

# REDLANDS HIGH SCHOOL CA-20005 CADET HANDBOOK



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



## AFJROTC CADET CODE

AS AN AIR FORCE JUNIOR ROTC CADET, I WILL COMPLY WITH  
THE CADET CODE WHICH STATES:  
“I WILL NOT LIE, CHEAT, OR STEAL AND WILL NOT TOLERATE  
THOSE WHO DO.”

## AIR FORCE CORE VALUES

Integrity First, Service Before Self, Excellence In All We Do

## THE AIR FORCE SONG

by Robert Crawford

1. Off we go into the wild blue yonder,  
Climbing high, into the sun,  
Here they come zooming to meet our thunder,  
At 'em boys, Give'er the gun! (Give'er the gun now!)  
Down we dive, spouting our flame from under,  
Off with one heckuva roar!  
We live in fame, or go down in flame,  
Hey! Nothing'll stop the U.S. Air Force!

2. Minds of men fashioned a crate of thunder,  
Sent it high into the blue,  
Hands of men blasted the world asunder,  
How they lived God only knew!  
Souls of men dreaming of skies to conquer,  
Gave us wings ever to soar,  
With scouts before and bombers galore, Hey!  
Nothing'll stop the U.S. Air Force!

3. Here's a toast to the host of those  
Who love the vastness of the sky,  
To a friend we send a message,  
Of his brother men who fly,  
We drink to those who gave their all of old,  
Then down we roar,  
To score the rainbow's pot of gold,  
A toast to the host of men we boast, the U.S. Air Force.

4. Off we go into the wild sky yonder,  
Keep the wings level and true,  
If you'd live to be a grey haired wonder,  
Keep your nose out of the blue! (Out of the blue, boy!)  
Flying men, guarding the nation's border,  
We'll be there, followed by more,  
In echelon we carry on, Hey!  
Nothing'll stop the U.S. Air Force!

Zoom!

## AFJROTC CADET CREED

I am an Air Force Junior ROTC Cadet.

I am connected and faithful to every Corps of Cadets who served their community and nation with patriotism.

I earn respect when I uphold the Core Values of Integrity First, Service Before Self, and Excellence in All We Do.

I will always conduct myself to bring credit to my family, school, Corps of Cadets, community, and to myself.

My character defines me. I will not lie, cheat, or steal.

I am accountable for my actions and deeds.

I will hold others accountable for their actions as well.

I will honor those I serve with, those who have gone before me, and those who will come after me.

I am a Patriot, a Leader, and a Wingman devoted to those I follow, serve and lead.

I am an Air Force Junior ROTC Cadet.

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## NATIONAL LEADERSHIP

President, Commander-in-Chief \_\_\_\_\_  
Vice President \_\_\_\_\_  
Secretary of State \_\_\_\_\_  
Secretary of Defense \_\_\_\_\_  
Chairman, Joint Chiefs of Staff \_\_\_\_\_  
Secretary of the Air Force \_\_\_\_\_  
Chief of Staff, US Air Force \_\_\_\_\_  
Chief Master Sergeant of the Air Force \_\_\_\_\_  
Commander, AETC \_\_\_\_\_  
Commander, Air University \_\_\_\_\_  
Commander, Holm Center \_\_\_\_\_  
Director, AFJROTC \_\_\_\_\_  
Secretary of the Navy \_\_\_\_\_  
Chief of Naval Operations \_\_\_\_\_  
Master Chief Petty Officer of the Navy \_\_\_\_\_  
Commandant of the Marine Corps \_\_\_\_\_  
Sergeant Major of the Marine Corps \_\_\_\_\_  
Secretary of the Army \_\_\_\_\_  
Chief of Staff of the Army \_\_\_\_\_  
Sergeant Major of the Army \_\_\_\_\_  
Secretary of Homeland Security \_\_\_\_\_  
Commandant of the Coast Guard \_\_\_\_\_  
Master Chief Petty Officer of the Coast Guard \_\_\_\_\_

## CA-2005 FACULTY AND CADET STAFF

Senior Aerospace Science Instructor \_\_\_\_\_  
Aerospace Science Instructor \_\_\_\_\_  
Cadet Group Commander \_\_\_\_\_  
Cadet Group Deputy Commander \_\_\_\_\_  
Cadet Senior Enlistment Advisor \_\_\_\_\_  
Operations Support Squadron Commander \_\_\_\_\_  
Squadron Commanders \_\_\_\_\_

This Cadet Handbook provides a standard of performance expected of the cadets of CA-20005, Redland High School Air Force Junior Reserve Officers Training Corps (AFJROTC). It assists the entire cadet corps in working toward common goals that will earn PRIDE in achievement and make our unit the best AFJROTC unit in the nation. It also serves as a reference for the myriad tasks a cadet may encounter on a day-to-day basis.

Cadets are responsible for the information in this handbook.

In order to have the BEST AFJROTC UNIT in the country, you should read and fully understand the contents of this handbook, then place into practice the standards it contains.

## SUMMARY OF REVISIONS

This handbook has been significantly revised. All previous editions are obsolete.

OPR: ASI (SMSgt Barnes-Joshua)

Certified by: SASI (Major Takahara)

## CONTENTS

### Subject

Cadet Code/Core Values/Air Force Song/AFJROTC Cadet Creed  
National Leadership/CA-20005 Faculty & Cadet Staff

PART I Cadet Corps Operations	Page
Chapter 1-Program Overview	1-8
Authority	
Mission	
Objectives	
AFJROTC Courses	
Weekly Schedule	
Conditions for Enrollment and Disenrollment	
Credits Toward Graduation	
Certificates of Completion	
Academic Grading	
Extra Credit & Academic Work	
Academic Success/Eligibility Rules	
Reserve Cadet Status	
Bullying, Hazing, & Improper Conduct	
Curriculum In Action	
Chapter 2-Organization of the Cadet Corps	9-23
Cadet Group Organization	
Organizational Chart	
Cadet Ranks	
The Promotion System	
Selection for Staff and Flight Positions	
Termination of Assignment to a Staff/Flight Position	

Staff Responsibilities and Duties	
Command and Staff	
Cadet Non-Commissioned Officers	
The Chain-of-Command	
Orders	
Military Discipline	
Conduct and Military Courtesy	
AFJROTC Cadet Roles and Relationships	
Chapter 3-The AFJROTC Uniform	24-41
The Military Uniform	
The Cadet and the Uniform	
Wear of the Uniform	
Chapter 4-Rules of Saluting	42
Saluting	
Chapter 5-Classroom Procedures	43-45
Flight/Classroom Administration	
Starting Class	
Classroom Rules	
Tardiness	
Class Termination	
Honor Flight Competition	
Entry Procedures to Instructors' Office	
Telephone Procedures	
Chapter 6-Student Affairs	46-47
Group Staff Meetings	
Commander's Call	
Chapter 7-Control of Drill Weapons	48
Storage	
Issue	
Transporting	
Control	
Chapter 8-Special Teams	49-50
Color Guard	
Unarmed Drill Team	
Armed Drill Team	
Cyber Patriot Team	
Stellar Xplorers	
Recruitment Team	
Kitty Hawk	

Chapter 9- Physical Training/PT Monitors/Health and Wellness Award	51-53
Physical Training	
Physical Training Monitor Procedures	
Health and Wellness Ribbon	
Tables	
1.1 Funding Curriculum In Action Trips	5
2.1 Cadet Group Organization	9
3.1 AFJROTC Awards and Ribbons	27-30
3.2 Uniform Wear Rubric	31
9.1 Sample PT Exercises	53
Figures	
2.2. Cadet Group Organizational Chart	10
2.9. CA-20005 AFJROTC Chain of Command	21
3.1. Air Force Junior ROTC Rank & Insignia	32
3.2. Air Force Junior ROTC Badges	33
3.3. Male Headgear	34
3.4. Female Headgear	35
3.5. Male Service Dress	36
3.6. Female Service Dress	37
3.7. Male Blue Shirt	38
3.8. Female Blue Shirt	39
3.9. Light Weight Blue Jacket	40
3.10. Airman Battle Uniform (ABU)	41
PART II DRILL GUIDE	54
Chapter 1-U.S. Armed Forces Rank Insignia	55-56
Chapter 2-Air Force and AFJROTC Ranks	57
Chapter 3-Drill Definitions	58-59
Chapter 4-Customs and Courtesies	60
Chapter 5-Color (Honor) Guard/Daisy Replica Drill Rifle, M-1903/Manual of Arms	61-68
Chapter 6-Individual and Flight Drill	69-80
Chapter 7-Code of Conduct	81

## PART 1 – CADET CORPS OPERATIONS

### CHAPTER 1

#### PROGRAM OVERVIEW

##### 1.1. Authority.

1.1.1. The Air Force JROTC program is conducted under Title 10 U.S.C. and the ROTC Vitalization Act of 1964. The first AFJROTC programs, 20 units, were opened in 1966.

##### 1.2. Mission.

1.2.1. At the national level: “The purpose of Junior Reserve Officer Training Corps is to instill in students in United States secondary educational institutions the value of citizenship, service to the United States, personal responsibility, and a sense of accomplishment.” (10 USC Sec 2031)

1.2.2. At the AFJROTC level: To develop citizens of character, dedicated to serving their nation and community.

##### 1.3. Objectives.

1.3.1. Develop respect for duly constituted authority.

1.3.2. Promote patriotism and an obligation toward national service.

1.3.3. Develop a sense of responsibility and such qualities as integrity, loyalty, morality and self-discipline.

1.3.4. Develop a sense of personal honor, self-reliance and leadership.

1.3.5. Encourage punctuality and desirable habits of health, hygiene, physical fitness, orderliness and precision.

1.3.6. Develop a familiarity with the fundamental doctrine of the aerospace age.

1.3.7. Develop basic military skills that will be of value to the individual cadet, the community and the nation.

1.3.8. Develop a familiarity with the traditions of the U.S. Air Force.

##### 1.4. AFJROTC Courses.

1.4.1. The Aerospace Science Department at Redlands High School is organized under the office of the school Principal. The Senior Aerospace Science Instructor (SASI) is responsible for coordinating and supervising all department activities. The Aerospace Science Instructor (ASI) is directly responsible to the SASI.

1.4.2. Any cadet who joins CA-20005 will be enrolled in the course series taught for that year. Exceptions: Juniors may request to enroll in Aviation Ground School and returning seniors will be enrolled in the 400 series course.

##### 1.5. Weekly Schedule.

###### 1.5.1. Monday:

1.5.1.1. During Mondays, cadets will be performing drill.

1.5.2. Tuesday:

1.5.2.2. During Tuesdays,

1.5.3. Wednesday:

1.5.3.1. During Wednesdays, cadets will be learning academics which involve Leadership and Aerospace Science.

1.5.4. Thursday:

1.5.4.1. During Thursdays, cadets will be learning academics which involve Leadership and Aerospace Science.

1.5.5. Friday:

1.5.5.1. During Fridays, cadets will be performing Physical Training.

1.6. Conditions for Enrollment and Disenrollment.

1.6.1.1. For a student to enroll in AFJROTC he/she must be:

1.6.1.2. A citizen of the United States. (Provisions exist for SASI to enroll non-citizens)

1.6.1.3. In grades 9-12. (Or equivalent for homeschooled students)

1.6.1.4. Physically fit for JROTC training under standards prescribed by the Department of the Air Force.

1.6.1.5. Selected by the SASI with the approval of the Principal.

1.6.2. Ground for disenrollment from AFJROTC:

1.6.2.1. Cadets are expected to participate in cadet corps activities, properly wear the prescribed uniform each required uniform day, meet and maintain Air Force grooming standards, and maintain acceptable disciplinary standards. Cadets who are consistently deficient or demonstrate a negative pattern of behavior in one or more of these areas are disruptive to overall corps operations and will be disenrolled.

1.6.2.2. Cadets may be disenrolled from AFJROTC at any time during the academic year for any reason deemed appropriate by the SASI or the Principal.

1.6.2.3. Disenrollment is usually a last resort, and will be preceded by corrective counseling. To provide the greatest opportunity to retain enrolled cadets, instructors will work together with cadets, their parents, cadet leaders, school counselors, and administrators to resolve issues that could lead to disenrollment.

1.7. Credit Toward Graduation.

1.7.1. One forms of credit are currently given for completed AFJROTC coursework. Students enrolled in AFJROTC satisfy the credit, Aerospace Science is an elective course of instruction and one (1) elective credit will be received toward graduation for each year successfully completed.

## 1.8. Certificates of Completion.

1.8.1. Either certificate may be of value when participating in college ROTC programs. The Certificate of Completion will ensure enlistment at a higher pay grade in any military branch.

## 1.9. Academic Grading

1.9.1. Redlands High School uses a letter grading system, which applies to the AFJROTC program as follows:

100% - 90%	A
89% - 80%	B
79% - 70%	C
69% - 60%	D
59% and below	F

Detailed information regarding academic coursework and grading is contained in each course syllabus.

### 1.9.2. Methods of Grading:

1.9.2.1. The Aerospace Science grade is broken into 3 parts. Aerospace Science activities account for 40% of your grade, Leadership Education activities account for 40% and the final 20% comes from your participation in Health and Wellness, known as Physical Training (PT). Aerospace Science activities include: classroom activities, homework, projects, and examinations. Leadership Education activities include: classwork and homework, uniform inspections, drill, and personal behavior. PT grades are based on participation and progress toward fitness goals.

1.9.3. To help you develop as a citizen and a leader, you will be given hands-on experience in being a team member and being "in-charge". Your performance in these hands-on experiences, your conduct, and your adherence to rules and regulations will be reflected in your Leadership Education grade.

1.9.4. Attendance at the following activities may be required for grading purposes, as determined by the SASI: Military Ball, Dining-Out/Dining-In, Awards Night, Color Guards, Formal Retreat, Parade, Change of Command, and certain community service projects. The SASI determines the time and date for these functions.

## 1.10. Extra Credit & Academic Work.

1.10.1. For those cadets who have a low grade and would like to raise it to a more desirable level, the SASI or ASI may assign extra credit academic work. Monitor your progress so that if you need extra credit, you will have time to complete it before the established deadline.

## 1.11. Academic Success/Eligibility Rules.

1.11.1. Academic Success is a primary goal for each cadet and as such RUSD Eligibility Rules for Extracurricular Activities will be applied as follows:

1.11.1.1. For cadets holding staff positions and/or performing corps duties, a failing grade in any academic course after any 4 1/2- week period will result in them being placed on probation in so far as corps duties are concerned. Once the cadet can show a passing grade(s) and progress indicating a relapse is unlikely, the SASI may lift the probation. Any cadet placed on probation who still has a failing grade by the end of the next 4 1/2 week period will be removed from his/her position and be demoted in rank as determined by the SASI.

1.11.2. For cadets participating on AFJROTC competition teams, RUSD eligibility rules and those of the California Interscholastic Association will be strictly enforced. A full understanding of the following is crucial:

- If in competition under AIA rules, cadets must submit to random drug testing.
- Attendance in class must be on a regular basis.
- Good citizenship/sportsmanship must be displayed at all times.
- Cadets must pass all classes to be eligible to compete. Cadets will be excluded from competition in AIA-ruled events until such time as the cadet is passing and has met RUSD ineligibility remediation rules. Detailed eligibility rules can be found on the RUSD website: Home/Departments/Athletics/ Athletic Information and Resources: Academic Eligibility Dates and various RUSD Board Policy letters.

#### 1.12. Reserve Cadet Status.

1.12.1. Students designated as Reserve Cadets by the SASI are authorized to participate in all corps activities/co-curricular activities when they are available to do so. Reserve Cadets participating in corps clubs and/or competitive teams will complete all required training and will abide by all eligibility rules. Reserve cadets are authorized to be issued and wear AFJROTC uniforms at events in which they are participating.

#### 1.13. Bullying, Hazing, & Improper Conduct.

1.13.1. Cadets are expected to conduct themselves in a manner befitting a representative of the school, AFJROTC, and the US Air Force. Respect for others and for school rules and policies are central to appropriate behavior and maintaining our image at the school and in the community. Bullying, hazing, and improper conduct, as defined in the school handbook and by common definitions, will not be tolerated. All improper conduct or accusations of such will be handled in accordance with school policies and may be grounds for dismissal from the AFJROTC program.

#### 1.14. Curriculum In Action.

##### 1.14.1. Curriculum in Action Trip Initial Planning.

1.14.1.1. The cadet leadership team (to the maximum extent possible) should perform the planning and execution of the trip to promote cadet ownership. Be sure to plan your CIA trips carefully. Plan CIA trips several months in advance to ensure everything is thought of. If possible, plan the trips before the school year begins and make changes as necessary. (See checklists and forms within this supplement.) Keep in mind the SASI and/or ASI must provide supervision and control of all CIA activities at all times.

1.14.1.2. Some school districts require all field trips be approved by a board or committee. It is important to know who can approve CIA trips and to get the plans to the decision maker(s) in a timely fashion. Make sure you know your school's process.

1.14.1.3. If you are planning an overnight or an out-of-state trip, you might have to include the following items with your initial request:

- List of all travel arrangements
- Detailed daily itinerary
- Roster of chaperones, cadets, and instructors
- Information on the academic value of the field trip
- Field trip request forms
- Insurance information if needed
- Medical Forms
- Communication requirements (how to reach you before and during the trip)

1.14.1.4. CIA trips may also require cadets to be absent from other classes, so plan ahead. Request for absence from classes for school-related activities may need to be filed well in advance with the attendance office and/or other teachers.

1.14.2. Curriculum in Action Funding.

1.14.2.1. Instructors must review WINGS Budget Status History during the planning phase, before committing funds, and again when paying the bills to ensure there is enough money to cover expenses and that the correct funding streams are used.

1.14.2.2. Requesting use of AF funding (via credit card or reimbursement) must conform to the requirements of Holm Center Instruction 65-103, AFJROTCI 36-2001, this Operational Supplement and any other HQ AFJROTC direction.

1.14.2.3. AFJROTC may provide O&M and MILPER funding (based on active cadet enrollment) to offset the cost of CIA trips. If additional funds are needed, there are several ways of meeting the need.

1.14.2.4. Cadets may earn additional money through fundraisers. Fundraising activities must be planned and conducted according to applicable district policies. Auxiliary funds management is covered in AFJROTCI 36-2001. Additionally:

- Businesses/Organizations in the local area may sponsor your unit
- Cadets and parents may be asked to offset some of the costs
- The school may maintain an activity fund that sets aside funds for field trips
- Instructors may ask their Region Director if any discretionary funds are available

1.14.2.5. Although funding streams for drill meets or marksmanship events follow the same rules as CIA trips, instructors are reminded that funds are limited and that unit's are still required to take their minimum CIA trip(s) as required by AFJROTCI 36-2001.

1.14.2.6. The table below explains the funding streams used to pay bills associated with CIA trips.

Table 1.1 Funding Curriculum In Action Trips

	CADETS	INSTRUCTORS	CHAPERONES	DRIVERS
Transportation	O&M	O&M	See Note 1	See Note 2
Lodging	O&M	O&M	Non-AF Fund	Non-AF Fund
Meals	MILPER	Non-AF Fund	Non-AF Fund	Non-AF Fund
Entry Fees	O&M (See Note 3)	O&M	Non-AF Fund	Non-AF Fund

1.14.2.7. Chaperones travelling in the same vehicle as cadets is acceptable when O&M is used to pay for the transportation. However, there can be no additional cost associated with the chaperone.

1.14.2.8. Drivers who are paid for as a mandatory part of the vehicle fee is acceptable when O&M is used to pay for the transportation.

1.14.2.9. Only those entry fees allowed per the Finance Guide, AFJROTCI 36-2001, or those specifically approved by the HQ or Region Directors.

#### 1.14.2.10. Cadets Meals:

1.14.2.10.1. Units are limited to \$20 per cadet per day from AF funds. Please note that \$20 the maximum amount. If less is spent, only the lesser amount is reimbursed. Cadets do not pay surcharge for meals in military dining facilities. Instructors, chaperones and drivers have to pay the surcharge.

1.14.2.11. Transportation, Lodging and Meal costs can be paid through the use of the headquarters credit card or be reimbursed to the school after expenses have been incurred. Cadets are limited to \$30 per day for lodging from your unit's O&M budget.

#### 1.14.3. Where To Go And What To Do.

1.14.3.1. Every city and state has unique opportunities for CIA events. Instructors are encouraged to talk with other teachers and instructors about good places to visit on CIA trips. The following list offers additional ideas.

1.14.3.1.1. [www.\(state\).gov](http://www.(state).gov) (use the two letter identification for your state) to look up information on offices for elected officials, state officials, tribal government and large companies. This website can also serve as a starting point for learning about roll call votes, bill status, committee reports and jurisdiction, important political issues and products, jobs, and careers.

1.14.3.1.2. [www.militaryliving.com](http://www.militaryliving.com) to get phone numbers and addresses for all military installations in the U.S. and overseas. This website also provides information about military lodging at various tourist locations throughout the world.

1.14.3.1.3. [www.ask.com](http://www.ask.com), [www.google.com](http://www.google.com), [www.bing.com](http://www.bing.com) to find information about museums, planetariums, observatories, and scientific projects located near your school. Just write in the question you want to ask. For example, to find museums in Georgia you type "museums in Georgia" in the search block.

1.14.3.1.4. [www.militaryonesource.com](http://www.militaryonesource.com) provides very useful resources for military members and their families, including a wealth of information that can be used when planning CIA trips.

#### 1.14.3.1.5. Visits to Military Installations.

1.14.3.1.5.1. Cadets, under the supervision of a SASI or ASI, are authorized to visit military installations. Units should coordinate visits directly with the local installation. The public affairs office and protocol office are good points of contact.

#### 1.14.3.1.6. Dining.

1.14.3.1.6.1. Cadets are authorized to eat in the dining facilities and should not have to pay surcharges. Prior coordination with public affairs, the protocol office or Force Support function maybe required to ensure this entitlement.

#### 1.14.3.1.7. Medical Emergencies.

1.14.3.1.7.1. Hospitalization and medical care for cadet emergencies at military installations may be authorized. Prior coordination with the host installation medical facility should be accomplished in advance of the trip to understand the options and any out-of-pocket expenses. Consider purchasing trip insurance.

#### 1.14.4. Cadet Flight Program

##### 1.14.4.1. CIA Flight Events.

1.14.4.1.1. Cadet flight programs are school-sponsored activities similar to any other AFJROTC activity and must be approved in writing according to local guidelines. Cadets must also have signed parental permission slips. Orientation flights are continuous flights performed within the local flying area and terminating at the point of origin. Flights for the cadets maybe arranged through DoD or Non-DoD organizations/companies.

##### 1.14.4.2. DoD Flight Program.

1.14.4.2.1. Per DoD 4515.13-R AFJROTC students and instructors, who are members of an organized AFJROTC activity, and civilian officials functioning in a chaperone capacity, are authorized flights on DoD operated (or contracted) aircraft. AFJROTC cadets are not guaranteed orientation flights. Orientation flights are services provided as base resources allow on a noninterference basis. Base authorities determine the availability of aircraft and resources.

1.14.4.3. AFJROTC funds are not authorized for any costs associated with DoD flights. Therefore, units must clearly indicate the mission must be a regular training mission or previously funded by another agency.

1.14.4.4. The AFJROTC instructor must contact the airfield manager, public affairs, and/or the flying unit to arrange for the orientation flight. Units should be flexible for flight dates, understanding the flying unit makes such arrangements as their resources allow.

1.14.4.5. Flying units and supporting airfield managers may have different requirements for orientation flights. AFJROTC units must ensure the flying unit and the supporting airfield manager's requirements are satisfied.

1.14.4.6. AFJROTC instructors will complete and submit DD Form 2768, Military Air Passenger/Cargo Request (prescribed by DoD 4500.56, DoD Policy on the Use of Government Aircraft and Air Travel), to Holm Center/JRO. The request will be validated and forwarded to HQ CAP- USAF/XOO. The submitted request must identify the supporting flying unit in addition to dates, times, and locations. A cover memo must be included for airlift requests identifying the trip purpose and itinerary.

