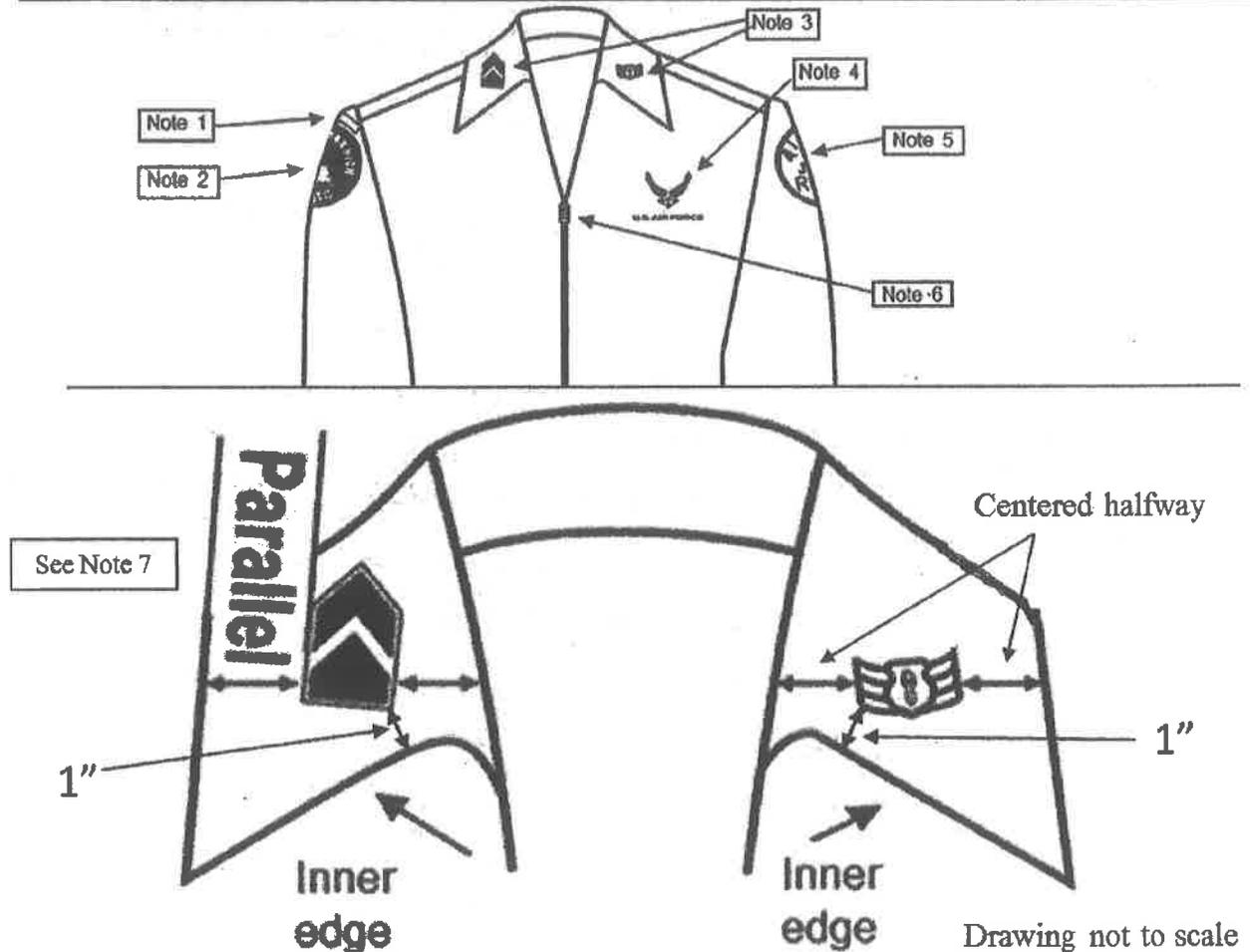
\* Enlisted Ranks will have no hat insignia on the flight cap