1.14.4.7. AFJROTC cadets and instructors must be in uniform. Cadets must be in groups continually supervised by an AFJROTC instructor or a school-approved chaperone. Instructors, cadets and chaperones must be on the flight manifest.

1.14.4.8. Non-DoD Flight Program.

1.14.4.8.1. Possible sources include the Experimental Aircraft Association, Young Eagles, Civil Air Patrol, base aero clubs, Fixed-Base Operators, and privately owned aircraft. Cadets may participate in these flights only under the following conditions:

1.14.4.9. Units are authorized to use available unit O&M funds to procure flights for cadets in civil aircraft.

1.14.4.10. All cadets will have a parent/guardian signed release absolving the AFJROTC unit, school, school district, and the Air Force from liability in case of mental or physical injury or death.

1.14.4.11. Flights must be in a Federal Aviation Administration (FAA) type- certified aircraft, i.e., nonexperimental aircraft.

1.14.4.12. Aircraft must be registered, have appropriate airworthiness certificate, and contain all instruments and equipment specified for the particular type of operation, i.e., VFR or IFR. (Federal Aviation Regulations (FAR) 91, General Operating and Flight Rules)

1.14.4.13. If privately-owned aircraft are used, only fuel and oil expenses maybe reimbursed with unit O&M funds.

1.14.4.14. Flight must be conducted in accordance with FAR 91.

1.14.4.15 The Pilot in Command (PIC) must meet the following criteria:

1.14.4.15.1. Appropriate category, class, and type rating for the aircraft to be flown. (FAR 61.31, Certification: Pilots, Flight Instructors, and Ground Instructors)

1.14.4.15.2. Current Class I, II, or III FAA Medical Certificate. (FAR 61.23)

1.14.4.15.3. Recent flight experience. (FAR 61.57) and a current biennial flight review. (FAR 61.56)

1.14.4.16. An AFJROTC instructor who meets these requirements may serve as PIC; however, they may not accept payment for

their time even if they hold a commercial rating.

## CHAPTER 2

### ORGANIZATION OF THE CADET CORPS

#### 2.1 Cadet Group Organization.

2.1.1. Based on unit size, CA-20005 is designated as a Cadet Group and is organized in similar fashion to all Air Force groups. Other AFJROTC units may or may not use the same model.

2.1.2. The following table identifies the job position and the authorized grade for each. Some positions are authorized a Non-Commissioned Officer in Charge (NCOIC).

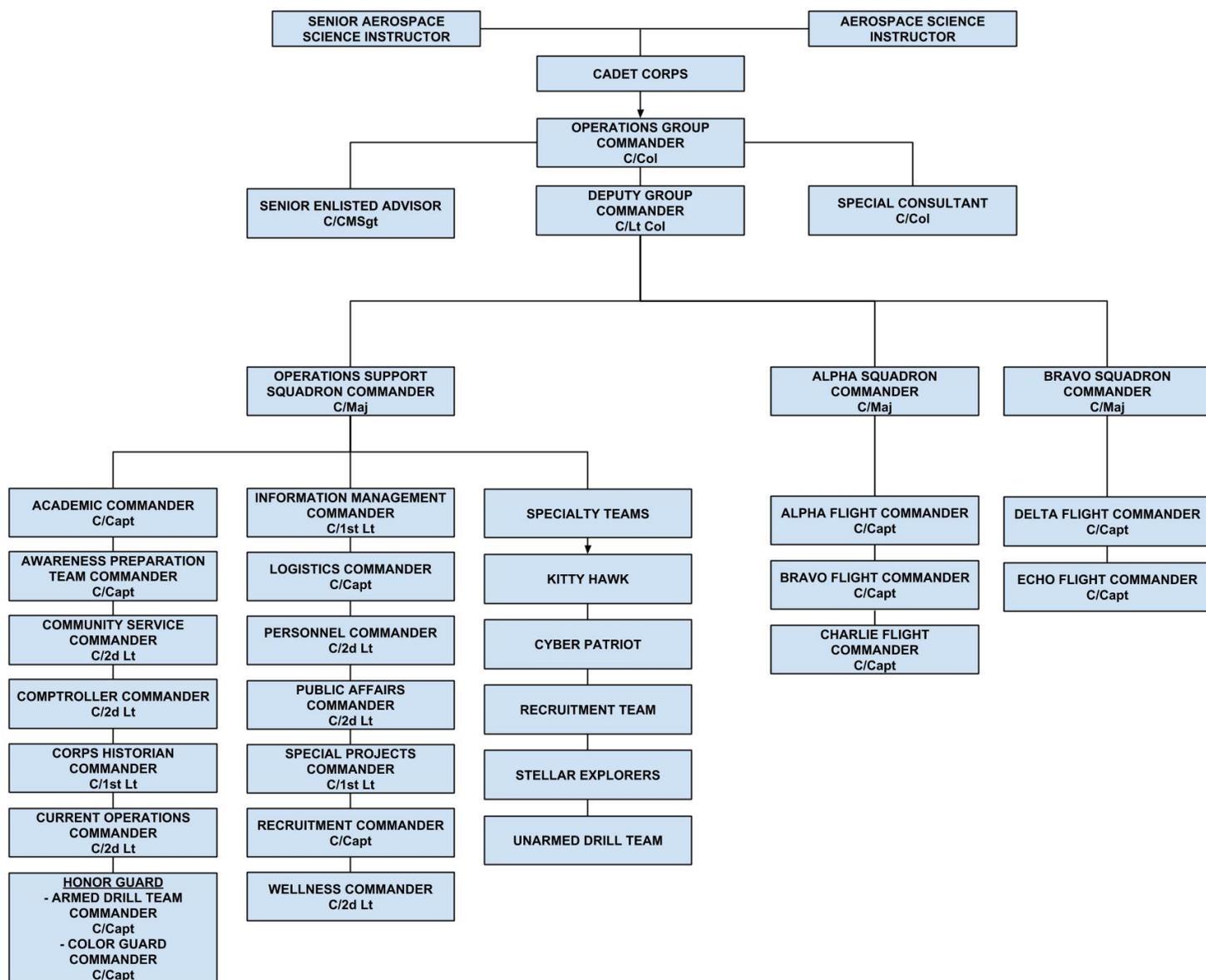
Table 2.1 Cadet Group Organization

POSITION	AUTHORIZED GRADE	AUTHORIZED AN NCOIC
Group Staff		
Commander	C/Colonel	NO
Special Consultant	C/Colonel	NO
Deputy Commander	C/Lieutenant Colonel	NO
Senior Enlisted Advisor	C/Chief Master Sergeant	NO
Operations Support Squadron		
Commander	C/Major	NO
Alpha Squadron Commander	C/Major	YES
Bravo Squadron Commander	C/Major	YES
First Sergeant	C/Senior Master Sergeant	NO
Guidon	C/Staff Sergeant	NO
Alpha Flight Commander	C/Captain	YES
Bravo Flight Commander	C/Captain	YES
Charlie Flight Commander	C/Captain	YES
Delta Flight Commander	C/Captain	YES
Echo Flight Commander	C/Captain	YES
Flight Sergeant	C/Master Sergeant	NO
Guide	C/Staff Sergeant	NO
OSS Staff		
Academic Commander	C/Captain	YES
Awareness Preparation Team Commander	C/Captain	YES
Community Service Commander	C/Second Lieutenant	YES
Comptroller Commander	C/Second Lieutenant	YES
Corps Historian Commander	C/First Lieutenant	YES
Current Operations Commander	C/Second Lieutenant	YES
Honor Guard		
Armed Drill Team Commander	C/Captain	YES
Color Guard Commander	C/Captain	YES
OSS Staff Continued		
Information Management Commander	C/First Lieutenant	YES
Logistics Commander	C/Captain	YES
Personnel Commander	C/Second Lieutenant	YES
Public Affairs Commander	C/Second Lieutenant	YES
Special Projects Commander	C/First Lieutenant	YES
Recruitment Team Commander	C/Captain	YES

Wellness Officer	C/Second Lieutenant	YES
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NOTE: The NCOIC in this instance is the Flight Sergeant (FS). Element Leaders work directly for the FS.

## 2.2. Cadet Group Organizational Chart:



## 2.3. Cadet Ranks.

2.3.1. Each cadet shall be appointed a permanent rank based on his/her year group: 1st year cadets will be C/Airman; 2nd cadets will be C/Airman First Class; 3rd year cadets will be C/2nd Lieutenant and 4th year will be C/1st Lieutenant. Cadets promoted above the rank associated with their year group will retain the highest rank achieved unless demoted for cause. Cadets selected to serve in a staff or flight position will be promoted to a rank commensurate with the position. Normally, the initial rank will be one or two grades lower than that authorized for the position. The ranks listed for each position will normally be the senior rank to which the cadet in that position can be promoted.

2.3.2. Cadets who fail to maintain satisfactory standards, progress, or behavior may be reduced in rank (demoted) by the Cadet Group Commander with approval of the SASI and ASI. Reductions in rank will be specified in a written record filed in the individual cadet's personnel record. Cadets promoted based on selection for a staff or flight positions who

are subsequently relieved of the position may be demoted to the rank held prior to selection for the staff/flight position.

## 2.4. The Progression System.

### 2.4.1. Objectives.

2.4.1.1. The cadet promotion system promotes cadets to permanent grades commensurate with the number of terms of successful completion of AFJROTC, promotes cadets to temporary grades to fill cadet jobs, and promotes exceptional performers on a quarterly basis. The cadet job assignment system places cadets in leadership positions where they can demonstrate and refine their leadership skills. Promotions and assignments are not based solely on past performance, but on the cadet's potential and willingness to assume jobs of increased responsibility. Promotions are tied to assignment to leadership positions where a cadet can make and learn from their mistakes. Promotion cycles occur upon the release of marking period grades.

### 2.4.1.2. Responsibilities.

2.4.1.2.1. The SASI will promote cadets, assign cadets to jobs, demote cadets, and reassign cadets from CA-20005 AFJROTC positions on cadet orders. The incoming and outgoing cadet squadron commanders will submit staff position recommendations to the SASI and ASI, who will approve all key staff and commander assignments.

## 2.5. Selection for Staff and Flight Positions.

2.5.1. The selection of personnel for Staff and Flight positions will be based on the "whole person" concept, including but not limited to academic grades, leadership grades, demonstrated abilities, RUSD/California Interscholastic Association rules compliance, the individual's desire to fulfill the duties of the position, recommendations from current staff officers, and qualities deemed appropriate by the Cadet Group Commander in consultation with the SASI and ASI.

## 2.6. Termination of Assignment to a Staff or Flight Position will occur for the following reasons:

### 2.6.1. Resignation:

2.6.1.1. Cadets assigned to staff or flight positions may request to resign by submitting a letter of resignation to the Group Commander citing reasons for the request. Cadets whose resignations are accepted will automatically revert to the rank held prior to accepting the position.

### 2.6.2. For Cause:

2.6.2.1. Cadets relieved for cause will be notified verbally and in writing by the Cadet Group Commander. The cadet may ask for a hearing with the Cadet Group Commander and/or SASI. The letter of notification and a written account of the hearing will be filed in the cadet's personnel record. The following (not all inclusive) warrant termination for cause:

2.6.2.2. Failure to perform duties of the assigned position.

2.6.2.3. Failure to attend staff meetings or corps meetings.

2.6.2.4. Academic failure in Aerospace Science.

2.6.2.5. Misconduct that could reflect unfavorably on the AFJROTC program.

2.6.2.6. Insubordination or abuse of cadet authority.

2.6.2.7. Failure to maintain required grooming standards.

2.6.2.8. Failure to wear the uniform on the required leadership day or when directed by the SASI/ASI.

2.6.2.9. Inaptitude, indifference to training, undesirable character traits.

2.6.2.10. Failure to maintain acceptable retention standards.

## 2.7. Staff Responsibilities and Duties.

2.7.1. Cadet Group Commander (CG/CC) will:

2.7.1.1. Exercise Command and control of the group using members of the staff and subordinate cadet commanders.

2.7.1.2. Oversee/ensure appearance, discipline, efficiency, training and conduct of the cadet corps.

2.7.1.3. Ensure all members of the group have the opportunity to develop leadership skills.

2.7.1.4. Administer cadet corps activities according to Air Force principles and procedures.

2.7.1.5. Identify and establish goals to be attained by the staff commanders and members of the corps.

2.7.1.6. Convene Cadet Evaluation Boards for promotions, merits, demerits, etc.

2.7.1.7. Ensure that Cadet Deputy Commander assumes command when required.

2.7.1.8. Directly supervise the group staff officers and cadet senior enlisted advisor.

2.7.1.9. Serve as the rating official for the Drill Team and Color Guard Commanders and the Cadet Senior Enlisted Advisor.

2.7.1.10. Continuously compare corps goals with planned activities to determine progress and potential progress in meeting goals. Keep the Programs Flight Commander apprised of progress toward corps goals.

2.7.1.11. Develop and maintain a complete continuity file that includes detailed duties and responsibilities, daily/weekly/monthly/annual (as required) checklists, lessons learned, contact lists, etc.

2.7.2. Special Consultant will:

2.7.2.1. Advise and give input to the commander whenever a decision is to be made.

2.7.3. Deputy Commander (CG/CD) will:

2.7.3.1. Assume command of the group in the absence of the group commander.

2.7.3.2. Assist the group commander as directed.

2.7.3.3. Chair the community service committee.

2.7.3.4. Coordinate group activities related to participation in community projects, parades and ceremonies and local, state, and

national contests concerning Aerospace Science.

2.7.3.5. Oversee the plans and activities of all corps teams and clubs (Color Guard, Drill Team, APT, etc.) and ensure team commanders/club leaders have necessary resources, are properly conducting activities, and are consistently and accurately reporting co-curricular and community service hours through OSS.

2.7.3.6. Perform periodic inspections of squadrons, flights, functional areas, teams.

2.7.3.7. Develop and maintain a complete continuity file that includes detailed duties and responsibilities, daily/weekly/monthly/annual (as required) checklists, lessons learned, contact lists, etc. Ensure each special project/event has similar continuity filed in a central, accessible location.

2.7.4. Cadet Senior Enlisted Advisor (CCM) will:

2.7.4.1. Advise the commander of morale and welfare of the cadet group.

2.7.3.2. Enforce proper grooming, efficiency, and training standards of all enlisted cadets.

2.7.3.3. Work closely with the commander and staff officers to ensure problems are resolved and recognition is afforded in a timely manner.

2.7.3.4. Develop and maintain a complete continuity file that includes detailed duties and responsibilities, daily/weekly/monthly/annual (as required) checklists, lessons learned, contact lists, etc.

2.7.4. Operation Support Squadron Commander (OSS/CC) will:

2.7.4.1. Oversee the Programs, Oversee the Personnel, Information Management, and Information, Logistics, and Support functions within the squadron and other staff jobs. Ensure each officer is trained and performing the job according to requirements.

2.7.4.2. Conduct weekly staff meetings to issue and follow-up on job assignments.

2.7.4.3. Assume control of the Group if so desired by the Commander during times of extended absences by the Commander and Deputy Commander.

2.7.4.4. Perform other duties as directed by the Group Commander. Develop and maintain the monthly Cadet Group calendar to include group, squadron, Color Guard, Drill Team, and school activities, and other pertinent data.

2.7.4.5. Coordinate with Flight, Color Guard, and Drill Team Commanders and Officers of Primary Responsibility (OPRs) or committee heads to ensure personnel are assigned to cover upcoming events.

2.7.4.6. Follow up on projects assigned to each flights.

2.7.4.7. Ensure morale, welfare of cadets. Coordinate and conduct flight competitions. Stress fitness.

2.7.4.8. Oversee the activities of the Group wellness officer in the development, implementation, and management of the corps' physical training program to aid in the physical well-being of all cadets.

2.7.4.9. Develop plans and oversee all inter/intra-unit athletic events such as field day and unit challenges.

- 2.7.4.10. Continuously compare corps goals with planned activities to determine progress and potential progress in meeting goals. Keep the Program's Flight Commander apprised of progress toward corps goals.
- 2.7.4.11. Develop and maintain a complete continuity file that includes detailed duties and responsibilities, daily/weekly/monthly/annual (as required) checklists, lessons learned, contact lists, etc. Ensure each flight commander and element leader in the OSS does the same.
- 2.7.4.12. Perform other duties as determined by the CG/CC.
- 2.7.5. Squadron Commanders will:
- 2.7.5.1. Ensure each Flight Commander and Flight Sergeant is trained in all aspects of drill and ceremony, customs and courtesies, and dress and appearance.
- 2.7.5.2. Perform periodic informal inspections of flights/elements in preparation for formal inspections by the Deputy Commander.
- 2.7.6. Squadron First Sergeants will:
- 2.7.6.1. Advise the squadron commander of morale and welfare of the squadron.
- 2.7.6.2. Enforce proper grooming, efficiency, and training standards of squadron's enlisted cadets.
- 2.7.7. The Flight Commanders will:
- 2.7.7.1. Ensure proper appearance, discipline, and efficiency of the flight and the proper conduct of members in the classroom. Oversee all flight training functions.
- 2.7.7.2. Act as an advisor to the cadets, Chief Master Sergeant, Squadron Commanders, Group Commander, SASI and ASI on matters pertaining to their flight members.
- 2.7.7.3. Lead and direct the flight at all group, squadron, and flight functions. Document all flight activities performed before/after school (co-curricular activities) and submit to OSS in accordance with established procedures.
- 2.7.7.4. Advise the squadron commander of problems that require senior echelon attention.
- 2.7.7.5. From members of the flight, select a Flight Sergeant, and Element Leaders with the approval of the SASI.
- 2.7.8. The Flight Sergeants will:
- 2.7.8.1. Form cadets into ranks for events/training (drill, retreat, parade, inspections, etc).
- 2.7.8.2. Prepare the flight for inspections and assist the Cadet Flight Commander as required.
- 2.7.8.3. Train cadets in drill and ceremonies, Color Guard procedure, customs and courtesies, etc.
- 2.7.8.4 Act in the absence of the Flight Commander.
- 2.7.9. Element Leaders will:

2.7.9.1. Assist the Flight Commander and Flight Sergeant.

2.7.9.2. Record attendance and uniform wear of element members.

2.7.9.3. Maintain order of his/her element during training activities and in the classroom.

2.7.10. Academic Commander will:

2.7.10.1. Organize weekly meetings to ensure the productivity of Kitty Hawk.

2.7.10.2. Decide days of tutoring for cadets and for others outside of the corps to increase awareness of the program.

2.7.10.3. Organize a team for Academic Bowl Competitions.

2.7.10.4 Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.10.4.1. Assist the Academic Commander with any duties assigned by the OSS/CC.

2.7.10.4.2. Directing the activities of Kitty Hawk in the absence of the Cadet Academic Commander.

2.7.11. Awareness Preparation Team Commander will:

2.7.11.1. Develop presentation programs to increase awareness of AFJROTC and promote good citizenship among school-aged children (citizenship, flag etiquette, respect for authority, custom and courtesies, etc.). Document all activities performed before/after school or off campus during school (co-curricular activities) and submit to OSS/CC in accordance with established procedures.

2.7.11.2. Promote healthful choices such as saying “no” to drugs and alcohol and focusing on fitness.

2.7.11.3. Stress the importance of interpersonal skills, relationship building, and continuing education.

2.7.11.4. Determine award of the APT badge for individual cadets. Cadets who pass a qualification test and actively participate in at least four APT events are authorized to wear the APT Badge.

2.7.11.5. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.11.5.1. Assist the Awareness Preparation Team Commander with any duties assigned by the OSS/CC.

2.7.11.5.2. Directing the activities of Awareness Preparation in the absence of the Cadet Awareness Preparation Team Commander.

2.7.12. Community Service Officer (OSS/CS) will:

2.7.12.1. Input co-curricular and community service activities data into WINGS within one week of the completion of each such activity. Work directly with all teams, clubs, events, and project officers to obtain the details for each activity/event. Develop a reporting system to ensure all activities are accounted for and input into WINGS accurately. Maintain a working knowledge of the unit’s co-curricular and community service hour totals.

2.7.12.2. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.12.2.1. Assist the Community Service Officer with any duties assigned by the OSS/CC.

2.7.12.2.2. Directing the activities of Community Service in the absence of the Cadet Community Service Officer.

2.7.13. Comptroller Officer will:

2.7.13.1. Assist the SASI with management of the Student Activity Account. Advise CG/CC on account balance and budget periodically throughout the year.

2.7.13.2. Collect all money related to squadron activities and provide receipts to cadets and maintain records of transactions including deposits, withdrawal, and transactions (receipts) affecting account balance.

2.7.13.3. Develop and execute processes to fund corps activities. Develop funding-request documents to be used by corps staff and processes to route requests for approval through the CG/CC (or designated representative) and SASI/ASI.

2.7.13.4. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.13.4.1. Assist the Comptroller Officer with anything assigned by the OSS and/or CC.

2.7.13.4.2. Directing the activities of Comptroller in the absence of the Cadet Comptroller Officer.

2.7.14. Corps Historian Commander will:

2.7.14.1. It shall be the duty of the commander to preside at all meetings of the organization.

2.7.14.2. Document minutes and take notes for all OSS staff related meetings of the organization.

2.7.14.3. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.14.3.1. Assist the Corp Historian Commander with anything assigned by the OSS and/or CC.

2.7.14.3.2. Directing the activities of Corp Historian in the absence of the Cadet Corps Historian Commander.

2.7.15. Current Operations Commander will:

2.7.15.1. Planning and coordinating extracurricular and co-curricular activities with other school organizations.

2.7.15.2. Assisting the SASI in scheduling cadets for base visits and similar activities.

2.7.15.3. Performing other duties as assigned by the COSS/CC.

2.7.15.4. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.15.4.1. Assist the Current Operations Commander with anything assigned by the OSS and/or CC.

2.7.15.4.2. Directing the activities of Current Operations in the absence of the Cadet Current Operations Commander.

2.7.16. Honor Guard:

2.7.16.1. Armed Drill Team Commander will:

2.7.16.1.1. Coordinate with internal team commanders to ensure all team members are properly trained on applicable procedures and team duties. Oversee all Drill Team activities and competitions.

2.7.16.1.2. Be the final decision authority on the selection of primary and alternate internal team members based on qualifications and the recommendation of the internal team commander.

2.7.16.1.3. Maintain a record of the commander/team members associated details for all practices, competitions and performances, and provide to OSS/CC immediately after each activity.

2.7.16.1.4. Develop and maintain a complete continuity file that includes detailed duties and responsibilities, daily/weekly/monthly/annual (as required) checklists, lessons learned, contact lists, etc.

2.7.16.1.5. Deputy Commander will:

2.7.16.1.5.1. Assist the Armed Drill Team Commander with anything assigned by the OSS and/or CC.

2.7.16.1.5.2. Directing the activities of Armed Drill in the absence of the Cadet Armed Drill Team Commander.

2.7.16.1.6. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.16.1.6.1. Assist the Armed Drill Team Commander with anything assigned by the OSS and/or CC.

2.7.16.1.6.2. Directing the activities of Armed Drill in the absence of the Cadet Armed Drill Team Deputy Commander.

2.7.16.2. Color Guard Commander will:

2.7.16.2.1. Coordinate with OSS/CC to select/notify members for performances.

2.7.16.2.2. Develop a training program to ensure all CA-20005 cadets are familiar with and able to execute all Color Guard procedures and team duties. Coordination with the OSS/CC, DT, is essential.

2.7.16.2.3. Maintain a record of the commander/team members, associated details for all practices and performances, and provide to OSS/CC immediately after each activity.

2.7.16.2.4. Develop and maintain a complete continuity file that includes detailed duties and responsibilities, daily/weekly/monthly/annual (as required) checklists, lessons learned, contact lists, etc.

2.7.16.2.5. Deputy Commander will:

2.7.16.2.5.1. Assist the Color Guard Commander with anything assigned by the OSS and/or CC.

2.7.16.2.5.2. Directing the activities of Color Guard in the absence of the Cadet Color Guard Deputy Commander.

2.7.16.2.6. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.16.2.6.1. Assist the Color Guard Commander with anything assigned by the OSS and/or CC.

2.7.16.2.6.2. Directing the activities of Color Guard in the absence of the Cadet Color Guard Commander.

2.7.17. Information Management Commander will:

2.7.17.1. Maintain the squadron organizational chart.

2.7.17.2. Authenticate, publish, distribute, and file all administrative publications and correspondence to include special orders.

2.7.17.3. Develop/publish procedures for use of corps bulletin and message boards.

2.7.17.4. Develop/acquire and produce forms for corps use.

2.7.17.5. Develop standardized continuity files to be used by each functional area and special project (e.g. all positions/duties, events such as Dining Out and Awards Night) to ensure proper continuity semester-to-semester and year-to-year.

2.7.17.6. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.17.6.1. Assist the Information Management Commander with anything assigned by the OSS and/or CC.

2.7.17.6.2. Directing the activities of Information Management in the absence of the Cadet Information Management Officer.

2.7.18. Logistics Officer will:

2.7.18.1. Oversee the Supply functions. Provide guidance to the cadet staff on proper resource management. Report directly to the ASI on matters of procurement, inventory issue, and turn-in of all Air Force and school resources. Then document it into WINGS.

2.7.18.2. Perform other duties as determined by the OSS Commander.

2.7.18.3. Deputy Commander will:

2.7.18.3.1. Assist the ASI in maintenance of supply records by conducting inventory, issue and turn in and updating WINGS.

2.7.18.3.2. Directing the activities of logistics in the absence of the Cadet Logistics officer.

2.7.18.4. Noncommissioned Officer-in-Charge (NCOIC) will:

2.7.18.4.1. Assist the Logistics Commander and Deputy Commander with anything assigned by the OSS and/or CC.

2.7.18.4.2. Directing the activities of Logistics in the absence of the Cadet Logistics Deputy Commander.

2.7.19. Personnel Officer will:

2.7.19.1. Maintain personnel file on each cadet, promptly posting any changes or additions, such as awards, position changes, promotions, etc. Update individual cadet profiles in WINGS in all applicable areas.

2.7.19.2. Perform records review with each cadet once a semester.

2.7.19.3. Performing other duties as assigned by the OSS/CC.

2.7.19.4. Noncommissioned Officer-in-Charge (NCOIC) will:

2.7.19.4.1. Assist the Personnel Officer with anything assigned by the OSS and/or CC.

2.7.19.4.2. Directing the activities of Personnel in the absence of the Cadet Personnel Officer.

2.7.20. Public Affairs Officer will:

2.7.20.1. Provide the local newspapers, school newspaper, year book, TV, and radio stations with information on corps' activities and accomplishments. Document all activities performed before/after school (co-curricular activities) and submit to OSS/CC in accordance with established procedures.

2.7.20.2. Publish a cadet newspaper, bulletin, or other internal information outlet on a monthly basis.

2.7.20.3. Develop and dispatch Cadet Group invitations, thank-you notes, sympathy cards, and other correspondence.

2.7.20.4. Maintain the unit scrapbook, reflecting the traditions, accomplishments, and activities of the corps.

2.7.20.5. Serve as the rating official for assigned element leaders.

2.7.20.6. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.20.6.1. Assist the Public Affairs Officer with anything assigned by the OSS and/or CC.

2.7.20.6.2. Directing the activities of Public Affairs in the absence of the Cadet Public Affairs Officer.

2.7.21. Special Projects Commander will:

2.7.21.1. The planning, coordinating, and execution of all group special activities.

2.7.21.2. Submitting after-action reports on all special projects.

2.7.21.3. Performing other duties as assigned by the COSS/CC.

2.7.21.4. The cadet NCOIC is responsible for:

2.7.21.4.1. Assisting the cadet special projects officer in carrying out assigned duties.

2.7.21.4.2. Directing the activities of the special projects absence of the assigned special projects officer.

2.7.22. Recruitment Team Commander will:

2.7.22.1. Develop and execute a robust recruiting program to ensure unit viability.

2.7.22.2. Form an enthusiastic recruiting team to meet unit recruiting goals.

2.7.22.3. Brief RHS and feeder schools on the AFJROTC program prior to registration for classes.

2.7.22.4. Keep the commander and staff informed on retention/recruitment.

2.7.22.5. Serve as the rating official for assigned flight commanders.

2.7.22.6. Develop and maintain a complete continuity file that includes detailed duties and responsibilities, daily/weekly/monthly/annual (as required) checklists, lessons learned, contact lists, etc. Ensure each flight commander in the RS does the same.

2.7.22.7. Perform other duties as required by the Cadet Group Commander.

2.7.23. Wellness Commander will:

2.7.23.1. Develop, by the first week of each term, a semester-long PT plan consisting of weekly sessions to be executed at the Flight. Each semester's plan should contain varied exercise routines and sports activities designed to realize unit fitness goals by assisting cadets in meeting personal fitness goals. Each semester's PT plan will be routed for approval through the OSS/CC, and ASI/SASI.

2.7.23.2. Logs the PFT and Wellness into wings.

2.7.23.4. Non-commissioned Officer-in-Charge (NCOIC) will:

2.7.23.4.1. Assist the Wellness Commander with anything assigned by the OSS and/or CC.

2.7.23.4.2. Directing the activities of Health and Wellness in the absence of the Cadet Wellness Commander.

2.8. Command and Staff.

2.8.1. Authority to exercise command within the Air Force JROTC units is vested in the cadet officers and non-commissioned officers. They establish and uphold the standards of performance. Cadet Officers will normally be cadets who have clearly demonstrated their competence and leadership ability as cadet non-commissioned officers. Their responsibilities and authority are restricted to official AFJROTC activities and do not carry over to other school or personal activities. Cadet Officers are responsible for their assigned functional areas and will regularly report status/progress to their immediate supervisor. The Group Commander and Deputy Commander will hold periodic staff meetings with unit officers and non-commissioned officers to ensure efficient, goal-oriented operation of the corps.

2.8.2. Cadets junior in rank are required to obey all reasonable orders from cadet officers. Insubordination on the part of junior ranked cadets will result in disciplinary action.

2.8.3. Cadet Officers who fail to comply with AFJROTC regulations or who passively allow other cadets to violate rules and regulations may be reduced in rank by the SASI/ASI and/or dismissed from the corps.

2.8.4. During the school year, the SASI/ASI may rotate command and staff assignments in order to permit more cadets to develop their leadership skills.

2.8.5. Cadet Non-Commissioned Officers (NCOs):

2.8.5.1. Cadet NCOs are assistants to the cadet officers. Their responsibilities and authority are restricted to official AFJROTC activities and do not carry over to other school or personal activities. They are responsible for the appearance and conduct of the enlisted members assigned to their functional areas.

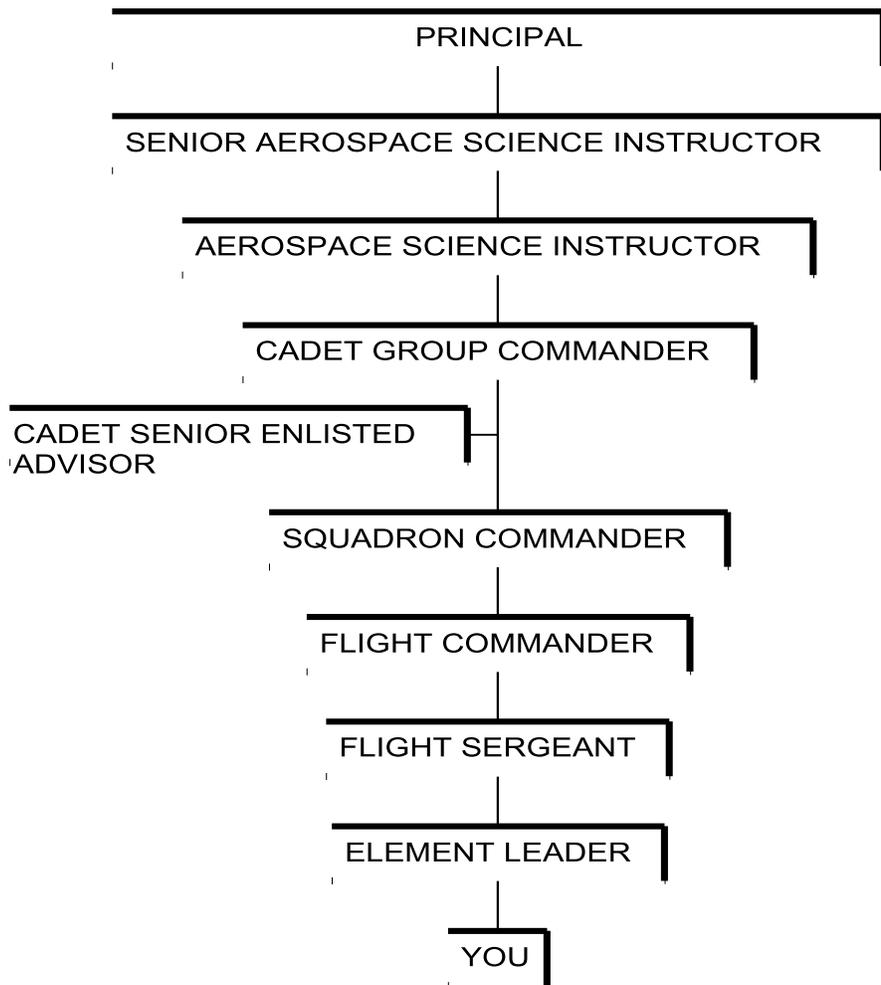
2.8.5.2. Those of junior rank must obey all reasonable orders of cadet NCOs. Cadet NCOs who fail to discharge their responsibilities or to report misconduct or infractions of rules and regulations may be reduced in rank by the SASI/ASI.

2.9. The Chain-of-Command.

2.9.1. The "Chain-of-Command" is established to efficiently channel important information, obtain approval to take on out-of-the-ordinary tasks, and to provide points of contact to address grievances. Cadets who encounter problems should use the chain of command to resolve them. The correct procedure is to take the problem to the immediate supervisor. If the cadet is not satisfied with the supervisor's response, the next step is to take the issue "up the chain-of-command", one step at a time until the problem is resolved.

2.9.2. Figure 2.9. Shows the Cadet Group Chain of Command. To address issues or solve problems, start at the lowest echelon, rather than "jumping over" a step in the chain of command. It is professional courtesy (and expected by your superiors) to let those at each step try to rectify a perceived wrong. Note: Cadets may go directly to the SASI/ASI for matters not directly related to the operation of the corps.

Figure 2.9. CA-20005 AFJROTC Chain of Command



## 2.10. Orders

2.10.1. Orders may be verbal or written. They will, in some cases, be sent to the flights in the form of notices/announcements. The normal procedure for announcing orders is to post them on the bulletin board(s).

2.10.2. Cadets must comply with all orders issued by a competent authority. If every subordinate were to question the fairness, justice, propriety or wisdom of orders received from an authorized source, there would be no discipline and the unit would fail. If a cadet has a question about an order, he/she will comply with the order and then take the question to the appropriate superior later.

2.10.3. One of the primary purposes of AFJROTC training is to develop leadership ability and the capacity to command. To lead, one

must first learn to follow. The well-trained cadet is respectful of the wishes of his/her superiors, regardless of how informally they may be expressed. The ideal cadet is a person who finds no task too large or too small to be faithfully performed, is honest, dependable, and courteous.

## 2.11. Military Discipline.

2.11.1. Military discipline is an outward manifestation of mental attitude and state of training which results in obedience and proper conduct under all conditions. It's founded on respect for and loyalty to properly constituted authority. As you were growing up, you learned to obey your parents and teachers. They taught you respect for the rights of others and the laws of your country. This was discipline.

2.11.2. Do not confuse military discipline with punishment. Discipline comes from a Latin word which means "learning". The dictionary defines it as "training which corrects, molds, strengthens, or perfects." Being disciplined means you are learning to place the tasks of your unit or your team above your personal desires. It means that you are learning to obey the orders of your leaders promptly and cheerfully, so that even in their absence you will observe established rules and conduct yourself properly.

2.11.3. In training, your leaders will insist on perfection in what may seem to be minor details (cleanliness, shoeshine, marching, proper uniform wear, etc.). You will be expected to perform to the highest standards on and off campus and to conduct yourself at all times in a manner which will reflect credit on yourself, your parents, your AFJROTC unit, your school, and the United States Air Force.

2.11.4. When necessary, the following means will be employed to enforce standards: Demerits, detention, reduction in academic grade, demotion, suspension from school, and dismissal from the AFJROTC unit.

## 2.12. Conduct and Military Courtesy.

2.12.1. While in uniform, all members of the cadet corps are expected to conduct themselves in a manner that will reflect credit upon themselves, their parents, their school, the cadet corps, and the United States Air Force. Courtesy is nothing more than the display of good manners and politeness in dealing with other people. The only distinction between military courtesy and civilian courtesy is the form of expression by the military, which has become one of the customs and traditions of the service.

2.12.2. The hand salute is one of the most visible forms of military courtesy, and is simply the military way of saying "Hello". It is also customary to say "Good Morning/Afternoon/ Evening, Sir; or Ma'am", when exchanging salutes. Cadets in uniform WILL salute cadet officers, commissioned officers, and warrant officers of the Armed Forces of the United States as well as friendly nations.

2.12.3. Upon entrance of a visiting commissioned officer into a classroom when the SASI/ASI is not present, the first cadet to see the arrival will call the room to attention. All cadets will assume the position of attention until directed otherwise. If a visiting officer enters a classroom and the SASI/ASI is present, the instructor will determine the need to call the class to attention ahead of time.

2.12.4. When determining seniority, Cadet Officers take precedence over Cadet NCOs and Cadet Airmen. Cadet NCOs take precedence over cadet Airmen. Within the same rank, determine first which cadet has the most time in grade (rank); second, the most time in the corps; and third, age.

## 2.13. AFJROTC Cadet Roles and Relationships.

2.13.1. The job of leading is one of responsibility and hard work, yet most leaders thrive on these demands. AFJROTC cadets are developing leaders. Cadet Officers/NCOs lead their subordinates just as Air Force officers and NCOs lead their organizations. Cadet leaders formulate plans and see to it that the AFJROTC unit accomplishes its mission. If the cadet leaders succeed, the unit succeeds. The AFJROTC unit in the most prestigious high school in the country may fail if its cadet officers do not properly lead. Conversely, an AFJROTC unit in a below-average school can be the best in the country if it has competent cadet leaders.

### 2.13.2. Cadet Officer Relationship.

2.13.2.1. Much of your role as a Cadet Officer will deal with relationships -- between you and the Cadet Airmen, Cadet NCOs, and your junior Cadet Officers, and between you and your instructors.

2.13.2.2. Your leadership style as a Cadet Officer is critical to you and your unit's success. You must establish a rapport with your subordinates. Get to know the personality and character of the cadets you supervise. Be sympathetic and responsive to their wants and needs while simultaneously holding them to the standards and expectations you have set for them. In effect, the relationship should be cordial but professional. Your subordinates expect you to be a thoughtful, caring leader and you expect them to respect you and perform.

2.13.2.3. Cadet Officer-Cadet NCO Relationships.

2.13.2.3.1. You must know what to expect from your cadet NCOs as they are an essential link to mission success. Their effectiveness depends greatly on the support they receive from their superiors. The cadet NCO can relieve you of many duties and can be a valuable source of advice. As a cadet officer, you should observe the following rules concerning your relationship with cadet NCO:

2.13.2.3.1.1. Expect much from your cadet NCOs. Let them know you depend on them as assistants. Listen to their suggestions/recommendations. If a suggestion is sound, implement it or give them the authority to do so. Discuss problems with them and seek their advice. Often they are more experienced in an area than you are.

2.13.2.3.1.2. Give them the responsibility and authority to go along with their ability. If you give responsibility without the necessary authority, your cadet NCOs will have a difficult time meeting your expectations. When they succeed, be sure to give them credit. Give them frequent feedback. Discuss their performance and advise them how to build on strengths and overcome weaknesses.

2.13.2.3.1.3. Be loyal to them. Support your cadet NCOs in what they do, as they need your backing to get the job done. If their actions are improper, take them aside and privately advise them of anticipated problems and appropriate actions. Never place blame on your NCOs. You are ultimately responsible for their actions.

2.13.2.3.2. Cadet Officer- Cadet Junior Officer Relationship:

2.13.2.3.2.1. Supervising subordinates will take much of your time, but an important part of your work must be conducted with persons of higher rank. The activities of each AFJROTC unit must be coordinated up and down the chain of command. You must be prepared to carry out orders promptly. Just as the cadet, NCO must establish respectful association with cadet officers, so must you with Senior-Grade cadet officers and with instructors. Your senior-ranking cadet may be your best friends, but you must maintain proper communication and professional associations with them during class and unit activities.

2.13.2.3.2.2. Cadet Officer—Unit Relationship:

2.13.2.3.2.2.1. Getting others to work for you is your primary responsibility in the cadet officer-unit relationship. Whether you are in charge of a handful of cadets or the whole cadet corps, you must use tact and thoughtful leadership to get the cadets to do what you ask. You must know your subordinates well enough to be able to place them in positions in the unit where they will do the best job. It is up to you to see that your unit accomplishes its mission but you cannot do it alone.

## CHAPTER 3

### THE AFJROTC UNIFORM

#### 3.1 The Military Uniform.

3.1.1. The first uniform styles were adapted overcoat. The style and color uniforms have continuously evolved to meet the needs at a particular time and to lend esprit de corps to the from civilian dress and featured primarily the same dress as civilian people: pants, stockings, waistcoat (shirt), shoes or boots, and a large different services. It was not until the period from 1918 to 1940 that uniform decorations gradually became useful. The decorations used to indicate the branch of service and the job specialty, such as armor division, paratroopers, or air corps. Each division had its own patches, badges, insignia, and other markings. When the Air Force became a separate branch of service, on 18 Sep 1947, it adopted a blue uniform. The Air Force philosophy is that the uniform be plain, distinctive, and standardized.

#### 3.2. The Cadet and the Uniform.

3.2.1. Your uniform, no matter how handsomely tailored, will not present a good appearance unless you take pride in wearing it properly. Good appearance requires certain checks before wearing the uniform in public. Air Force uniform standards are established in AFI 36-2903, Dress and Appearance of Air Force Personnel and the Cadet Uniform and Award Guides located in the AFJROTC Operations Supplement. This handbook highlights the basic requirements.

3.2.1.1. Figures 3.1 through 3.11 located at the end of this chapter illustrate AFJROTC uniforms, uniform items, and the correct placement of items on the uniform.

3.2.1.2. Table 3.2. Explains the grading criteria for uniform wear.

3.2.2. The uniform or any parts of the uniform will not be worn on non-uniform wear days, unless you are participating in official AFJROTC activities or making up a missed inspection. Cadets are also prohibited from wearing mock/pseudo/obsolete uniforms or uniforms of other services or other countries (or parts thereof) to school or school activities. Issued low quarters and/or boots may be worn when not in uniform.

3.2.3. The five standards for wear of the Air Force uniform are neatness, cleanliness, safety, uniformity, and military image.

3.2.4. The shirt shall be tucked neatly into the pants with the shirt facing aligned with the fly of the pants and the edge of the belt buckle (gig line). This does not include the “Princess Cut” service shirt or the Airman Battle Uniform (ABU) blouse.

3.2.5. The pants are designed to be worn at the wearer’s naval.

3.2.6. Button all buttons, except for the top button of the short sleeve shirt when not wearing a tie and the top button of the ABU blouse.

3.2.7. Push the belt through the left front loop (males) or the right front loop (females) first, then all loops around the waist.

3.2.8. Place no bulky objects in pockets.

3.2.9. Shoes must be shined, including heels, welt, and the outer edge of the sole. Socks must be black (Sage Green when wearing the ABU) without design.

3.2.10. The male flight cap is worn squarely on the head, tilted slightly to the wearer’s right. The female flight cap is worn on the crown of the head. Females are authorized to wear the male flight cap.

3.2.11. No hair will protrude from the front of headgear when properly worn, except when a female is wearing the female flight cap.

3.2.12. Whenever possible, check your appearance in a mirror or ask someone to check your appearance frequently to ensure your uniform looks neat and professional.

3.2.13. The skirt will hang naturally over the hips from the waist with a slight flare. Skirt length will be no shorter than the top of the kneecap or longer than the bottom of the kneecap. Only panty hose will be worn with the skirt.

3.2.14. Jewelry:

3.2.14.1. Rings will be conservative in size/shape and total no more than three. Thumb rings are prohibited.

3.2.14.2. A conservative wristwatch may be worn.

3.2.14.3. A conservative bracelet no greater than 1" in width may be worn, but not on the same wrist as the watch. Bracelets must not be plastic/rubber or string.

3.2.14.4. Earrings/Nose Rings/Other Body Piercings:

3.2.14.4.1. Males will not wear any type of earrings while in uniform.

3.2.14.4.2. When in uniform, females may wear one matching set of earrings at the bottom of ear lobe (one per lobe). Earrings must be small, spherical and conservative; gold, silver, white pearl or white diamond.

3.2.14.4.3. When in uniform, males and females will not wear any type of nose ring or other visible body piercing, including those that can be seen through the uniform or prohibit the proper wear of the uniform.

3.2.15. Nail Polish:

3.2.15.1. Nail polish, if worn, will conform to and complement the appearance of the uniform. Colors will not be extreme. French-tip manicures can only be clear or white. Males will not wear nail polish.

3.2.16. Male Hair Standards:

3.2.16.1. Hair must be neatly and cleanly trimmed, tapered, must not exceed 1 ¼ inches in bulk, and will present a well-groomed, neat appearance. A neatly trimmed and tapered box-cut is authorized for the back of the head. However, hair will not touch the ears nor the shirt collar except the closely cut hair on the back of the neck. The hair in front will be groomed so that it is not lower than the top of the eyebrows and will not protrude below the band of properly worn headgear. In no case will the bulk or length of hair interfere with the proper wear of the issued headgear. Hairstyle will not be faddish (e.g. Mohawk or Fauxhawk). Males are allowed to shave the head bald. No visible grooming aids will be used.

3.2.16.2. Sideburns, if worn, will be neatly trimmed in the same manner as the hair. They will not extend below the lowest part of the outside ear opening; will not be more than one-half inch wide, and will end with a clean-shaved horizontal line. Sideburns will not be "pork-chop" in shape but will be square or oblong.

3.2.16.3. Hairpieces/wigs will not be worn except to cover natural baldness or a physical disfiguration.

3.2.16.4. Male cadets will be clean-shaved when in uniform; this includes the cheeks, jaw line, and neck. If a mustache is worn, it will be conservative, neatly trimmed, and will not extend beyond the edges of the mouth or below the upper lip.

3.2.17. Female Hair Standards:

3.2.17.1. Hair will be styled so it does not extend below the bottom edge of blouse or jacket/coat collar at the back of neck and will not exceed 3 inches in bulk. Exception: While wearing the PT uniform, long hair will be secured but may have loose ends and may extend below the collar; i.e. ponytails.

3.2.17.2. Only small conservative hair bands/combs/pins that match natural hair color may be worn. No jewelry or visible grooming aids may be worn.

3.2.17.3. Hair will be styled to permit the proper wear of the issued headgear. If wigs or extensions are worn, they will conform to the rules for natural hair. Females may not shave their heads bald.