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

Officers wear hat insignia with stars

## Attachment 4

# CADET LIGHTWEIGHT BLUE JACKET

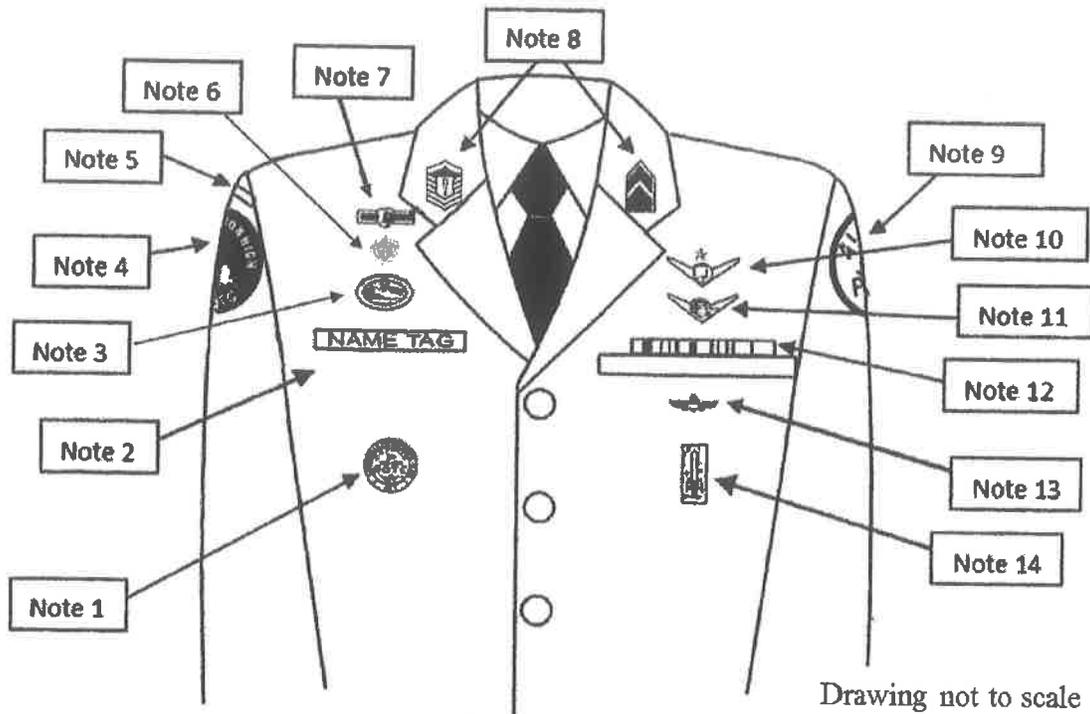


1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1" below shoulder seam.
2. Unit patch on right sleeve ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) is worn on both left and right collar. Airman Basic have no collar insignia.
4. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
5. AFJROTC patch on left sleeve ½ to 1 inch below shoulder seam and centered.
6. Jacket will be closed to at least the halfway point.
7. Center Insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.

NOTE: The epaulet rank is no longer authorized on the lightweight blue jacket.

## Attachment 5

# CADET MALE SERVICE DRESS

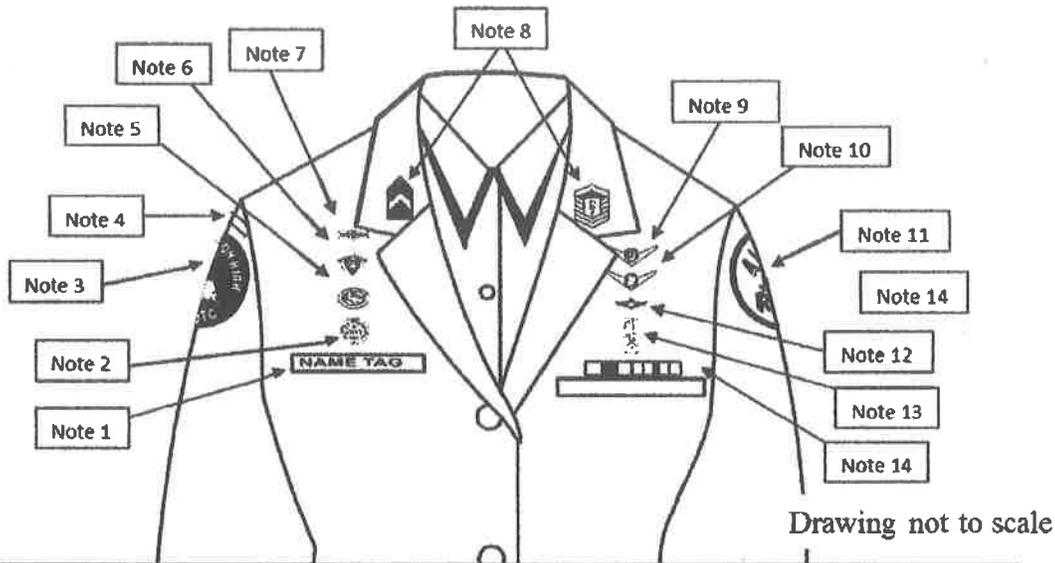


Drawing not to scale

1. Awareness Presentation Team (APT) badge: Center 3 inches below bottom of name tag
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. \*(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Almen Basics.)
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 ribbons earned.
13. Academy of Model Aeronautic Wings: worn 1 inch below pocket.
14. Model Rocketry Badge: worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
15. First badge placed  $\frac{1}{2}$  inch above name tag or ribbons and is centered horizontally. Additional badges placed  $\frac{1}{2}$  inch above previous badge.

Large medals may be worn on the Service Dress coat only, directly under ribbon rack and only during special events (as determined by SASI), not during regular weekly uniform days.

## CADET FEMALE SERVICE DRESS

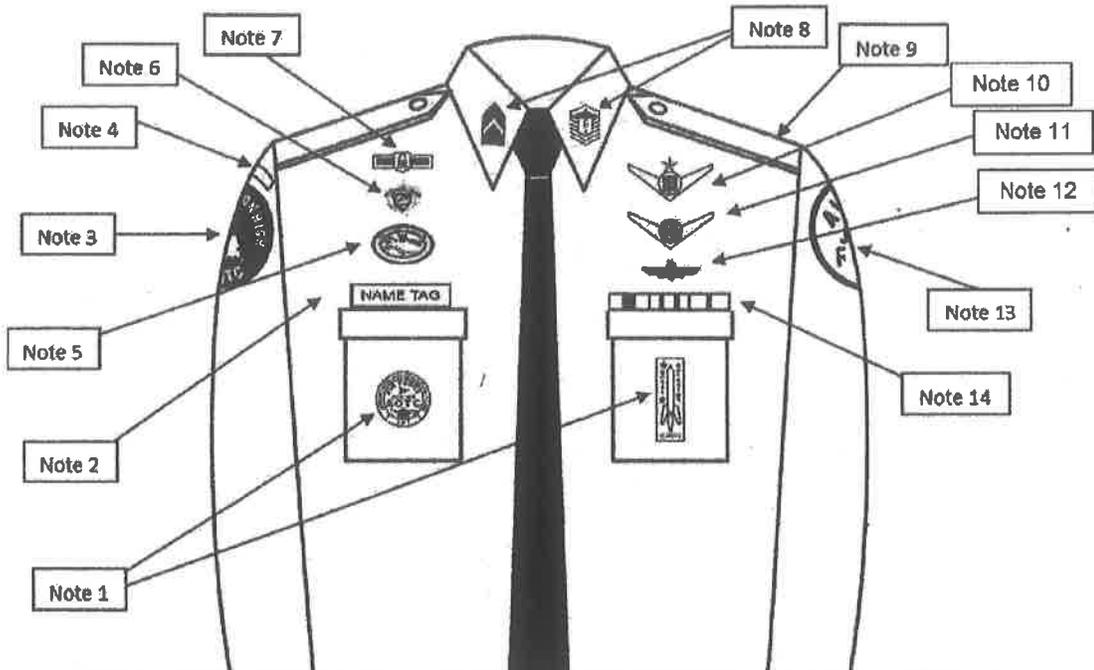


1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 15.
3. Unit patch: center 1/2 to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 15.
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. \*(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)
9. Flight Solo or Flight Certificate Badge: see note 15.
10. Ground School Badge: see note 15.
11. AFJROTC Patch: center 1/2 to 1 inch below shoulder seam.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. Model Rocketry Badge: see note 15.
14. Ribbons: center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all ribbons earned.
15. First badge placed 1/2 inch above name tag or ribbons (whichever is appropriate) and is centered horizontally. Additional badges placed 1/2 inch above previous badge.