### 3.3. Wear of the Uniform:

#### 3.3.1. Flight Caps/ABU Caps/Berets:

3.3.1.1. Will not be worn indoors except by cadets who are under arms as part of a Drill Team or Color Guard, or during inspections that are conducted indoors. Wear of headgear is mandatory outdoors. Berets are authorized for wear with the service uniform by cadets in good standing with the AFJROTC activity authorizing the beret. Per AFJROTC guidance, berets WILL NOT be worn with the ABU.

#### 3.3.2. Service Caps:

3.3.2.1. Cadets are not authorized to change out of the uniform during the school day on the day designated for uniform wear without specific approval of the SASI/ASI. Cadets failing to adhere to this policy will be counseled by the SASI/ASI, awarded a uniform wear grade of zero for the week, and be assessed demerits. Repeated violations will result in parental conferences and subject the cadet to possible disenrollment.

#### 3.3.3. Ascots:

3.3.3.1. Will not be worn unless approved for special events by the SASI/ASI.

#### 3.3.4. Changing out of Uniform:

3.3.4.1. Cadets are not authorized to change out of the uniform during the school day on the day designated for uniform wear without specific approval of the SASI/ASI. Cadets failing to adhere to this policy will be counseled by the SASI/ASI, awarded a uniform wear grade of zero for the week, and be assessed demerits. Repeated violations will result in parental conferences and subject the cadet to possible disenrollment.

#### 3.3.5. Designated days for uniform wear:

3.3.5.1. The cadet uniform will NORMALLY be worn on Tuesdays each week during the school year and at other times prescribed by the SASI/ASI. These are the only times the uniform will be worn unless specific approval is obtained from the SASI/ASI.

3.3.5.2. Cadets who fail to wear the uniform on the prescribed day will be required to wear it the next day on which they attend AFJROTC class. Failure by a FRESHMAN to wear the uniform for three (3) scheduled uniform days or failure by ANY OTHER CADET to wear the uniform for two (2) scheduled uniform days within the semester may be grounds for removal from AFJROTC and awarding a grade of F for the semester.

3.3.5.3. The Cadet Group Commander will specify the uniform to be worn on designated uniform days. The uniform-wear schedule for each semester will be published and posted before the first uniform wear day of each semester.

#### 3.3.6. Distinctive Uniforms:

3.3.6.1. Members of Drill Teams, and the Color Guard may wear a uniform of distinctive military style while performing (e.g., beret, helmet, service cap, shirt, combat boots, belts, etc). With the exception of berets and boots, distinctive uniforms will not be worn as part of the official AFJROTC uniform worn on uniform-wear days.

#### 3.3.7. Medals:

3.3.7.1. Cadets awarded medals may wear these medals on the AFJROTC uniform at the annual Military Ball and the Dining-Out or at any other time prescribed by the SASI/ASI. Large medals may be worn on the service coat only, directly under ribbon rack.

#### 3.3.8. Name Tag:

3.3.8.1. All cadets are required to wear the standard Air Force blue, clutch design name tag on Class B Uniforms. The USAF metal name tag is the only name tag authorized for wear on the service coat.

3.3.9. Optional Items:

3.3.9.1. Cadets may purchase and wear any authorized optional items authorized by AFI 36- 2903, at their own expense. Optional items may not be worn when a specific uniform is prescribed for wear. The Airman Battle Uniform (ABU) may be worn on designated days.

3.3.10. Ribbons:

3.3.11. Will be worn on the Class A uniform and are optional on the Class B uniform. Ribbons are worn in order of precedence from the wearer’s left to right, with the highest being at the top right and the lowest at the bottom left (displayed in the order specified in table 3.1.).

3.3.12. Shoulder Cords (aiguillettes):

3.3.12.1. Awarded for Drill Team, Color Guard, and Cyber Patriot Team and other accomplishments, are authorized for wear with all service uniforms (Class A and B) (not on the Lightweight Blue Jacket, or ABU), and with the distinctive Drill Team or Color Guard uniforms. Only one cord will be worn at a time, on the left shoulder only, with the braid under the arm.

3.3.13. Wear of uniform during classes where damage may result:

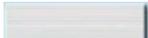
3.3.13.1. Cadets engaged in a class activity where damage may result will not wear the uniform during that class when such wear would subject it to damage, stains, etc. When these conditions exist, the cadet will change out of the uniform at the beginning of that class and back into the uniform at the end of class.

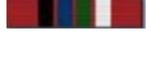
3.3.14. When the uniform is authorized to be worn, it will be a complete uniform and will be worn properly. Cadets will not allow friends to "try on" pieces of their uniform.

3.3.15. Male cadets must wear a plain white V-neck or “muscle” shirt at all times with the blue short-sleeved shirt when the collar is open. Crew (round) neck plain white T-shirts may only be worn when the collar is closed (i.e. wear of a tie is prescribed). Female cadets may wear white undershirts that meet the same requirements. Tan crew neck T-shirts will be worn with the ABU.

3.3.16. Sunglasses will not be worn in formation except with a medical waiver. Sunglasses must be conservative; frames may be black, brown, gold or silver. Mirrored lenses are not authorized. When not being worn, sunglasses will not be displayed on uniform items or placed on the top or back of the head.

TABLE 3.1. AFJROTC Awards and Ribbons (In order of precedence)

	AWARD	CRITERIA	Ribbon
1.	Gold Valor Award	Sel. by HQ, Self-sacrifice and bravery beyond call of duty	
2.	Silver Valor Award	Sel. by HQ, heroism not meeting Gold Award criteria	
3.	Cadet Humanitarian Award	Sel. by HQ, rendered aid in catastrophic event	
4.	Silver Star Community Service with Excellence Award	Given to select cadets in the top 5% of units who have the highest "per cadet average" community service hours	

5.	Community Svc w/Excellence Award	Sel. by HQ, Individual award for exemplary service	
6.	Air Force Association Award	Sel. by SASI, 3 <sup>rd</sup> year, pos. attitude, appearance, initiative	
7.	Daedalian Award	Sel. by SASI, 3 <sup>rd</sup> year, top 10% AS class/20% school class, desire for military career	
8.	American Legion Scholastic Award	Sel. by SASI, 3 <sup>rd</sup> /4 <sup>th</sup> year, top 25% AS class/10% school class, leadership, participation in activities	
9.	American Legion General Military Excellence Award	Sel. by SASI, 3 <sup>rd</sup> or 4 <sup>th</sup> year, top 25% AS class, leadership, character, discipline citizenship	
10.	Daughters of the American Revolution Award	Sel. by SASI, 4 <sup>th</sup> year, top 25% AS class/25% school class, dependability, good character military discipline	
11.	American Veterans Award	Sel. by SASI, "A" in AS, good academic standing, officer potential, positive attitude toward Air Force	
12.	Reserve Officers Association Award	Sel. by SASI, 4 <sup>th</sup> year, top 10% AS class, positive attitude, growth potential, impeccable standards	
13.	Military Order of World Wars Award	Sel. by SASI, given to cadet committed to continue next year who has had outstanding accomplishments in AFJROTC	
14.	Military Officers Association of America Award	Sel. by SASI, a junior and a 3 <sup>rd</sup> year cadet, good academic standing, loyalty to unit, school and country	
15.	Veterans of Foreign Wars Award	Sel. by SASI 3 <sup>rd</sup> or 4 <sup>th</sup> year, "B" in AS, "C" in all other, positive attitude toward AF, leadership, participation	
16.	National Sojourners Award	Sel. by SASI, 2 <sup>nd</sup> or 3 <sup>rd</sup> year, top 25% class, Americanism	
17.	Sons of the American Revolution Award	Sel. by SASI, 3 <sup>rd</sup> year, top 10% AS class/25% school class, excellence in AFJROTC leadership, military bearing	
18.	Scottish Rite, Southern Jurisdiction Award	Sel. by SASI, 3 <sup>rd</sup> year, active participation, top 25% of class, citizenship, patriotism, character	
19.	Military Order of the Purple Heart Award	Sel. by SASI, 3 <sup>rd</sup> or 4 <sup>th</sup> year, in a leadership position, "B" in all classes, positive attitude toward corps	
20.	Air Force Sergeants Association Award	Sel. by SASI, 3 <sup>rd</sup> or 4 <sup>th</sup> year, top 25% of class, leadership, discipline, citizenship, character	
21.	Sons Union Vets of Civil War Award	Sel. by SASI, Patriotism, academic excellence and leadership	
22.	Sons of Confederate Hunley Award	Sel. by SASI, Rising 2 <sup>nd</sup> year cadet displays honor, courage	
23.	Tuskegee Airmen Incorporated Air Force JROTC Cadet Award	Sel. by SASI, Not a 4 <sup>th</sup> year cadet, participated in at least 50% of service programs, "B" in AS (two cadets/year)	
24.	The Retired Enlisted Association Award	Sel. by SASI, awarded to enlisted cadet for outstanding leadership through course of school year	

25	Celebrate Freedom Foundation Awd	Sel. by SASI, 1 <sup>st</sup> or 2 <sup>nd</sup> year, outstanding academics/activities	
26.	National Society United States Daughters of 1812 Award	Sel. by SASI, Academic excellence, leadership, military discipline, dependability, patriotism, upright character in speech and habits	
27.	Air Commando Association Award	Sel. by SASI. One-page essay on AF Spec Ops Mission w/criteria	
28.	Non Funded National Award	A National Award recognized by HQAFJROTC (varies)	N/A
29.	Distinguished Unit Award W/Merit	Sel. by HQAFJROTC, DUA & Exceeds Standards UE	
30.	Distinguished Unit Award	Sel. by HQAFJROTC	
31.	Outstanding Organization Award	Sel. by HQAFJROTC	
32.	Outstanding Flight Ribbon	CG/CC determines outstanding flight each academic term	
33.	Top Performer Award	Selected by HQ AFJROTC during UE, nominated by SASI	
34.	Outstanding Cadet Ribbon	Academic/military excellence, potential. One per grade level	
35.	Leadership Ribbon	Consistently displays outstanding leadership above peers	
36.	Achievement Ribbon	5% of cadet corps each year, significant achievement	
37.	Superior Performance Ribbon	10% of corps each year, outstanding achievement/service	
38.	Academic Ribbon	Overall grade of "B" and an "A" in AFJROTC per semester	
39.	Leadership School Ribbon	Leadership School ≥4 days. Top performer authorized star	
40.	Special Teams Competition Ribbon	Placing 1 <sup>st</sup> , 2 <sup>nd</sup> or 3 <sup>rd</sup> in a team competition or meet	
41.	Orienteering Ribbon	Participating in 4 Orienteering meets	
42	All-Service National Competition Ribbon	Placing 1 <sup>st</sup> , 2 <sup>nd</sup> , or 3 <sup>rd</sup> in a national competition between all JROTC services.	
43	Air Force Nationals Competition Ribbon	Placing 1 <sup>st</sup> , 2 <sup>nd</sup> , or 3 <sup>rd</sup> in a national competition between all AFJROTC services.	
44.	Leadership Development Requirement(LDR) Leadership Ribbon	Exemplary leadership in achieving objectives through the coordinated effort of others	
45.	Drill Team Ribbon	75% of performances during an academic year	

46.	Color Guard Ribbon	Participating in 10 Color Guard events (cumulative)	
47.	Saber Team Ribbon	Participating in 4 Saber Team events (cumulative)	
48.	Marksmanship Ribbon	Participation, qualified by Civilian marksmanship Program	
49.	Good Conduct Ribbon	No suspensions no adverse reports	
50.	Service Ribbon	Distinctive performance in school community or AFJROTC	
51.	Health and Wellness Ribbon	Sustained participation in locally developed program	
52.	Recruiting Ribbon	Recruiting trip and/or bringing someone into the corps	
53.	Activities Ribbon	Co-curricular activities other than Color Guard/Saber Drill	
54.	Attendance Ribbon	≤4 excused absences, no unexcused absences (per semester)	
55.	Dress and Appearance Ribbon	No missed uniform wear days, compliance with standards	
56.	Longevity Ribbon	Awarded for each year completed	
57.	Bataan Death March Memorial Hike Ribbon	Complete locally-developed 14-mile hike (or documented completion of national-level event) to honor Bataan victims	
58.	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.	
59.	Gen Carl A. Spaatz Award (CAP)	May be awarded to cadets who "successfully complete all phases of the CAP cadet program and the General Carl A. Spaatz Award examination"	
60.	Gen Ira C. Eaker Award (CAP)	Denotes successful completion of all sixteen achievements and four phases of the Civil Air Patrol Cadet Program. CAP's newest award recognizes cadet completion of the academic, leadership, moral leadership and physical fitness curriculum in existence since 1964.	
61.	Amelia Earhart Award (CAP)	Earned after completing the first eleven achievements of the cadet program and receipt of the General Billy Mitchell Award. In addition, the cadet must pass an arduous 100 question examination testing aerospace topics, leadership theory and staff topics.	
62.	Gen Billy Mitchell Award (CAP)	Cadets must pass a series of leadership, aerospace and physical fitness tests and attend moral leadership training for each achievement from Cadet Airman Basic through Cadet Chief Master Sergeant. In addition, cadets must attend a military-style encampment before this award is made. 15% of Civil Air Patrol cadets achieve the Mitchell Award.	
63.	Gen J. F. Curry Award (CAP)	Successful completion of Achievement 1 of CAP cadet program.	

Note: Bronze oak leaf clusters are used to designate the second and subsequent award of a ribbon. A silver oak leaf cluster is used in lieu of 5 bronze oak leaf clusters

Table 3.2 Uniform-Wear Rubric

0 points assessed*	Up to 10 points assessed	Up to 20 points assessed	Up to 30 points assessed	40 points assessed	At least 50 points assessed	100 points assessed
<ul style="list-style-type: none"> <li>- Wearing the prescribed uniform of the day</li> <li>- No missing uniform items</li> <li>- Hair well within standards</li> <li>- Wearing all ribbons, badges and awards</li> <li>- All buttons buttoned</li> <li>- Uniform extremely well pressed and cleaned</li> <li>- Shoes shined</li> <li>- No discrepancies</li> </ul>	<ul style="list-style-type: none"> <li>- Wearing the prescribed uniform of the day</li> <li>- No missing uniform items</li> <li>- Hair well within standards</li> <li>- Wearing all ribbons, badges and awards</li> <li>- All buttons buttoned</li> <li>- Uniform well pressed and cleaned</li> <li>- Shoes shined</li> <li>- Discrepancies are difficult to discern</li> </ul>	<ul style="list-style-type: none"> <li>- Wearing the prescribed uniform of the day</li> <li>- One uniform item missing</li> <li>- Hair within standards</li> <li>- Uniform pressed and cleaned</li> <li>- Shoes are shined</li> <li>- Might have missed a button</li> <li>- One or two obvious discrepancies</li> </ul>	<ul style="list-style-type: none"> <li>- Wearing a uniform</li> <li>- Missing uniform items</li> <li>- Hair meets standards</li> <li>- Wearing the uniform improperly</li> <li>- Shoes not shined</li> <li>- Multiple discrepancies</li> </ul>	<ul style="list-style-type: none"> <li>- This is the automatic grade for first missed uniform wear</li> <li>- Barely wearing the uniform correctly</li> <li>- Hair out of standards</li> <li>- Missing multiple uniform items</li> <li>- Numerous discrepancies, some of which are repeated from last uniform wear</li> </ul>	<ul style="list-style-type: none"> <li>- The leadership grade for the week is automatically assessed 80 - 100 points for the second missed uniform-wear</li> <li>- Not wearing the uniform correctly at all</li> <li>- Missing multiple uniform items</li> <li>- Hair way out of standards</li> <li>- Uniform looks like it was slept in</li> </ul>	<ul style="list-style-type: none"> <li>- Did not wear the uniform all week</li> <li>- Automatic grade given for changing out of uniform before the cadet's last class of the day</li> </ul>

\* At the inspection official's discretion, merits may be given for 0 points assessed during inspections. Merits are not to exceed 3 per cadet. The Sharp Looker Award is given to the cadet with the most pristine appearance.

Figure 3.1 AFJROTC Rank and Insignia

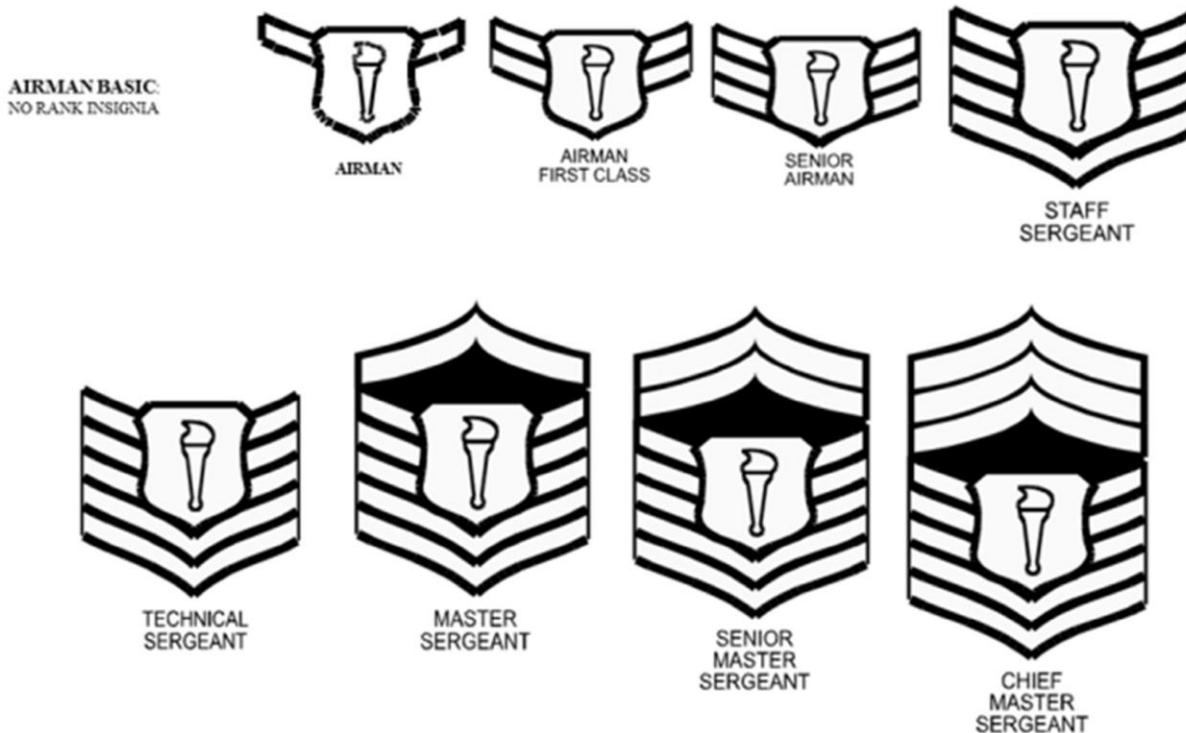
## AIR FORCE JROTC RANK INSIGNIA

### 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.

Figure 3.2 AFJROTC Badges

# AUTHORIZED AIR FORCE JROTC BADGES/INSIGNIA/PINS

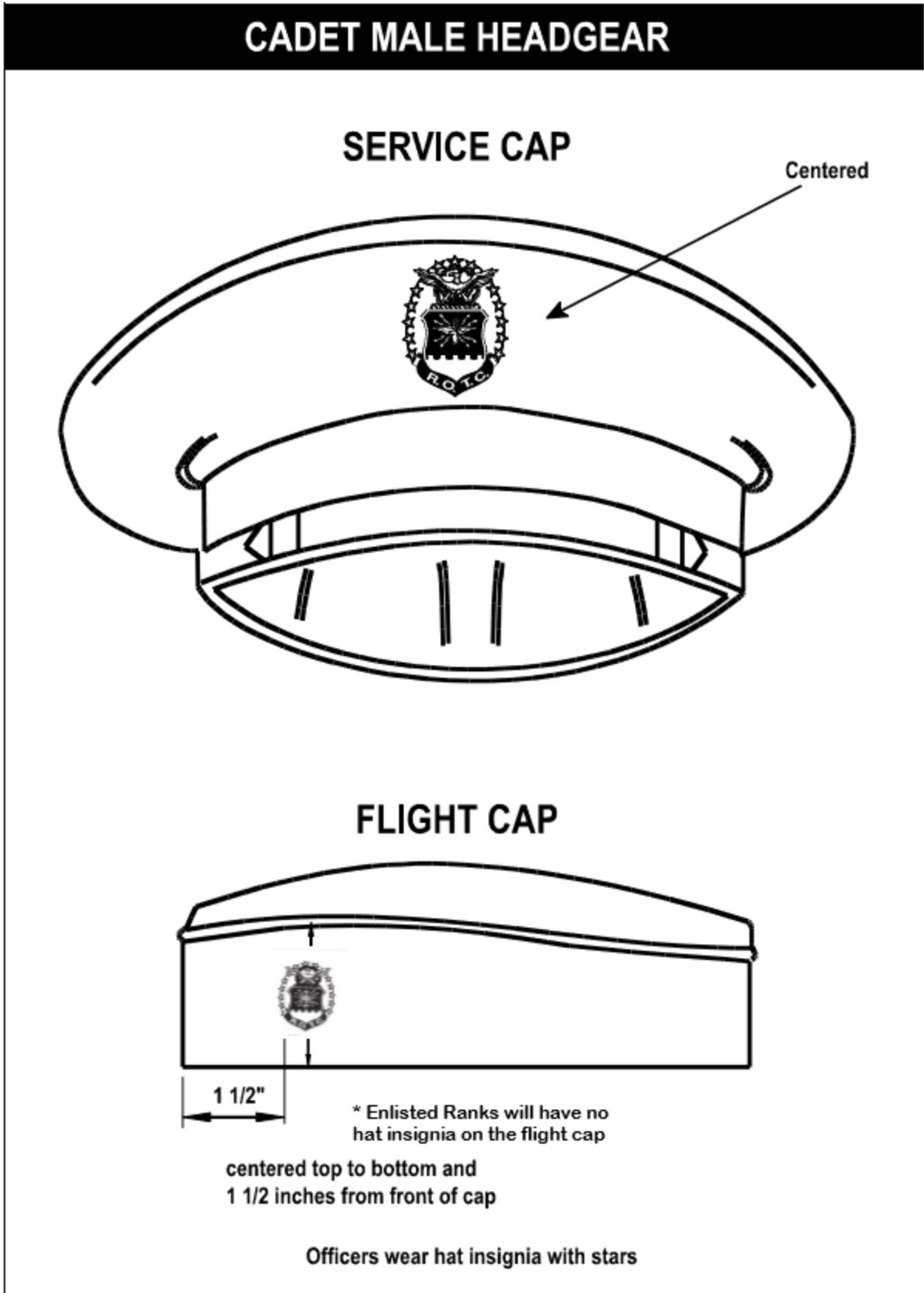


Wings are worn on the left side of the service and service dress uniform.