**Large medals may be worn on the Service Dress coat only, directly under ribbon rack and only during special events (as determined by SASI) , not during regular weekly uniform days.**

## Attachment 7

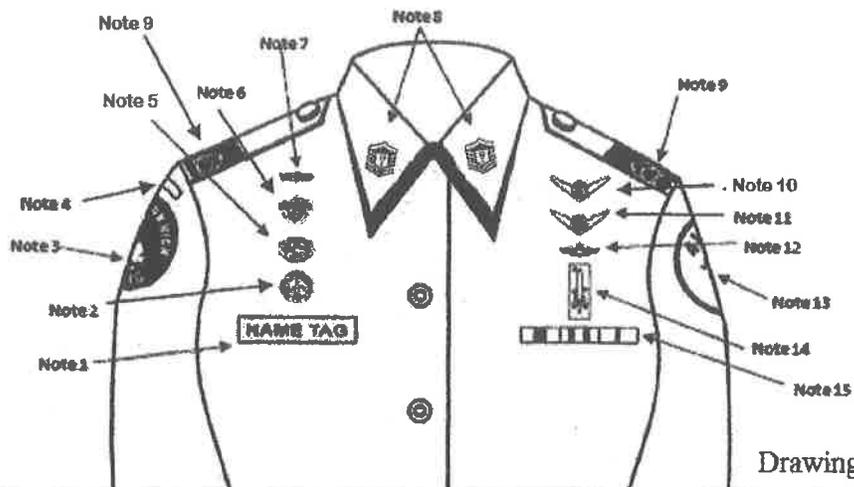
### CADET MALE BLUE SHIRT



1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name tag: Must be grounded and centered over wearer's right pocket.
3. Unit patch: center  $\frac{1}{2}$  to 1 inch below shoulder seam.
4. Shoulder tab: center between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 15.
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 left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman Basic have no insignia of any kind on the collar. (See Note 9)
9. (Officers only) When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge: see note 15.
11. Ground School Badge: see note 15.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. AFJROTC Patch: center  $\frac{1}{2}$  to 1 inch below shoulder seam.
14. Ribbons: ground and center on pocket. Wear all ribbons earned.
15. First badge placed  $\frac{1}{2}$  inch above name tag or ribbons and is centered horizontally. Additional badges placed  $\frac{1}{2}$  inch above previous badge.