Badges/Insignia/Pins not listed here are unauthorized

Figure 3.3. Male Headgear

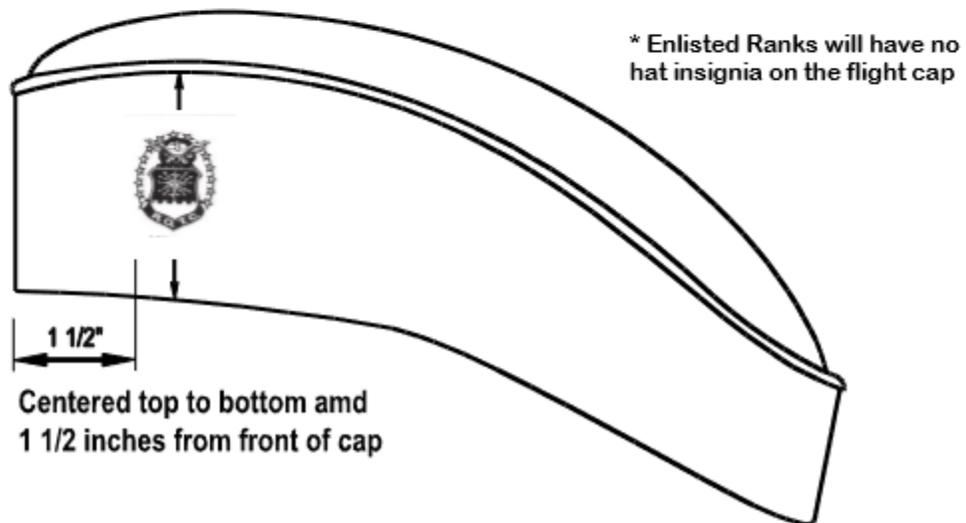


# CADET FEMALE HEADGEAR

## SERVICE CAP



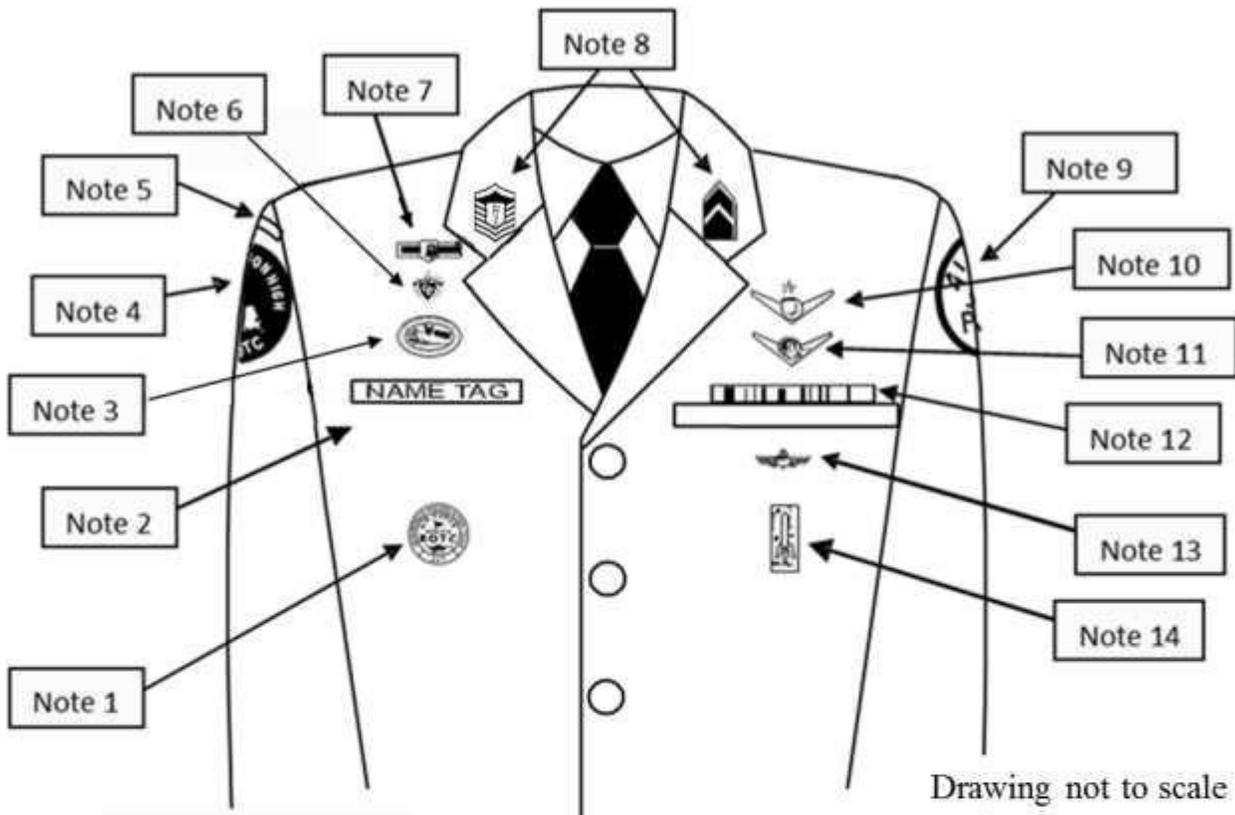
## FLIGHT CAP



Officers wear hat insignia with stars

Figure 3.5. Male Service Dress

## CADET MALE SERVICE DRESS

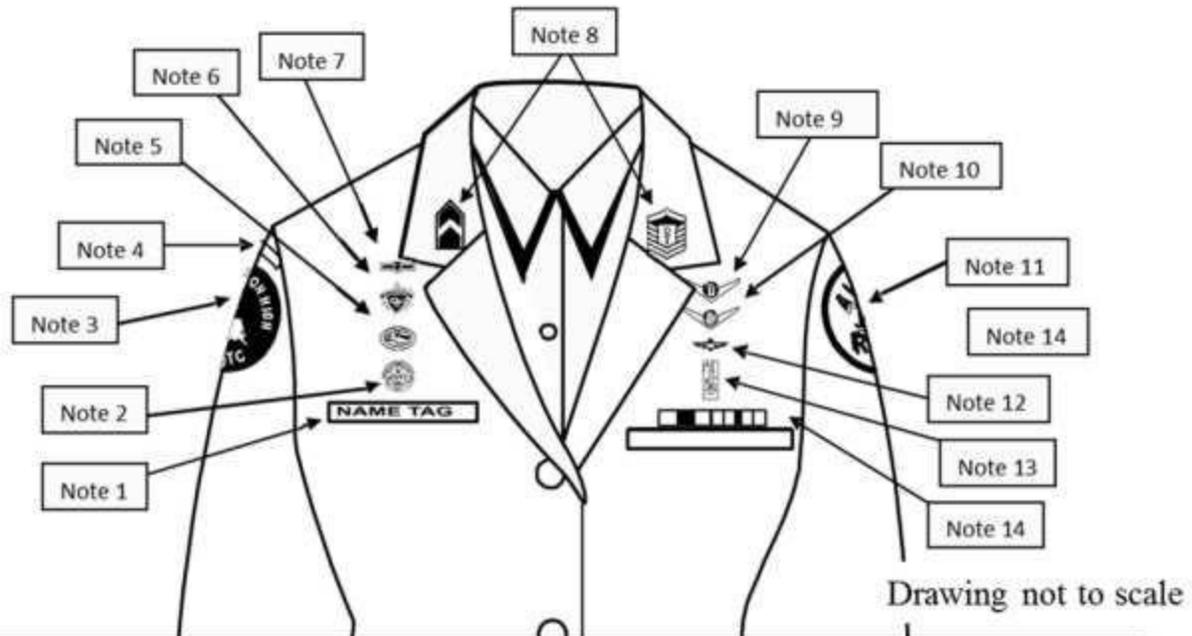


1. Awareness Presentation Team (APT) badge: Center 3 inches below bottom of name tag
2. Name tag: Center between arm seam and lapel with bottom edge parallel to top of welt pocket
3. Kitty Hawk Badge: see note 15.
4. Unit patch: Placed  $\frac{1}{2}$  to 1 inch below shoulder seam and centered.
5. Shoulder 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 Airmen 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.

Figure 3.6. Female Service Dress

## CADET FEMALE SERVICE DRESS

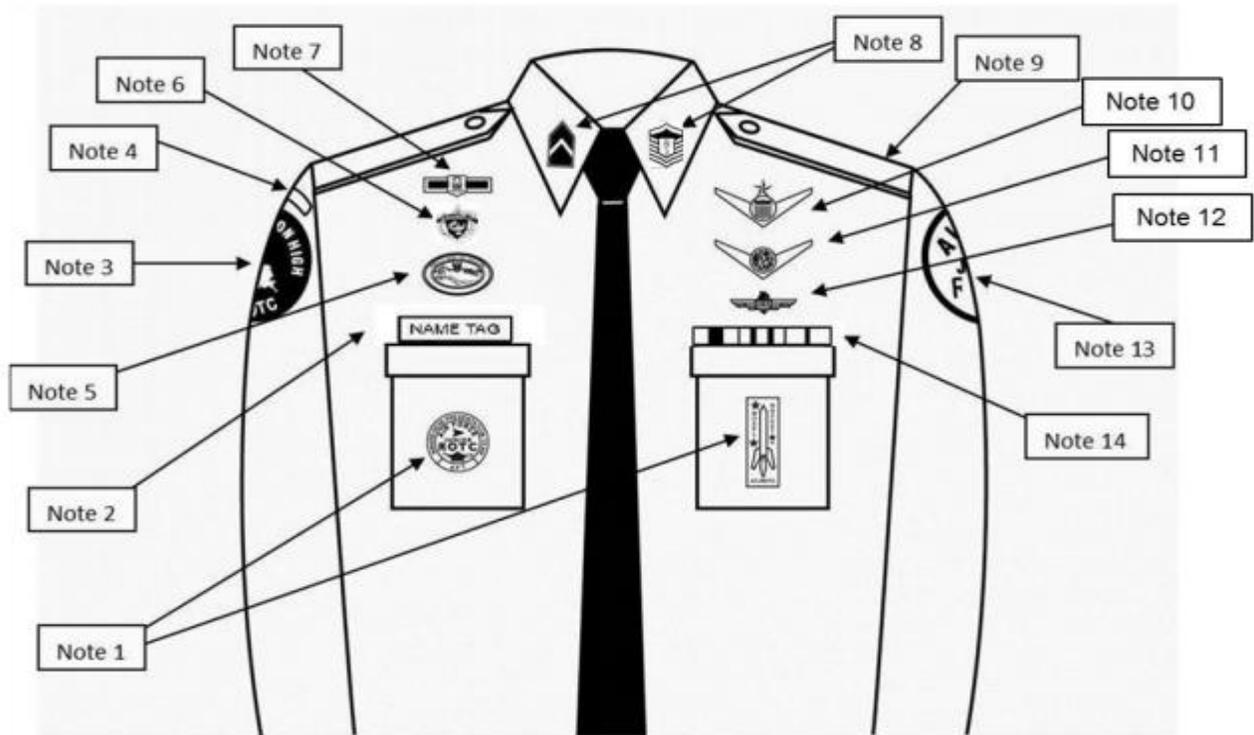


1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 15.
3. Unit patch: center 1/2 to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder 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.

Figure 3.7. Male Service Uniform

## CADET MALE BLUE SHIRT

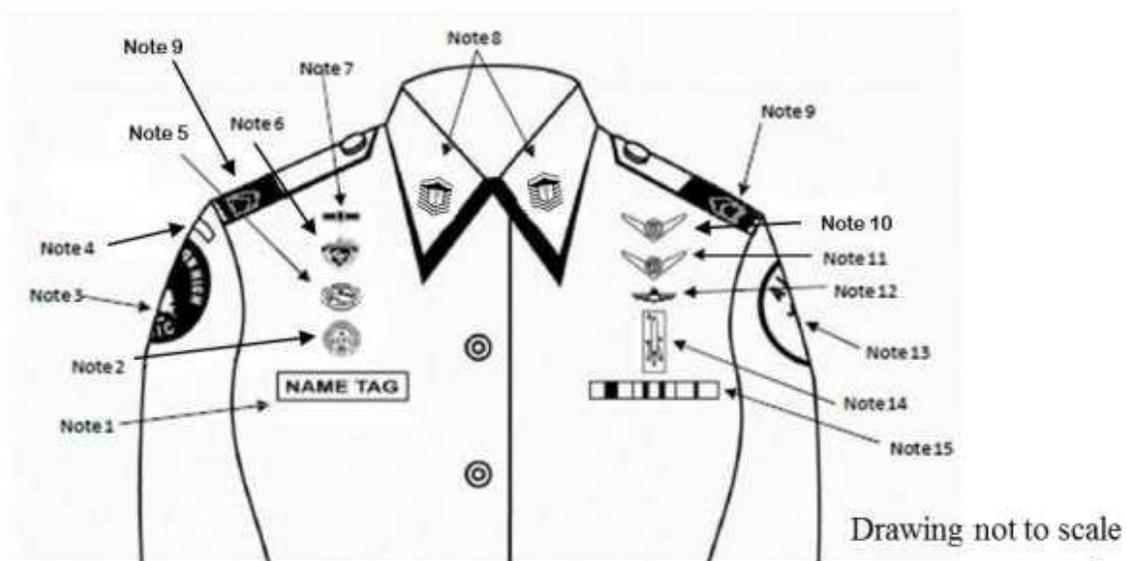


1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name tag: Must be grounded and centered over wearer's right pocket.
3. Unit patch: center  $\frac{1}{2}$  to 1 inch below shoulder seam.
4. Shoulder tab: center between 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.

**NOTE: WEAR OF THE TIE WITH THE LONG SLEEVE SHIRT IS MANDATORY. THE SHORT SLEEVE SHIRT WITH OR WITHOUT TIE IS ALSO A CLASS B UNIFORM.**

Figure 3.8. Female Service Uniform

## CADET FEMALE BLUE SHIRT

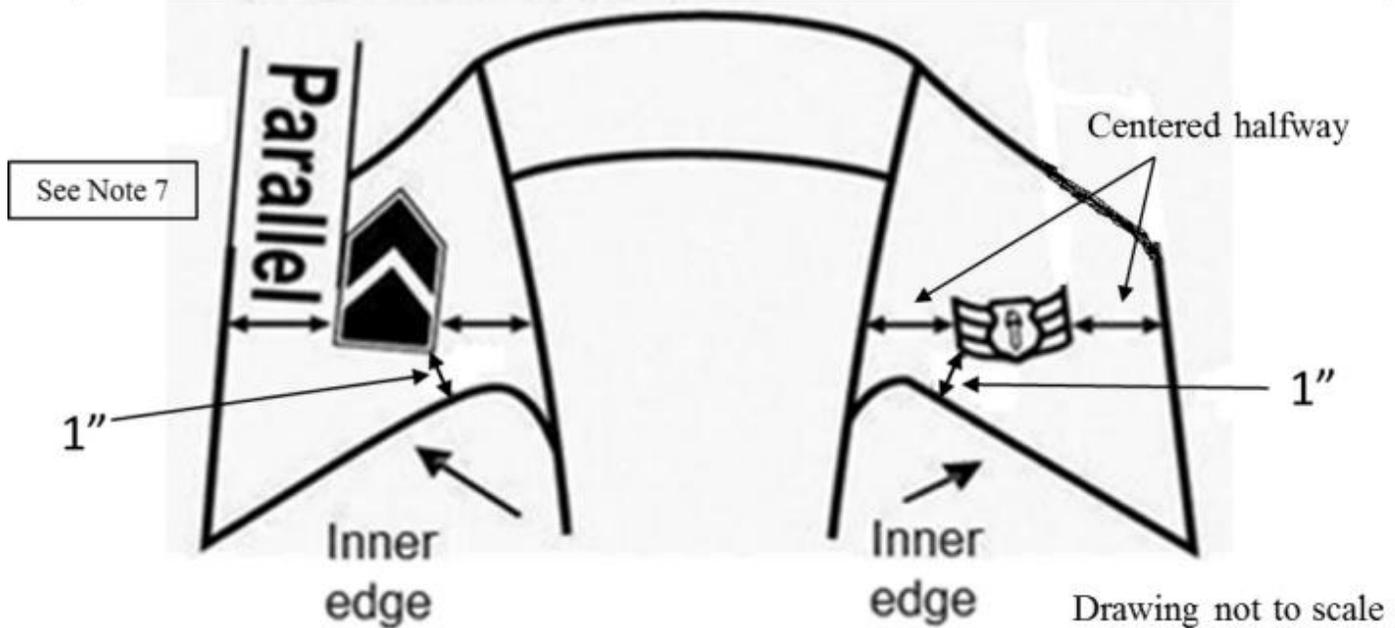
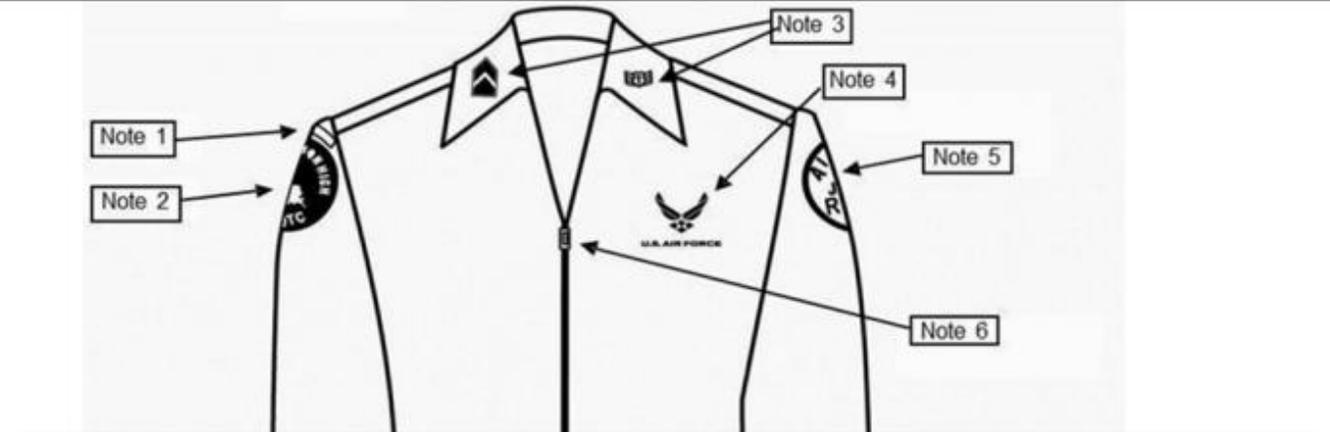


1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower 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).

**NOTE: WEAR OF THE TIE WITH THE LONG SLEEVE SHIRT IS MANDATORY.  
THE SHORT SLEEVE SHIRT WITH OR WITHOUT TIE IS ALSO A CLASS B UNIFORM.**

Figure 3.9. Lightweight Blue Jacket

## CADET LIGHTWEIGHT BLUE JACKET

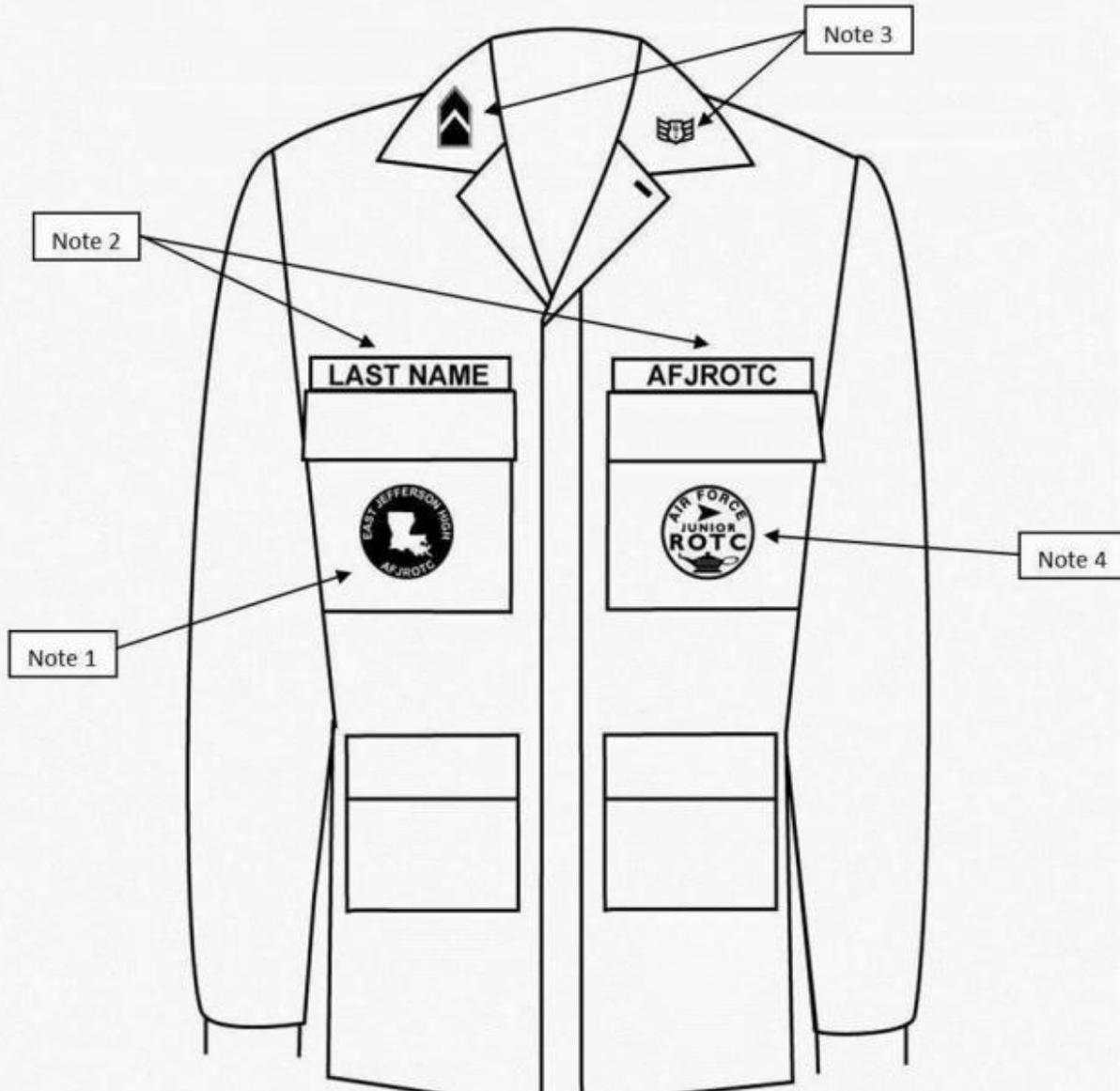


1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1" below shoulder seam.
2. Unit patch on right sleeve ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) is worn on both left and right collar. Airman Basic have no collar insignia.
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.

Figure 3.10. Airman Battle Uniform (ABU)

## 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.

## CHAPTER 4

### RULES ON SALUTING

4.1. The salute in its various forms is a courteous exchange of greeting and respect used by militaries the world over and is one of the oldest traditions binding military professionals together. You will be taught and must become completely familiar with the proper manner for saluting and the rules that govern its use.

4.1.1. When outdoors in uniform: All cadets will salute commissioned and warrant officers of the US Armed Forces as well as officers of friendly foreign nations. The cadet will initiate the salute and salutation, which will be courteously returned by the officer. Cadet Airmen and NCOs will salute cadet officers. Junior ranking cadet officers will salute senior-ranking cadet officers. The junior cadet will initiate the salute and salutation, which will be courteously returned by the cadet officer.

4.1.1.1. The salute and salutation will be rendered when approximately six paces from the officer/cadet officer even if the cadet is not passing directly by the officer. A salute is never given or returned while running. The cadet will first come to Quick Time (a walk), then render the salute at the appropriate distance. Remember, the salute is a form of greeting similar to speaking to someone when not in uniform. When in doubt, it is always better to salute.

4.1.1.2. Cadets in formation will not salute passing/approaching officers/cadet officers. The person in charge of the formation will represent the flight/detail and render the appropriate courtesies.

4.1.2. Saluting is required when instructed to formally report to the SASI/ASI, cadet officers, or to a board (procedures for informally reporting to the instructor office/supply room are in paragraph 7.6.). The proper sequence for formal reporting is: Knock once smartly on the door. When acknowledged, enter office/room and proceed by most direct route to a spot centered on and two paces away from the ranking individual/board president, render a salute and state: "Sir (Ma'am), Cadet (last name) reports as ordered." Hold the salute until it is returned. Dismissal: When the meeting is concluded, the cadet will stand at the position of attention and salute. Again, hold the salute until it is returned, then proceed by the most direct route in a military manner out of the room.

4.1.3. Saluting between cadets in uniform is not required at sports events and other school activities. However, if a cadet renders a salute, the senior-ranking cadet should return it. Cadets in uniform at other functions (i.e. drill competitions, etc), shall render the proper salutes to officers/cadet officers. Cadets not in uniform may render the salute as if they were in uniform. The officer/cadet officer will return the salute.

4.1.4. When a cadet is late for a formation, he/she will approach the person in charge when the formation is at a halt, salute, and request permission to fall in.

4.1.5. If a cadet observes the American Flag being raised or lowered from any flagpole, he/she will assume the position of attention, present arms(if in uniform), and hold it until the flag has reached the top or base of the staff. If the cadet is in civilian clothes, he/she will assume the position of attention and place the right hand over the heart. If a cadet is wearing civilian headgear, he/she will remove it and hold it to the left shoulder so that the right hand is over the heart.

4.1.6. When observing a parade, cadets will salute the American Flag when it goes by. The cadet will come to attention and salute (either the military "Present Arms" or the civilian right hand over the heart) when the flag is approximately six paces away and hold the salute until the flag is approximately six paces past.

4.1.7. Cadet Officers and NCOs should correct saluting violations in a courteous and helpful manner. Each cadet is expected to accept corrections in the spirit of improving his/her military bearing.

## CHAPTER 5

### CLASSROOM PROCEDURES

#### 5.1. Flight/Classroom Administration.

5.1.1. Cadets will sit in seats assigned by the Flight Commander. The Flight Commander will designate an Element Leader for each row of seats occupied by cadets. The Element Leaders is responsible for the cadets in his/her element during class and all flight activities.

#### 5.2. Starting Class.

5.2.1. Just prior to the tardy bell, the Flight Commander and Flight Sergeant will position themselves at the front of the class and all flight members will be in their assigned seats. When the tardy bell rings, the Flight Sergeant will give the command "Flight, Fall in". At that time, the entire class will come to attention next to their seats, facing the front of the room. The Flight Sergeant (if not present the Flight Commander) will command, "Element Leaders, Report." In succession, the element leaders will report the attendance for their elements by saluting and replying, "Sergeant (Sir/Ma'am), Element (Number), all present, "or"...all present with the exception(s) of cadet(s) (Name(s))." The Flight Sergeant will return each salute. Then the Flight Sergeant will report the attendance to the Flight Commander. The Flight Commander will then give the Flight Sergeant the Command "Post" and the Flight Sergeant will march over to his/hers seat. After that the Flight Commander will report to the instructor.

5.2.2. Then the Flight Commander gives the command "Face the Flag" upon which all cadets will face the American Flag. Those in uniform will remain standing at attention; those in civilian clothes will place their right hand over their heart. The Flight Commander assume the proper position and in a loud, clear, and distinct voice, lead the reciting of the Pledge of Allegiance. When the pledge has been completed, the Flight Commander states "Face". Cadets will remain at attention.

5.2.3. The Flight Commander will continue with daily procedures, once finished, the Flight Commander will give the command, "Take your seats please".

#### 5.3. Classroom Rules.

5.3.1. During the period of instruction (after the Flight Commander's report), cadets WILL NOT call the flight to attention if the instructor leaves/enters the classroom. Additionally, cadets WILL NOT call the flight to attention if the class is under the control of an instructor (SASI/ASI) and the other instructor (SASI/ASI) enters/leaves the classroom. At any other time, proper customs and courtesies will be followed (e.g. if a class period has not begun and the SASI/ASI enters the classroom, the first cadet who sees it calls the flight to attention). DO NOT call the class to attention if the SASI is in the room and the ASI walks in or leaves.

#### 5.3.2. DO NOT:

- Chew gum or bring any food item or beverages (except water) into the classroom.
- Display or use radios, media players, TVs or other devices in the classroom.
- Disrupt class (talk, make noise, etc.).
- Write on the board or use the classroom computer without instructor approval.
- Sit on tables, desks, or the backs of chairs.
- Use profanity or make improper gestures.
- Leave your assigned seat without permission.
- Respond to instructors with "yeah", "uh huh" or "nope."
- Write on or deface school or government property.
- Disturb pictures or bulletin board items.

- Throw things about the classroom, make loud noise, or participate in horseplay.

#### 5.3.3. DO:

- Bring all required materials to class.
- Show proper courtesy to instructors by addressing them as "Sir/Ma'am" (e.g. "Yes, Sir/Ma'am")
- Show proper courtesy and respect to other cadets, especially those who are senior rank you.
- Raise your hand if you wish to talk.

5.3.4. To request permission to use the restroom during class, silently raise your hand. Once recognized by the instructor and permission is granted, take the restroom pass and quietly exit/re-enter via the classroom door. Only one student at a time may be in the restroom.

5.3.5. To request permission to get water during class, silently raise your hand. Once recognized by the instructor and permission is granted, either take the restroom pass and quietly exit/re-enter via the classroom door.

#### 5.4 Tardiness.

5.4.1. Redlands High School's tardy policy counts toward a cadet if he/she is tardy to their class period in AFJROTC.

#### 5.5. Class Termination.

5.5.1. Prior to or at the termination bell, the instructor will end the lesson and release the flight to the Flight Commander. When the termination bell rings, the Flight Commander will call the class to attention. Then the SASI or ASI will dismiss class by the command "Dismissed or You Are Dismissed". The flight will respond in unison with "Thank You Sir/Ma'am".

#### 5.6. Honor Flight Competition.

5.6.1. Honor Flight Competition is a competition between all the flights within the corps.

#### 5.6.2. Competition Involves:

- Exams
- Lesson Reviews
- Uniform and Personal Grooming Inspections
- Attendance
- Athletics
- Knowledge Retention

5.6.3. This is a way to make exams, lessons, inspections, and athletics fun and therefore increase the spirit and pride of the corps.

#### 5.7. Entry Procedures for Instructor Office and (Informal Reporting).

5.7.1. Common courtesy will prevail at all times. If it appears the instructors are busy, either with another person or on the phone, wait. Do not loiter in the hall outside the office as this blocks the hallway and makes you improperly privy to conversations within. When the instructor's activity is terminated, knock once smartly to signal your desire to be acknowledged and immediately state "Sir/Ma'am, requesting permission to enter the office." When acknowledged and/or asked to enter, do so and transact your business.

## 5.8. Telephone Procedures.

### 5.8.1. Answering:

5.8.1.1. "Air Force Junior ROTC, cadet Last Name speaking." Determine who is calling and to whom the party wishes to speak. Always be polite and use proper etiquette: Address the caller as "sir" or "ma'am" and be ready to take a message. If the call is for an instructor and he/she is not available, take a note for him. Make note of who the call is for, the time, name of caller, message and name of cadet who took the call.

5.8.1.2. At no time will a cadet relay a message from a caller to another cadet or give instructions from a caller to another cadet without first giving the message to the SASI/ASI.

### 5.8.2. Termination of conversation:

5.8.2.1. Politely thank the person for calling. If a note was taken, place it where it can be readily found by the recipient.

## CHAPTER 6

### STUDENT AFFAIRS

#### 6.1. Group Staff Meetings.

6.1.1. Will be conducted at least once a week throughout the school year. More frequent meetings may be scheduled at the discretion of the Cadet Group Commander. A regular meeting day/time, set at the beginning of each semester, accommodating the majority of Group Staff members, works best to optimize attendance. Meetings will normally be conducted in the Aerospace Science classroom either before school, during lunch or immediately after school.

6.1.2. Attendance is required for the Deputy Cadet Group Commander, all squadron, flight and OSS commander. The Cadet Group Commander, at his/her discretion, may instruct additional officers to attend. Required members unable to attend will notify their supervisor and send a knowledgeable representative in their place (NCO). Frequent absence without prior notification on the part of any required attendee will result in disciplinary action, up to and including removal from position.

#### 6.1.3. Meeting Procedures:

6.1.3.1. The Group Chief Master Sergeant will call the group to attention for the Cadet Group Commander, who will chair the meeting. The agenda will include but is not limited to:

6.1.3.1.1. Will include updates on group finances, continuing/upcoming projects and events, and items that were tabled during the previous meeting.

#### 6.1.4. Staff Agency Reports:

6.1.4.1. Will normally begin with the lowest-level members, working up the chain of command, and end with the Cadet Group Deputy Commander. These will also serve as a roll call to determine attendance. Reports will include status of operations, requested updates on projects/tasks, and other important information relevant to the group. If there is nothing significant to report since the last meeting, say so.

#### 6.1.2. New Business:

6.1.2.1. Will include any subject not previously presented.

#### 6.2. Commander's Call.

6.2.1. A meeting of the entire Cadet Group, called by the Cadet Group Commander to discuss corps business, recognize outstanding performers, present awards, and pass other pertinent information. These meetings are scheduled in advance and typically occur during lunch.

6.2.2. All cadets are required to attend Commander's Call. This will enable each cadet to know, first-hand, what is transpiring in the cadet corps.

6.2.3. The Group Chief Master Sergeant will call the Group to attention to begin the Commander's Call. The Cadet Group Commander will then lead the meeting according to his/her agenda.

6.2.4. Chief Master Sergeant will record meeting minutes. NOTE: Commander's Call minutes will be maintained in CC files for a

period of not less than two school years.

6.2.5. After all actions are complete, the Cadet Group Commander will motion to the Group Chief Master Sergeant who will stand and announce, "Group, attention." When all are at attention, the commander will dismiss the Group.

## CHAPTER 7

### CONTROL OF DRILL WEAPONS

#### 7.1. Storage.

7.1.1. Drill weapons are under the control of the designated Color Guard and Drill Team Commander will be stored in the designated secure weapons storage cabinet in the AFJROTC supply room.

7.1.2. The lock on the storage cabinet will be controlled by Color Guard and Drill Team Commander. The weapons cabinet, storage room door and supply room door will be closed and locked when these areas are unattended.

#### 7.2. Issue.

7.2.1. Drill weapons will not be issued to a particular cadet. They will be removed from the storage cabinet only for Color Guard/Drill Team practice or scheduled events and will be under the direct control of the Drill Team/Color Guard commander at all times.

7.2.2. Cadets utilizing drill weapons are responsible for safeguarding them. Any cadet who loses or abuses the rifles or sabers, jokes or jests with drill rifles or sabers, or otherwise handle them in an inappropriate manner will face disciplinary action.

7.2.3. Cadets are authorized to practice with drill weapons after school provided the Drill Team Commander, large team commander, or Color Guard Commander is with the practicing cadets.

#### 7.3. Transporting.

7.3.1. While being transported off campus, drill weapons will not be openly displayed. For non-school day activities, where the weapons cannot be returned to the weapons storage cabinet or alternate will retain them in his possession until they can be placed in the cabinet. At no time will the weapons be left unattended.

#### 7.4. Control.

7.4.1. While holding drill weapons, the cadet must be aware of his/her surroundings and never to point the weapon to anyone.

## CHAPTER 8

### SPECIAL TEAMS

#### 8.1. Color Guard.

8.1.1. During drill and ceremonies lessons, the SASI/ASI will oversee initial Color Guard training. Additional training on member/commander procedures will be provided at the flight level and during sessions organized by the Color Guard Commander. Training will include the proper handling of equipment and weapons and procedures from the Manual of Arms.

8.1.2. Training for special events will be conducted by the Color Guard Commander or Deputy during drill class or after school during the week prior to the performance. Training should be designed to address the particular skills needed for the event.

8.1.3. Only Drill Team members may compete as a Color Guard during drill meets.

#### 8.3. Armed Drill Team.

8.3.1. The Drill Team Commander and Deputy Commander will be selected by the SASI/ASI, following the whole person concept: leadership by example in all areas of the corps; ability to think quickly; a good command voice; the ability to develop maneuvers to be used in fancy or exhibition drill; poise; knowledge of drill competition rules, customs and courtesies, and drill and ceremonies, current events, chain of command, and general orders (if required for a specific drill competition).

8.3.2. The Commander is responsible for:

8.3.2.1. Keeping team members informed of schedules, inspecting team members' uniforms, suggesting or requesting uniform items, and commanding the team at practices, competitions, and other performances.

8.3.2.2. Taking roll at team practices and at assembly times for transport to drill competitions and other performances. Absentees will be reported to the SASI/ASI. Immediate accounting of all members at assembly times is required.

8.3.2.3. Counseling members who are tardy or absent. First, ascertain the circumstances; next, gently remind the member of punctuality/attendance requirements. If the member does not cooperate or circumstances appear to be beyond the commander's authority, advise the SASI/ASI.

8.3.2.4. Development of workable routines for exhibition sequences. Routines may be by either voice commands or non-spoken commands.

8.3.2.5. Observing acceptable protocol procedures at drill competitions and other functions. This includes courtesies to the host unit advisors and corps commanders, team commanders, judges and other officials, and members of teams. All team members will follow the lead of the commander.

#### 8.4. Unarmed Drill Team.

8.4.1. The Unarmed Drill Team consists of the Armed Drill Team and the Color Guard.

#### 8.5. Cyber Patriot Team.

8.5.1. The Cyber Patriot Team Commander will be selected by the Cyber Patriot sponsor with the approval of the SASI/ASI.

Individual teams will be formed at the discretion of the Cyber Patriot Team Commander based on participation and proficiency. In consultation with the sponsor, the commander will set a practice schedule and inform the SASI/ASI. The commander is responsible for ensuring all practice and competition dates/times are listed on the Corps Calendar.

#### 8.6. Stellar Xplorers.

8.6.1. Operates under the AFA Space Task Force and is a team that requires space, and math knowledge in order to complete different scenarios.

8.6.2. Cadets work together to learn and teach the knowledge needed to complete these scenarios.

#### 8.7. Recruitment Team.

8.7.1. The Recruitment Team consists of cadets who are enthusiastic about AFJROTC.

8.7.2. Members of the Recruitment Team advertise what the corps is to Redlands High School and to other schools to increase enrollment of CA-20005 AFJROTC.

#### 8.8. Kitty Hawk.

8.8.1. The Kitty Hawk Air Society is the academic honor society of AFJROTC. Its purpose is to promote high academic standards and achievement, school and community service, self confidence and initiative.

8.8.2. Kitty Hawk also develops leadership abilities, recognizes academic excellence, and furthers members' knowledge of the Air Force role in Aerospace Science.

8.8.3. Cadets must have and maintain a GPA at 3.0+ to join.

8.8.4. Active participation is required.

## CHAPTER 9

### PHYSICAL TRAINING/PT MONITORS/HEALTH AND WELLNESS AWARD

#### 9.1. Physical Training.

9.1.1. This section outlines individual cadet and physical training (PT) monitor responsibilities during PT. It further details requirements for award of the Health and Wellness ribbon.

#### 9.1.2. Physical Training Policy.

9.1.2.1. All cadets assigned to CA-20005 are required to participate in PT.

9.1.2.2. Physical Training is not used as punishment for academic, behavioral or leadership/followership deficiencies.

9.1.2.3. Cadets must dress out for PT. The standard PT uniform of the day is USAF PT shirt, white or black socks (no higher than crew length), and appropriate athletic footwear (running, court or cross training shoes). During inclement weather cadets should bring the issued USAF PT sweat shirt and pants.

9.1.2.4. Cadets must be in compliance with all applicable uniform instructions to include but not limited to; wear of jewelry, proper shave and haircut. EXCEPTION. Female cadets may have their hair loose but pulled back (e.g. in a ponytail) while wearing the PT uniform.

9.1.2.5. Cadets will be instructed in the proper technique, rules and precautions for any exercise or event in which they will be involved.

9.1.2.6. Flight commanders are responsible for assigning a PT Leader (PTL) for the flight. The PTL should be enthusiastic and demonstrate an aptitude toward leadership and implementation of health and wellness plans for the flight.

#### 9.1.2.7. PTL duties include:

9.1.2.7.1. Forming the flight for PT; conducting and leading warmup exercises/ calisthenics/ cool down exercises; developing a weekly schedule of activities for the flight at least one month in advance; coordinating with SASI/ASI not less than two weeks in advance for use of equipment or facilities not under AFJROTC control.

#### 9.1.2.8. Other duties that are inherent to the PTL:

9.1.2.8.1. Prepare flight members for AFJROTC Fitness Assessment; prepare flight for activities they might be engaged in during extracurricular events such as "Field Days" and the Bataan Memorial March; have a working knowledge of the rules for sports the flight might engage in during PT sessions.

#### 9.2. Physical Training Monitor Procedures.

##### 9.2.1. Forming the flight for PT:

9.2.1.1. After the flight has been marched to the designated area, the PTL will form the flight in the following manner:

9.2.1.1.1. With the flight in line and the PTL centered on and six paces ahead of the flight say: At double arms interval, dress right dress. When the flight has stopped moving, command Ready FRONT. Then command Right FACE and say: At double arms interval, dress right dress. When the flight has stopped moving, command Ready FRONT. Then command Left FACE. If necessary, the flight can be given the command Half Left (Right) FACE to give the members more room to work.

9.2.1.1.2. During the warmup/calisthenics/cool down phase the PTL will name the exercise to be performed, state the manner in which it is to be performed (either for time or number of repetitions) and then command Position of Exercise MOVE. Then command Ready BEGIN.

9.2.1.1.3. For most exercises, the position of exercise is the position of attention. For exercises that require a cadet to start close to or lay down on the ground such as pushups, sit ups and various others; the position of exercise is the starting position for the particular exercise.

9.2.1.1.4. When the exercise is for a set time the PTL will say: This exercise will be performed for \_\_\_\_ seconds. When 5 seconds remain, the PTL will count down to zero out loud.

9.2.1.1.5. When the exercise is to be performed for a set number of repetitions, the PTL will say; This is a count exercise. We will perform repetitions. On the last set of cadence, the PTL will call cadence louder than before to alert the cadets that the repetition they are performing is the last one.

9.2.1.1.6. Example 1: The next exercise will be the Jumping Jack. This is a four count exercise; we will perform 10 repetitions. Position of Exercise, MOVE. Ready, BEGIN: Hut, Twop, Threep, (in place of the last count of the cadence, the cadets sound off with the repetition number). When last repetition is complete: RECOVER. The next exercise...

9.2.1.1.7. Example 2: The next exercise will be the plank. This is a timed exercise; we will perform it for one minute. Position of Exercise, MOVE. Ready, BEGIN. When 5 seconds remain: Five, four, three, to one. RECOVER. The next exercise will be...

9.2.1.1.8. When the warmup/calisthenics/cool down phase is completed, the PTL will issue follow-on activity instructions. The PTL may then either instruct the flight to Fall Out (from their current positions) to continue with activities as instructed or reform the flight to march to the next location. To reform the flight, the PTL will say: The element leaders are the base file. Close in on the base file establishing normal interval and proper alignment, MOVE. The cadets will move quickly to visually establish normal interval, dressing to the right and establishing 40-inch distance with proper cover.

9.2.1.1.9. After strenuous activity, the flight should be marched back to the classroom at route step to allow for continued stretching.

9.2.1.1.10. Table 11.1 provides a sample of exercises that can be performed during PT.

### 9.3. The Health and Wellness Ribbon.

9.3.1. The Health and Wellness Ribbon is awarded by the SASI for participation in the Health and Wellness/Physical Fitness Program.

9.3.2. All cadets with continuous satisfactory participation in the unit's wellness program will receive the Health and Wellness Ribbon. Continuous satisfactory participation includes:

9.3.2.1. Improving fitness level based on Health and Wellness assessments.

9.3.2.2. Fully participating in PT sessions. (i.e. giving effort, not excuses)

9.3.3. All cadets who score in the 75-84 percentile on the Physical Fitness Test will receive a Bronze Star device; 85-95 percentile will receive a Silver Star device; and 96-100 percent will receive a Gold Star device.

9.3.4. Duplicate awards of the Bronze, Silver or Gold percentile will be denoted by the addition of another star on the ribbon.

Table 9.1 Sample PT Exercises

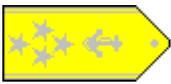
Exercise	Time	Repetitions	Count	Exercise	Time	Repetition	Count
PUSH UPS		X	2	STANDING CALF STRETCH	X		
INCLINED PUSH UPS		X	2	STANDING QUAD STRETCH	X		
KNEE PUSH UPS		X	2	STANDING GROIN STRETCH	X		
T STANDS		X	2	STANDING SIDE STRETCH	X		
X LEG PUSH UPS		X	4	STANDING HIP STRETCH	X		
WIDE PUSH UPS		X	2	CHEST STRETCH	X		
SIT UPS		X	2	RAISED ARM STRETCH	X		
V SIT UPS		X	2	ANTERIOR SHOULDER STRETCH	X		
CRUNCHES		X	2	SEATED GROIN STRETCH	X		
FLUTTER KICKS		X	4	SEATED BACK/LEG STRETCH	X		
PRONE FLUTTER KICKS		X	4	SEATED HIP STRETCH	X		
REVERSE SIT UPS		X	2	SHOULDER/TRICEPS STRETCH	X		
BICYCLE SIT UPS		X	2	WARRIOR POSE	X		
CROSS UPS L & R		X	2	TIKONASANA	X		
PENGUINS		X	4	DOWNWARD DOG	X		
JUMPING JACKS		X	4	COBRA	X		
SUMO JACKS		X	2	UPWARD FACING DOG	X		
FLY JACKS		X	2	MODIFIED HURDLERS STRETCH	X		
STUTTER JACKS		X	4	ARM CIRCLES	X		
FLOOR JACKS		X	2	SINGLE LEG LUNGES	X		
SQUATS	X	X	2	BUTT KICKERS	X		
SUMO SQUATS		X	8	HIGH KNEES	X		
JUMP SQUATS	X	X	2	WESTPOINT CROSS	X		
MOUNTAIN CLIMBERS		X	4				
SIDE CRUNCH L & R		X	2				
SIDE LUNGES		X	4				
SIDE LEG RAISES	X	X	2				
HIP ABDUCTION		X	4				
DIRTY DOGS L & R	X	X	2				
WEAVES	X						
BOXERS	X						
DONKEY KICKS L& R		X	2				
BACK EXTENSIONS		X	2				
LATERAL JUMPS	X						
LUNGES	X	X	4				
SAMURAI LUNGES		X	4				
REVERSE LUNGES		X	4				
STAND LEG LIFTS	X	X	4				
STANDING TUCKS	X						
PLANKS	X						
UP DOWN PLANKS	X	X	4				
SINGLE ARM PLANKS L & R	X						
8 COUNT BODY BUILDER		X	8				
GI JANES		X	2				

Part II

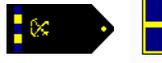
# DRILL GUIDE

# CHAPTER 1

## UNITED STATES ARMED FORCES RANK AND INSIGNIA

	Army/Air Force/Marines	Navy/ Coast Guard
O-1		
	Second Lieutenant	Ensign
O-2		
	First Lieutenant	Lieutenant Junior Grade
O-3		
	Captain	Lieutenant
O-4		
	Major	Lieutenant Commander
O-5		
	Lieutenant Colonel	Commander
O-6		
	Colonel	Captain
O-7		
	Brigadier General	Rear Admiral (lower half)
O-8		
	Major General	Rear Admiral (upper half)
O-9		
	Lieutenant General	Vice Admiral (VADM)
O-10		
	General	Admiral (ADM)

**Note:** The Navy also uses Air Force/Army/Marine style rank on the collar.

	Army	Navy/Coast Guard	Marines
W-1			
	Warrant Officer One	Warrant Officer	Warrant Officer
W-2			
	Chief Warrant Officer Two	Chief Warrant Officer Two	Chief Warrant Officer 2
W-3			
	Chief Warrant Officer Three	Chief Warrant Officer Three	Chief Warrant Officer 3
W-4			
	Chief Warrant Officer Four	Chief Warrant Officer Four	Chief Warrant Officer 4
W-5			
	Master Chief Warrant Officer		Chief Warrant Officer 5