## Attachment 8

# CADET FEMALE BLUE SHIRT

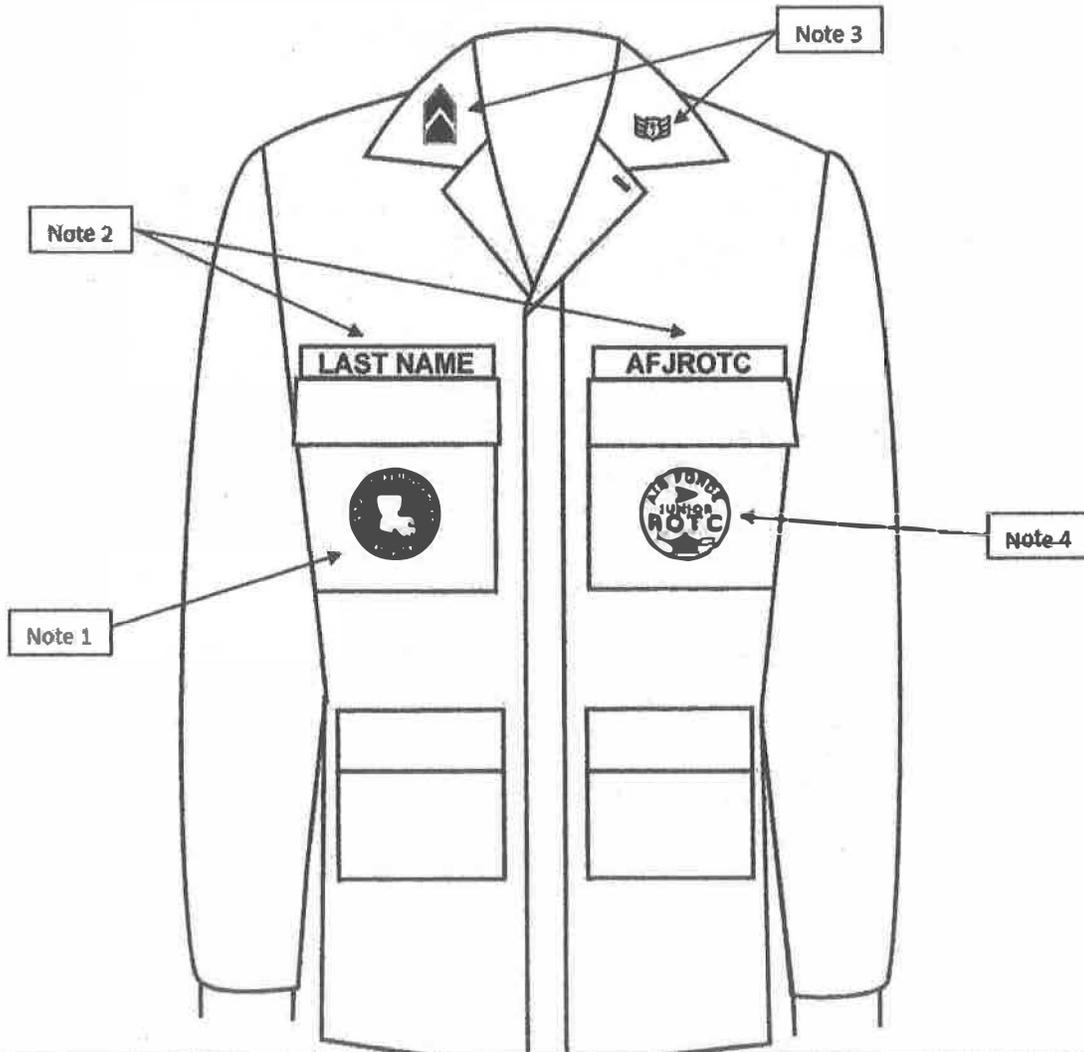


Drawing not to scale

1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.
2. Awareness presentation badge. See Note 16
3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Enlisted grade insignia worn on both left and right collar, centered side to side and top to bottom with torch points pointing toward bottom tip of collar.
9. Officer rank: cloth on epaulet only. Place rank as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge. See Note 16.
11. Ground School Badge. See Note 16.
12. Academy of Model Aeronautics (AMA) Wings. See Note 16.
13. AFJROTC Patch. Center on sleeve ½ to 1 inch below shoulder seam.
14. Model Rocketry Badge. See Note 16.
15. Ribbons. Centered on left side. Bottom of ribbons is aligned with bottom of name tag.
16. First badge is centered ½ inch above name tag or ribbons (as appropriate).

## Attachment 9

### CADET ABU Male and Female



1. Unit patch (optional). If worn, will be placed on right pocket and centered. (AF Funds may not be used to procure unit patches.)
2. Last Name and AFJROTC tapes (mandatory). Tapes are grounded and centered on pockets. Name tape only may be held with velcro to enable reuse/reissue to a different cadet.
3. Grade insignia (officer or enlisted) (mandatory). Will be worn on the left and right collars, centered on collar and parallel with bottom of collar. Airman Basic have no collar insignia.
4. AFJROTC patch: WHITE patch only (mandatory). Will be worn on left pocket and centered.



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FL 811*