**Note:** The Air Force does not have Warrant Officers.

	Army	Navy/Coast Guard	Air Force	Marine Corps
E-1	No insignia		No insignia	No insignia
	Private (PV1)	Seaman Recruit (SR)	Airman Basic (AB)	Private (PVT)
E-2				
	Private (PV2)	Seaman Apprentice (SA)	Airman (Amn)	Private First Class (PFC)
E-3				
	Private First Class (PFC)	Seaman (SN)	Airman First Class (A1C)	Lance Corporal (LCpl)
E-4				
	Corporal (CPL) I	Petty Officer Third Class (PO3)	Senior Airman (SrA)	Corporal (Cpl)
Specialist (SPC)				
E-5				
	Sergeant (SGT)	Petty Officer Second Class (PO2)	Staff Sergeant (SSgt)	Sergeant (Sgt)
E-6				
	Staff Sergeant (SSG)	Petty Officer First Class (PO1)	Technical Sergeant (TSgt)	Staff Sergeant (SSgt)
E-7				
	Sergeant First Class (SFC)	Chief Petty Officer (CPO)	Master Sergeant	Gunnery Sergeant (GySgt)
		(Collar & Cap)	First Sergeant (Master Sergeant)	

E-8				
	Master Sergeant (MSG)	Senior Chief Petty Officer (SCPO)	Senior Master Sergeant (SMSgt)	Master Sergeant (MSGt)
	First Sergeant (1SG)	(Collar & Cap)	First Sergeant (Senior Master Sergeant)	First Sergeant (1stSgt)
E-9				
	Sergeant Major (SGM)	Master Chief Petty Officer (MCPO)	Chief Master Sergeant (CMSgt)	Master Gunnery Sergeant (MGySgt)
	Command Sergeant Major (CSM)	(Collar & Cap)	First Sergeant (Chief Master Sergeant)	Sergeant Major (SgtMaj)
Sp Pay Gd				
	Sgt. Major of the Army (SMA)	Master Chief Petty Officer of the Navy (MCPON)	Chief Master Sergeant of the Air Force (CMAF)	Sgt. Major of the Marine Corps (SgtMajMC)
		(Collar & Cap)		

## CHAPTER 2

### AIR FORCE RANKS

TITLE	PAY GRADE	DESCRIPTION
Airman Basic	E-1	No grade insignia
Airman	E-2	Chevron of 1 stripe
Airman First Class	E-3	Chevron of 2 stripes
Senior Airman	E-4	Chevron of 3 stripes
Staff Sergeant	E-5	Chevron of 4 stripes
Technical Sergeant	E-6	Chevron of 5 stripes
Master Sergeant*	E-7	Chevron of 6 stripes, 1 is inverted
Senior Master Sergeant*	E-8	Chevron of 7 stripes, 2 are inverted
Chief Master Sergeant* ** ***	E-9	Chevron of 8 stripes, 3 are inverted

\* First Sergeant is an E-7 - E-9 with a diamond device in upper field of blue

\*\* Command Chief Master Sergeant is an E-9 with an additional star in the upper field of blue

\*\*\* Chief Master Sergeant of the Air Force is an E-9 with a laurel wreath around the star, the Great Seal of the United States of America and two stars in the upper field of blue

Second Lieutenant	O-1	One gold bar
First Lieutenant	O-2	One silver bar
Captain	O-3	Two silver bars connected
Major	O-4	One gold oak leaf
Lieutenant Colonel	O-5	One silver oak leaf
Colonel	O-6	One silver eagle
Brigadier General	O-7	One silver star
Major General	O-8	Two silver stars in line
Lieutenant General	O-9	Three silver stars in line
General	O-10	Four silver stars in line

### AFJROTC RANKS

TITLE	GRADE	DESCRIPTION
Cadet Airman Basic	E-1	No Insignia
C/Airman	E-2	Chevron of one stripe
C/Airman First Class	E-3	Chevron of two stripes
C/Senior Airman	E-4	Chevron of three stripes
C/Staff Sergeant	E-5	Chevron of four stripes
C/Technical Sergeant	E-6	Chevron of five stripes
C/Master Sergeant*	E-7	Chevron of 6 Stripes 1 inverted
C/Senior Master Sergeant*	E-8	Chevron of 7 stripes 2 inverted
C/Chief Master Sergeant*	E-9	Chevron of 8 stripes 3 inverted
*First Sergeant	E-7 – E-9	A duty title, no special insignia
C/Second Lieutenant	O-1	Chevron of one inverted stripe
C/First Lieutenant	O-2	Chevron of two inverted stripes
C/Captain	O-3	Chevron of three inverted stripes
C/Major	O-4	Chevron of 1 double-wide inverted stripe
C/Lieutenant Colonel	O-5	Chevron of 2 inverted stripes, 1 double-wide 1 regular
C/Colonel	O-6	Chevron of 3 inverted stripes, 1 double-wide 2 regular

## CHAPTER 3

### DRILL DEFINITIONS

ALIGNMENT – Dress or cover

BASE - Element on which a movement is planned, regulated or aligned

CADENCE – Uniform step and rhythm in marching: steps marched per minute

CENTER – The middle point of a formation. Odd # front is center, even # front is right of center

COVER – Alignment of individuals one behind the other maintaining proper distance

DEPTH – Total space front to rear of a formation. An individual's depth is 12 inches

DISTANCE – Space front to rear between units. Distance between individuals is 40 inches measured from their chest to the back of the individual directly in front of them

DOUBLE TIME - Rate of marching 180 steps a minute (30-inch step)

DRESS - Alignment of individuals side by side maintaining proper interval

ELEMENT- The basic drill unit comprised of no less than three people.

FILE – A single line of persons placed one behind the other.

FLANK – Extreme right or left (troops right/left) side of a formation in column or line.

FLIGHT – At least two, but no more than four elements.

FORMATION – An arrangement of units.

FRONT – Space occupied by a unit measured from flank to flank.

GUIDE – Individual designated to regulate the direction and rate of march.

HEAD – The leading unit of a column.

INTERVAL – Space between individuals placed side-by-side. Normal is arm's length close is 4 inches.

IN COLUMN – Arrangement of units side-by-side with element leaders and guide at the head.

INLINE – Arrangement of units one behind other, element leaders and guide to extreme right flank

INVERTED COLUMN – Arrangement of units side-by-side with element leaders and guide to the rear

INVERTED LINE – Arrangement of units one behind other, with element leaders and guide to extreme left flank

MARK TIME – Marching in place at 100 - 120 steps per minute PACE – A step of

24 inches. The length of a full step in quick time POST – The correct place for an individual to stand while in formation

QUICK TIME - Rate of marching 100 - 120 steps a minute (12 or 24 inches)

RANK - A single line of persons placed side-by-side

STEP - Distance measured from heel to heel of a marching individual

UNIT – Any portion of a given formation

#### FORMATIONS:

Less than 3 individuals make a detail

3 or more individuals make an element 2

elements make a flight

2 flights make a squadron

2 squadrons make a group

2 groups make a wing

#### POSITIONS OF REST-

Parade Rest

At Ease

Rest

Fall Out

## TYPES OF COMMANDS:

Drill Commands: Most have a preparatory command and a command of execution.

Supplementary Commands: When one unit of an element must execute a different movement or execute at a different time than other units

Informational Commands: Have no preparatory command or command of execution and are not supplementary

## COMMAND VOICE – Characteristics are

Loudness- volume used giving commands. It is not yelling; it is using your diaphragm.

Projection- ability to make your voice reach whatever distance desired without strain.

Distinction- ability to enunciate correctly.

Inflection- change in pitch of the voice, generally it is a rising pitch through the commands.

Snap– extra quality demands immediate response, expresses confidence and decisiveness.

## COMMANDS ARE GIVEN AT THE POSITION OF ATTENTION

## CHAPTER 4

### CUSTOMS & COURTESIES

**RESPECT:** The position of honor is on the right, i.e. the U.S. Flag and senior ranking personnel are on your right.

**SALUTING:** When in uniform cadets salute the President of the United States, commissioned and warrant officers of the U.S. Armed Forces (active, reserve, guard or retired) and friendly foreign nations. Salute ROTC/JROTC cadet officers of Senior rank. Cadets also salute the U.S. Flag when it's on the move or being raised or lowered on a flag pole.

Render the salute upon recognition of the individual to be saluted.

Do not salute indoors unless utilizing formal reporting procedures. If you are carrying something in both hands render a verbal greeting in lieu of a salute. Always wait for your salute to be returned before dropping your salute.

**INAGROUP:** First to see the officer calls everyone to attention; all face the officer and salute

**INFORMATION:** Person in charge calls formation to attention; salutes for the formation

**PART OF A WORK DETAIL:** Person in charge comes to attention and salutes for the detail

**REPORTING FROM FORMATION:** After the command of "Front and center", take one step back with left foot and coordinated arm swing. Exit the formation at the closest flank in a military manner. Halt two paces in front of and centered on the individual to whom you are to report. Salute and say, "Sir/Ma'am Cadet Name reports as ordered". Drop your salute when the individual drops theirs.

When leaving, salute. Drop your salute when the officer drops theirs. Proceed back to your post in the formation the by the same route you left the formation.

## CHAPTER 5

### COLOR (HONOR) GUARD

Army Training Circular 3 -21.5 AND Air Force Manual 36-2203 are the regulations used

#### THE AMERICAN FLAG:

Carried higher than other flags in color guard

Doesn't dip during present arms

Has 13 Stripes alternating red and white; red being the first/last Canton (where the stars are) is half the width of the flag

The 50 stars on the flag represent the 50 United States

#### THE CALIFORNIA FLAG:

Carried lower than the U.S. Flag

Dips at a 45° angle during present arms

#### MANUAL OF THE COLORS:

Casing and Uncasing the Colors: The Color guard is formed in a line formation with the cased Colors at the carry position (order position when indoors). The color guard commander commands "Sling, Arms." The Color guards immediately adjust their slings and assume sling arms. The color guard commander commands "Post." The Color guards face to the half left (right) in marching, take six steps, halt, and execute about face. The color guard commander then directs "Uncase the Colors."

The Color bearers lower the Colors (same as present guidon). The two guards move forward and untie and uncase the Colors. The Color bearers unfurl and immediately return the Colors to the carry (order) position. While the Colors are being unfurled, the guards fold the cases and secure their left hand. When the Colors are in the carry position, the color guard commander commands "Present, Arms." The color guard commander, Color guards, and the organizational color salute.

He/She commands Order, Arms, and then commands Post.

On the command of execution Post, the Color guards place the folded canvas cases inside the cartridge belts (center rear) of the Color bearers. The Color guards assume their original positions. On the command Adjust Slings, the guards adjust their slings, and return to right shoulder arms. To case the Colors, the procedures are the same except present arms is given before the Colors are lowered.

Position of the Flag at the Order: At the order, the flag bearer rests the ferrule of the staff on the ground on line with and touching the toe of the right shoe. With the right hand, the staff is clasped at a convenient place, keeping the back of the hand to the right and holding the staff in a vertical position

Position of the Flag at the Carry: Positions of the Flag at the Carry. At the carry, the ferrule of the staff rests in the socket of the sling. The flag bearer grasps the staff with the right hand at the height of the shoulder, only using the left hand to steady the staff in a strong wind. The staff is inclined slightly to the front.

Position of the Flag at Parade Rest: Parade rest with the flag is similar to parade rest for the individual airman except the flag bearer keeps the staff vertical. The order is resumed on the command Color guard, Attention

Position of the Flag at the Salute: All flags except the National Colors are dipped in salute in all military ceremonies when

the national anthem or To the Colors is played and when rendering honors. In marching, all flags except the National Colors are dipped in salute when it is approximately six paces from the front of the person entitled to the salute. They resume the carry when they are approximately six paces beyond that person.

To halt the color guard: Command Color Guard, Halt.

To turn to the left (right) while marching: The color guard does not execute to the rear march or about face. On command of the senior flag bearer, executes a right or left wheel. The base or pivot point is the guard on the flank toward which the movement is directed. Each member turns (without pivot) around this point and maintains dress until the new direction is established.

### Colors Reverse

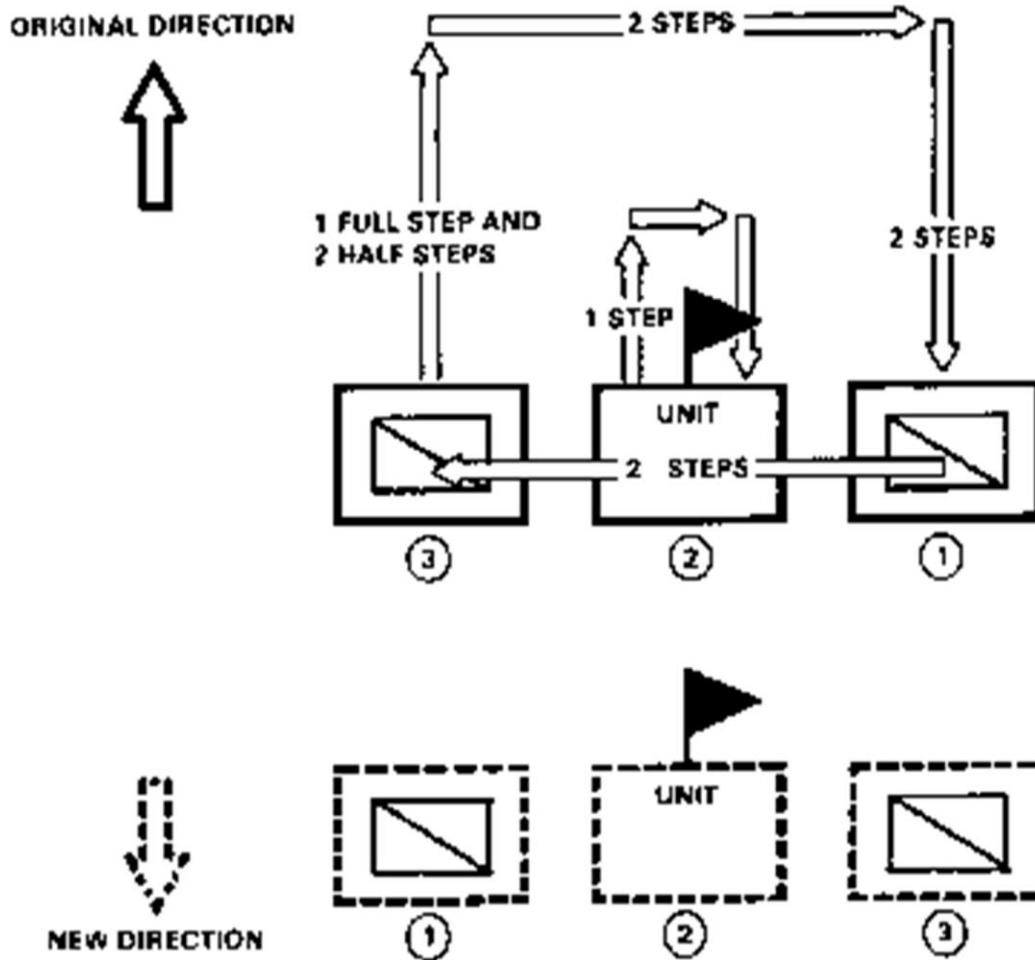
Movement of Three- Man Color Guard to the Rear. To face a three-man Color guard to the rear, the command is Colors reverse, MARCH, and each man simultaneously executes the following movements:

Number 1 faces left while marking time, takes two steps forward, and faces to the left while marking time.

Number 2 takes one full step forward, executes about face while marking time, and takes one full step in the new direction, marking time.

Number 3 takes one full step and two half steps forward, faces to the right while marking time, takes two full steps, faces to the right in marching, taking two full steps, and marks time.

When all are abreast of each other, they step off together or halt, as commanded.



Movement of Four-Man Color Guard to the Rear. To face a four-man Color guard to the rear, the command is Colors reverse, MARCH. At the command MARCH, each man simultaneously executes the following movements:

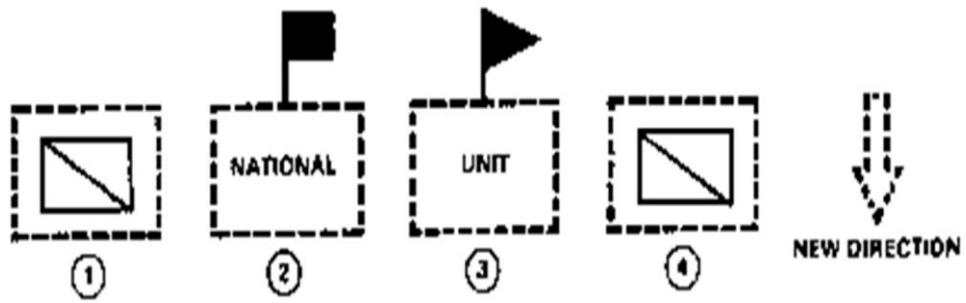
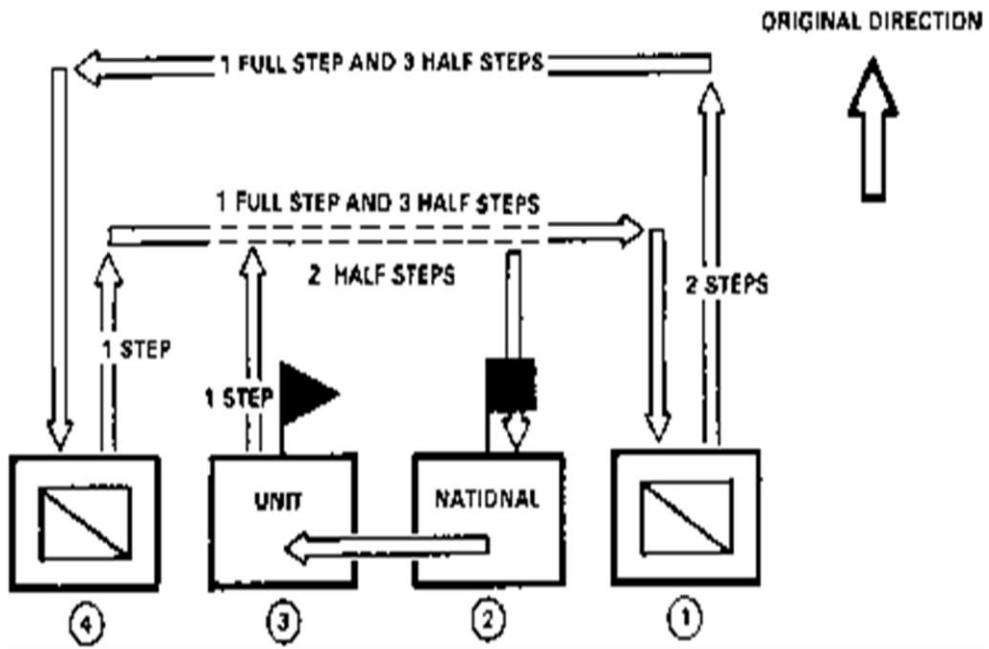
Number 1 takes two steps forward, faces to the left in marching, takes one full step and three half steps, faces to the left in marching, and takes two steps in the new direction.

Number 2 faces to the left in marching and faces to the left while marking time.

Number 3 takes one step forward, faces to the right in marching, takes two half steps, faces to the right in marching, and takes one step in the new direction.

Number 4 takes one step forward, faces to the right in marching, takes one full step and three half steps, faces to the right in marching, and takes one step forward in the new direction.

Numbers 2, 3, and 4 mark time, after completing their movements until all men are abreast, then step off together or halt, as the situation dictates.



## DAISY REPLICA M-1903A3/MANUAL OF ARMS

### M1903A3 SPRINGFIELD:

This is a replica of the M1903A3, which is a .30 ot-6 caliber, bolt-operated, magazine-fed, shoulder-fired weapon, air-cooled. Manufactured by the Springfield Armory it weighs approximately 8.69 pounds. The weapon is approximately 43.5 inches long, and has a barrel length of 24 inches. It had a maximum range of 3500 yard and an effective range 600 yard.

NOTE: Facing movements are executed from Order Arms or Sling Arms. Sling Arms is the appropriate position for the weapon when marching however, flight drill can be conducted at Port Arms or Right/Left Shoulder Arms

### MANUAL OF ARMS:

Order Arms: At the position of attention place the butt of the rifle on the ground centered on the right foot, with sights to the rear and touching the right foot. The toe of the butt (back edge of stock) is on line with the right foot. Secure the weapon with the right hand in a "U" formed by the fingers (extended and joined) and thumb, fingers pointing generally downward and touching the sides of the hand guards. Keep the right hand and arm behind the rifle. Thumb runs along the seam of the trousers.

Positions of Rest: For parade rest, the command and body movements with the left arm and the feet are the same as without a weapon. Thrust the muzzle forward, simultaneously changing the grip of the right hand to grasp the front hand guard just below the swivel, keeping the toe of the butt of the weapon on the ground and the right arm straight. For at ease and rest, keep the butt of the rifle in place as in parade rest.

Port Arms from Order Arms: This is a two count movement. On the command of execution, grasp the rifle with the right hand and raise the weapon diagonally across the body keeping the right elbow down. With the left hand simultaneously grasp the rifle at the balance so the weapon is 4 inches from waist.

On count two, regrasp the weapon at the small of the stock with the right hand. Hold the weapon diagonally across the body, 4 inches from the waist, right forearm horizontal and elbows close to sides.

Order Arms from Port Arms: This is a three-count movement. On the command of execution, release the grasp with the right hand moving it up and across the body and firmly grasp the rifle just forward of the lower band the barrel.

On count two, move the left hand from the balance and lower the weapon to the right side until it is about 1/2 inch from the ground. Guide the weapon to the side by placing the forefinger of the forward edge of the upper band, fingers extended and joined, palm to rear.

On count three, move the left hand sharply to the left side, lower the weapon gently to the ground and resume the position of order arms.

Present Arms: Present arms from order arms is a four-count movement. One command of execution, execute port arms in two counts. On the third count, twist the rifle with the right hand so that the sights are to the rear, and on the fourth movement move the rifle to a vertical position about 4 inches in front of and centered on the body. Lower the rifle until the left forearm is horizontal; keep the elbows in at the sides. Keep the left thumb alongside and touching the hand guard.

Order Arms from Present Arms: This is a four-count movement. On the command of execution, return the rifle to port arms. Counts two, three, and four are the same as order arms from port arms.

Port arms is assumed en route to or from present arms when going to or from right shoulder or left shoulder arms. Present arms from or to port arms is a one-count movement.

When rendering reports or courtesy to an individual from order arms, execute present arms and turn the head and eyes toward the individual addressed. Order arms is executed automatically upon acknowledgment of the salute.

When rendering courtesy to an individual with the rifle at right shoulder, left shoulder, or port arms and not in formation, execute present arms. Upon acknowledgment of the salute, automatically return to the original position.

When double timing (not in formation), come to quick time prior to rendering the courtesy.

Inspection Arms: Inspection arms from order arms is a five-count movement. On the command of execution, execute port arms in two counts.

On the third count, grasp the bolt with the thumb and forefinger of the right hand, rotate the handle forward and draw the bolt back.

On the fourth count, lower the head and eyes and visually inspect the chamber to ensure the weapon is clear.

On the fifth count, regrasp the small of stock of the rifle, return head and eyes to the front as in the position of attention.

Port Arms: This is the only command given from inspection arms. On the command Port, push the bolt forward and rotate the handle down locking the bolt in place, with the right hand regrasp the small of the stock of the rifle with the right forefinger on the trigger. On the command Arms, pull the trigger and resume port arms.

Right Shoulder Arms: Right shoulder arms from order arms is a four-count movement. On the command of execution, do count one of port arms.

On count two, release the grasp of the right hand and grasp the heel of the butt of the weapon between the first two fingers with the thumb and the forefinger touching.

On count three, without moving the head release the grasp of the left hand without changing the grasp of the right hand twist the weapon so the sights are up, and place the weapon on the right shoulder, moving the left hand to the small of the stock to guide the weapon onto the right shoulder.

Keep fingers and thumb of left hand extended and joined with palm toward body. The first joint of the left forefinger touches the rear of the cocking piece.

Keep the left elbow down, and keep the right forearm horizontal with the right upper arm against the side and in line with the back.

On count four, sharply move the left hand back to the left side to the position of attention.

**Order Arms from Right Shoulder Arms:** This is a four-count movement. On the command of execution, without moving the head and without changing the grasp of the right hand, press down quickly and firmly on the butt of the weapon with the right hand and twist the weapon, with the sights up, guiding it diagonally across the body and about 4 inches from the waist. Grasp the weapon with the left hand at the balance.

On count two, move the right hand up and across the body and firmly grasp the weapon just forward of the lower band without moving the weapon.

Counts three and four are the same as from port arms to order arms.

**Left Shoulder Arms:** left shoulder arms from order arms is a four-count movement on the command of execution, execute port arms in two counts.

On count three, release the grasp of the left hand and (without moving the head) place the weapon on the left shoulder with the right hand (with sights up) keeping the right elbow down. At the same time regrasp the weapon with the left hand, with the heel of the butt between the first two fingers and with thumb and forefinger touching. The left forearm is horizontal and the left upperarm is against the side and on line with the back

On count four, move the right hand to the right side as in the Position of Attention.

**Order Arms from Left Shoulder Arms:** Order arms from left shoulder arms is a five-count movement. On the command of execution, move the right hand up and across the body and grasp the small of the stock, keeping the right elbow down.

On count two (without moving the head) release the grasp of the left hand and with the right hand move the weapon diagonally across the body (sights up) about four inches from waist. At the same time, regrasp the rifle at the balance with left hand and resume Port Arms.

Count three, four, and five are the same as Order Arms from Port Arms.

**Right Shoulder Arms from Port Arms:** This is a three-count movement. On the command of execution release the grasp of the right hand and regrasp the weapon with the heel of the butt between the first two fingers, with the thumb and forefinger touching. Counts two and three are the same as counts three and four of Right Shoulder Arms from Order Arms. When marching the command is given as the right foot strikes the ground.

**Port Arms from Right Shoulder Arms:** This is a two-count movement. On the command of execution, execute count one of Order Arms from Right Shoulder Arms. On count two release the grasp of the right hand and regrasp the weapon at the small of the stock and come to Port Arms. When marching the command is given as the left foot strikes the ground.

**Left Shoulder Arms from Port Arms:** This is a two-count movement. On the command of execution, execute Left Shoulder Arms in the same manner as counts three and four of Left Shoulder Arms from Order Arms. When marching the command is given as the left foot strikes the ground.

**Port Arms from Left Shoulder Arms:** This is a two-count movement. On the command of execution, execute the first two counts of Order Arms from Left Shoulder Arms. When marching the command is given as the left foot strikes the ground.

Left Shoulder Arms from Right Shoulder Arms: This is a four-count movement. On the command of execution, execute the first count the same as Order Arms. On count two remove the right hand from the butt of the weapon and regrasp the small of the stock (Port Arms). Counts three and four are the same as Port Arms to Left Shoulder Arms. When marching the command is given as the left foot strikes the ground.

Right Shoulder Arms from Left Shoulder Arms: This is a five-count movement. On the command of execution, execute Port Arms in two counts. Counts three, four and five are executed the same as Right Shoulder Arms from Port Arms. When marching the command is given as the right foot strikes the ground.

Present Arms from Right Shoulder Arms or Left Shoulder Arms: This movement is executed from the halt only. On the command of execution come to Port Arms from either shoulder and execute Present Arms (in one count) from Port Arms.

To resume Right/Left Shoulder from Present Arms. On the command of execution "Arms" execute Port Arms in one count and then execute the counts as prescribed for Right/Left Shoulder Arms from Port Arms

NOTE: One should be able to execute the 17-count manual of arms in unison from Order, to Right Shoulder, to Left Shoulder, to Present, to Order Arms. The command is: Seventeen-Count Manual, of Arms, ready begin

Sling Arms from Order Arms with sling(s) loose: On the command of execution grasp the weapon barrel with the right hand and raise the weapon vertically. Grasp the sling near the upper swivel with the left hand and release the right hand. Place the right hand and arm between the sling and weapon and place the sling over the right shoulder. Regrasp the sling with the right hand so the wrist is straight, the right forearm is horizontal, the elbow is tight against the side and the weapon is vertical. Release the grasp of the left hand and move it sharply to the left side as in the Position of Attention.

Sling Arms from Order Arms with sling(s) tight: On the command of execution grasp the weapon barrel with the right hand and raise the weapon vertically. With the left hand place the weapon but on the right hip, cradle the weapon in the crook of the right arm and use both hands to adjust the sling, grasp the sling near the upper swivel and execute Sling Arms.

Order Arm from Sling Arms with tight sling(s): The command for this movement is Adjust Slings. On the command of execution Slings; remove the weapon from the shoulder. Grasp the weapon barrel with the right hand and raise it vertically. With the left hand place the weapon but on the right hip, cradle the weapon in the crook of the right arm and use both hands to adjust the sling. Grasp the weapon barrel with the right hand and guide the weapon to the Order Arms position.

Saluting while at Sling Arms: The command for this movement is Present Arms. On the command of execution, reach across the body with the left hand and grasp the sling just above the right hand. Release the right hand and execute "Present Arms" as in Individual Drill.

To terminate the salute, the command is Order Arms. On the command of execution, lower the right hand sharply to the side as in the Position of Attention. Then regrasp the sling with right hand at the original position. After regrasping the sling with the right hand release the left hand and return it sharply to the side as in the Position of Attention.

## CHAPTER 6

### INDIVIDUAL AND FLIGHT DRILL

COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
Flight Attention	Heels together	Take one more step, begin marching at attention with coordinated arm swing and 24" step maintain cadence and DCID	YES	On preparatory command assume parade rest. ,bring left foot to right foot, heels on line and together, feet form a 45°, hands cupped, closed and pinned to seam of trousers, thumbs down, head and eyes straight ahead, silence
Parade Rest	Heels together		YES	Raise left foot from hip, place left foot 12" from right, arms fully extended behind back, back of right hand in palm of left, right thumb over left, fingers and thumbs pointing to ground. Silence
At Ease	Heels together		YES	Free movement, right foot remains planted. Silence
Rest	Heels together		YES	Free movement, right foot remains planted, talking allowed
Fall Out	Heels together		YES	Relax in a standing position or break rank, talking permitted
Right Face	Heels together		YES	Count one, without arm swing, pivot 90° on the heel of the right foot, ball of the left foot. Count two, Bring left foot smartly to right foot
Left Face	Heels together		YES	Count one, without arm swing, pivot 90° on the heel of the left foot, ball of the right foot. Count two, Bring right foot smartly to left foot
About Face	Heels together		YES	Count one, without arm swing place ball of right foot behind and slightly to left of left heel. Count two, pivot 180° to the right on the heel of the left foot, ball of the right foot.
Present Arms	Heels together		YES	Raise right hand from elbow, un-cup hand, palm flat facing body, thumb along forefinger, fingers extended/joined, upper arm parallel to ground palm tilted slightly toward face, tip of middle finger on contact point

Order Arms	Heels together		YES	Lower right hand from elbow, continue lower arm from shoulder, cup hand at waist level, return hand to side as in the position of attention.
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COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
Count Off	Heels together		YES	In Column; element leaders turn head and eyes 45° to right, say “One”, smartly return head and eyes to front. After first rank returns head to front, next rank turns head and eyes 45° to right, say “Two” . . . ETC In Line; everyone turns head and eyes to right except element leaders, element leaders say “One”. Next file turns head and eyes to front, say “Two” . . ETC
Dress Right Dress (Normal Interval) (For inverted Line All actions are opposite of Line formation. Instead of turning head right and raising left arm, turn head left and raise right arm, Command is Dress Left, Dress	Heels together	Commander moves by most direct route to right flank of formation 1 pace away centered and facing down line of 1 <sup>st</sup> element. Align element by taking short side steps left and right, execute a face in marching to next element. When finished, halt 3 paces ahead and one pace to right of front rank.	YES	In Line formation, if someone is to your left raise left arm to side parallel to ground, thumb along forefinger fingers extended and joined, if someone is to your right, turn head and eyes 45° to right, leading person in each file has exact shoulder to fingertip contact, all others arm hangs in air or is placed behind person to left, use short choppy steps to establish DCID
Ready Front (Dress Right Dress)	Heels together	After command of execution, commander proceeds by most direct route to normal position in front of flight	YES	Return to position of attention without slapping side.
At Close Interval Dress Right Dress (At Close Interval Dress Left Dress)	Heels together	Same As Normal Interval	YES	In Line formation, same as Normal interval except left elbow is extended, hand un-cupped, heel of hand on waist, thumb along forefinger fingers extended and joined.

<p>Fall In (Flight will be sized by commander commanding, Right Face, with exceptions taller tap, Right Face, with exceptions taller tap, Left Face with exceptions taller tap, Left Face)</p>	<p>Heels together</p>	<p>Guide takes a position to left of commander so flight is centered and three paces away from commander. Guide executes an automatic Dress Right Dress, when guide feels presence of 1<sup>st</sup> element leader, guide executes Ready Front. To establish interval, leading individual in each file establishes exact shoulder to fingertip contact. Square flight from 4<sup>th</sup> element to 1<sup>st</sup></p>	<p>YES</p>	<p>1<sup>st</sup> element leader falls in directly to left of guide, once halted, automatic Dress Right Dress. 2<sup>nd</sup>, 3<sup>rd</sup>, and 4<sup>th</sup> element leaders fall in directly behind 1<sup>st</sup> element leader, automatic Dress Right Dress visually establish 40” distance and cover. Members of flight fall into any open position to left of element leaders, execute automatic Dress Right Dress. All members execute automatic Ready Front on individual basis, when they feel presence of another member</p>
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COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
Open Ranks March  Ready Front  Close Ranks March	Heels together	1 <sup>st</sup> Element takes three 24” steps, executes automatic Dress Right Dress. 2 <sup>nd</sup> Element takes two 24” Steps, executes automatic Dress Right Dress. 3 <sup>rd</sup> Element takes one 24” step executes automatic Dress Right Dress 4 <sup>th</sup> Element stands fast, executes automatic Dress Right Dress New distance is 70”. All flight members return head and eyes to front and/or lower left arm to their side  4 <sup>th</sup> element takes three 24” steps, 3 <sup>rd</sup> element takes two 24” steps, 2 <sup>nd</sup> element takes one 24” step 1 <sup>st</sup> element stands fast	YES	Commander will align flight, as in Dress Right Dress. After commanding Ready Front takes 1 step forward and faces right to receive inspecting official. After saluting and announcing the flight is prepared for inspection command 2 <sup>nd</sup> 3 <sup>rd</sup> and 4 <sup>th</sup> Element Parade Rest, accompany official in a position 1 pace to right and 1 pace behind official. When inspecting official finishes with front of one element, the next element leader calls their element to attention. When previous element leader can see inspecting official is inspecting the next element, give their element Parade Rest. 4 <sup>th</sup> element leader gives element Parade Rest. After inspecting official/commander passes on the right. Prior to closing the formation, the commander must bring the flight to attention
Forward March	EITHER	Resume cadence of quick time. Move forward	YES	Start with left foot take a 24” step with coordinated arm swing 6” inches to front 3” rear, cadence is 120 steps per minute
Right Flank March	RIGHT	Take one 24” step with left foot, pivot 90° to right on ball of left, suspend arm swing in pivot	YES	In one count pivot 90° to right on ball of left foot, stepping off with right foot
Left Flank March	LEFT	Take one 24” step with right foot pivot 90° to left on the ball of right foot, suspend arm swing in pivot	YES	In one count pivot 90° to left on ball of right foot, stepping off with left foot
To The Rear March	RIGHT	Take one 12” with left foot, suspend arm swing, pivot 180° to right on balls of both feet, resume arm swing, take one 12” step with left foot and resume 24” step	NO	Same action.
Double Time March	EITHER	One step at quick time, begin 30” step, 180 steps a minute, forearms horizontal at waist	YES	Begin with left foot take 30” steps at 180 steps a minute, forearms horizontal at waist

Quick Time March	EITHER	4 steps between preparatory and command of execution, two more steps in double time, then 120 steps a minute with coordinated arm swing	NO	Same action.
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COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
At Ease March	EITHER	One 24" step, begin free movement, maintain silence and DCID	NO	Same action.
Route Step March	EITHER	One 24" step maintain DCID begin free movement, talking	NO	Same action.
Half Step March	Either	Take one 24" step. Next step is 12" as measured from heel to heel, don't scrape/stomp ground maintain arm swing as in marching at attention	NO	Same action.
Flight Halt	EITHER	In quick time; take one 24" step then plant it, bring trailing foot to planted foot, assume position of attention. In double time; take 2 steps in double time, then halt in quick time, plant it, bring trailing foot to planted foot, assume position of attention.	NO	Same action.
Eyes Right	RIGHT	All but right flank turn head and eyes smartly 45° to the right. Turn head and eyes to front	YES	Same action.
Ready Front	LEFT	All but left flank turn head and eyes smartly 45° to the left Turn head and eyes to front	YES	Same action.
Eyes Left	LEFT	All but left flank turn head and eyes smartly 45° to the left Turn head and eyes to front	YES	Same action.
Ready Front	RIGHT	All but right flank turn head and eyes smartly 45° to the right. Turn head and eyes to front	YES	Same action.
Change Step March	RIGHT	Take one 24" step with the left foot, in one count place the ball of the right foot alongside the heel of the left foot, suspend arm swing, and shift the body weight to the right foot. Step off with the left foot with coordinated arm swing, upperbody at attention throughout	NO	Same action.
Right Step March	Heels together	One more 12" step, plant foot, bring trail foot to right	YES	Extend right foot 12" to right from waist, bring heel of left foot smartly to right heel without arm swing maintain DCID
Flight Halt				
Left Step March	Heels together	One more 12" step, plant foot, bring trail foot to left	YES	Extend left foot 12" to left from waist, bring heel of right foot smartly to left heel without arm swing maintain DCID
Flight Halt				



COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
Column Half Left March	LEFT	Element leaders take 24” step with right foot, pivot 45° to left on ball of right foot, 1 <sup>st</sup> element leader takes 24” step then half steps, remaining in half steps until all other element leaders establish DCID and then pick up the half step, resume 24” step. Remaining members of flight march to approximate pivot point of element leader, execute in the same manner, establish DCID, conform to step	YES	Element leaders execute a face in marching 45° to left stepping off with left, 1 <sup>st</sup> element leader takes 24” step then half steps until all remaining element leaders establish DCID and then pick up the half step, resume 24” step. Remaining members of flight march to approximate pivot point of element leader, pivot 45° to left on ball of right foot, establish DCID, conform to step
Column Half Right March	RIGHT	Element leaders take one 24” step with left foot, pivot 45° to right 4 <sup>th</sup> element leader takes one 24” step, then half steps, when each element leader is abreast of the element leader to the right pick up half step until all element leaders are aligned, resume 24” step, remaining members of flight march to the approximate pivot point of their element leader, execute drill movement in same manner, alignment and then conform to step	YES	Element leaders execute a face in marching 45° to right on ball of right foot, stepping out with left. 4 <sup>th</sup> element leader takes 24” step then half steps, remaining in half steps until all other element leaders establish DCID and then pick up the half step, resume 24” step. Remaining members of flight march to approximate pivot point of element leader, pivot 45° to the right on the ball of the left foot, establish DCID conform to step
Close March	RIGHT	4 <sup>th</sup> element takes one 24” step, begin half step 3 <sup>rd</sup> element take one 24” step pivot 45° to right, on ball of left foot, one 24” step, pivot 45° to left on ball of right foot, DCID, half step 2 <sup>nd</sup> element takes one 24” step, pivot 45° to right, on ball of left foot, three 24” steps, pivot 45° to left on ball of right foot, DCID, half step 1 <sup>st</sup> element takes one 24” step, pivot 45° to right on ball of left foot, take five 24” steps, pivot 45° to left on ball of right foot, DCID, half step	YES	4 <sup>th</sup> element stands fast 3 <sup>rd</sup> element takes two side-steps to right 2 <sup>nd</sup> element takes four side-steps to right 1 <sup>st</sup> element takes six side-steps to right



COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
Extend March	LEFT	<p>4<sup>th</sup> element takes one 24” step, begin half step</p> <p>3<sup>rd</sup> element takes one 24” step pivot 45° to left, on ball of right foot, take one 24” step, pivot 45° to right on ball of left foot, DCID, half step</p> <p>2<sup>nd</sup> element takes one 24” step, pivot 45° to left, on ball of right foot, take three 24” steps, pivot 45° to right on ball of left foot, DCID, half step</p> <p>1<sup>st</sup> element takes 24” step, pivot 45° to left on ball of right foot, take five 24” steps, pivot 45° to right on ball of left foot, DCID, half step</p>	YES	<p>4<sup>th</sup> element stands fast</p> <p>3<sup>rd</sup> element takes two side steps to left</p> <p>2<sup>nd</sup> element takes four side steps to left</p> <p>1<sup>st</sup> element takes six side steps to left</p>

<p>Column Right March (Normal Interval)</p> <p>(For CLOSE INTERVAL the drill movement is executed in the same manner with the following exception: instead of 24" steps in between the 45° pivots take 12" steps)</p>	<p>RIGHT</p>	<p>4<sup>th</sup> element leader takes one 24" step, pivot 90° right on ball of left foot, take one 24" step then half steps, remainder of element marches to approximate pivot point executes in same manner  3<sup>RD</sup> element leader takes one 24" step, pivot 45° right on ball of left foot, take two 24" steps, pivot 45° to right on ball of left foot, take full 24" steps, DCID, half steps, remainder of element marches to approximate pivot point, executes in same manner  2<sup>nd</sup> element leader takes one 24" steps pivot 45° right on ball of left foot, take four 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, DCID, half steps, remainder of element marches to approximate pivot, executes in same manner  1<sup>st</sup> element leader takes one 24" step, pivot 45° to right on ball of left foot, take six 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, DCID, half steps, remainder of element marches to approximate pivot point and executes in the same manner</p>	<p>YES</p>	<p>4<sup>th</sup> element leader take one 24" step pivot 90° to right on ball of the left foot, take one 24" step then half steps, remainder of element marches to approximate pivot point, executes in same manner  3<sup>rd</sup> element leader takes one 24" step, pivot 45° right on ball of left foot, take two 24" steps, pivot 45° to right on ball of left foot, take full 24" steps, alignment then half steps, remainder of element marches to approximate pivot point, executes in same manner  2<sup>nd</sup> element leader takes one 24" step pivots 45° to right on ball of left foot, take four 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, alignment then half steps, remainder of element marches to approximate pivot point, executes in same manner  1<sup>st</sup> element leader takes one 24" step pivot 45° to right on ball of left foot, take six 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, alignment then half steps, the remainder of element marches to approximate pivot point, executes in same manner</p>
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COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
<p>Column Left March (Normal Interval)</p> <p>(For CLOSE INTERVAL the drill movement is executed in the same manner with the following exception: instead of 24" steps in between the 45° pivots take 12" steps)</p>	LEFT	<p>1<sup>st</sup> element leader takes one 24" step, pivot 90° left on ball of right foot, take one 24" step then half steps, remainder of element marches to approximate pivot point and executes movement in the same manner</p> <p>2<sup>nd</sup> element leader takes one 24" step, pivot 45° left on ball of right foot, take two 24" steps, pivot 45° to left on ball of right foot, take full 24" steps, alignment then half steps remainder of element marches to approximate pivot point, executes in same manner</p> <p>3<sup>rd</sup> element leader takes one 24" steps pivot 45° left on ball of right foot, take four 24" steps, pivot 45° to left on ball of right foot, take full 24" steps, alignment then half steps, remainder of element marches to approximate pivot, executes in same manner</p> <p>4<sup>th</sup> element leader takes one 24" step, pivot 45° to left on ball of right foot, take six 24" steps, pivot 45° to left on ball of right foot, take full 24" steps, alignment then half steps, remainder of element marches to approximate pivot point and executes in the same manner</p>	YES	<p>1<sup>st</sup> element leader executes a 90° face in marching to left, takes one 24" step, then half steps, remainder of element marches to approximate pivot point, pivots 90° to left on ball of right foot, takes one 24" step, alignment and half steps</p> <p>2<sup>nd</sup> element leader executes a 45° face in marching to left, takes two 24" steps, pivot 45° to Right on ball of left foot, take full 24" steps, alignment then half steps, remainder of element marches to approximate pivot point, pivot 45° to left on ball of right foot, executes remainder of drill movement in same manner as element leader</p> <p>3<sup>rd</sup> element leader executes a 45° face in marching to left, Takes four 24" steps pivot 45° to left on ball of right foot, takes full 24" steps, alignment then half steps, remainder of element marches to approximate pivot point, pivot 45° to left on ball of right foot, execute remainder of drill movement in same manner as element leader</p> <p>4<sup>th</sup> element leader executes a 45° face in marching to left, Takes two 24" steps, pivot 45° to Left on ball of right foot, take full 24" steps, alignment then half steps, remainder of element marches to approximate pivot point, pivot 45° left on ball of right foot, executes remainder of drill movement in same manner as element leader</p>

COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
<p>Counter March (This is not a precise movement)</p> <p>As the 4<sup>th</sup> element leader marches past the last member in the 4<sup>th</sup> element, the the leading individuals of file begin marching in a half step, remaining element leaders begin half step once they pass last individual in each file. After element leaders pass last individual in each file, they incline, as necessary, to obtain close or normal interval; then they begin the half step. Forward MARCH will be given once all members have completed movement and proper dress, cover, interval, and distance have been established</p>	LEFT	<p>1<sup>st</sup> element leader takes four 24-inch steps forward and executes a 90-degree pivot to right, marches across front of flight just beyond fourth element, executes another 90-degree pivot to right, remaining members march to approximate pivot points of person in front of them and performs the same procedures as 1<sup>st</sup> element leader</p> <p>2<sup>nd</sup> element leader takes two 24-inch steps forward and executes a 90-degree pivot to right, continues to march and executes another 90-degree pivot to right between 3<sup>rd</sup> and 4<sup>th</sup> elements, remaining members march to pivot points of person in front of them and performs same procedures as 2<sup>nd</sup> second element leader</p> <p>3<sup>rd</sup> element leader takes one 24-inch step forward, executes two 90-degree pivots to left, and marches between remainder of 3<sup>rd</sup> and 2<sup>nd</sup> elements, remaining members march to approximate pivot points of person in front of them and performs same procedures as 3<sup>rd</sup> element leader</p> <p>4<sup>th</sup> element leader takes three 24-inch steps forward and executes a 90-degree pivot to left, then marches across front of the flight and executes another 90-degree pivot to left between 1<sup>st</sup> and 2<sup>nd</sup> elements, remaining members march to approximate pivot points of person in front of them and performs same procedures as 4<sup>th</sup> element leader.</p>	YES	<p>This movement is performed in the same manner as if marching, but with the following exceptions: prior to executing the movement, the first element leader takes five paces forward, the second element leader takes three paces forward, the third element leader takes two paces forward, and the fourth element leader takes four paces forward.</p>

## CHAPTER 7

### CODE OF CONDUCT

ARTICLE I: I am an American fighting person. I serve in the forces, which guard my country and our way of life. I am prepared to give my life in their defense.

ARTICLE II: I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

ARTICLE III: If I am captured, I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

ARTICLE IV: If I am a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

ARTICLE V: When questioned, should I become a prisoner of war, I am required to give only name, rank, service number and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

ARTICLE VI: I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which makes my country free. I will trust in my God and in the United States of America.

*I've heard it said that it's the warrior, not the reporter, who has given us the freedom of the press. It's the warrior, not the poet, who has given freedom of speech. It's the warrior, not the lawyer, who has given us the right to a fair trial. It's the warrior who salutes the flag, serves under the flag and whose coffin is draped by the flag.*

*Lt. Gen. Phillip J. Ford, Eighth Air Force Commander*