

Cadet Guide



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Chapter 1: Core Values & Guiding Principles

Purpose

The NC-20067 AFJROTC Cadet Guide serves as the cornerstone for fostering leadership, citizenship, and personal responsibility within the Air Force Junior Reserve Officer Training Corps unit at Parkwood High School. Grounded in the Air Force Core Values—**Integrity First, Service Before Self, and Excellence in All We Do**—this guide establishes standards of behavior, appearance, and participation to ensure the unit operates effectively and aligns with the AFJROTC mission of developing citizens of character. It is the primary resource for cadets, providing essential guidance on unit organization, protocols, and curricula to promote individual growth, unit pride, and adherence to AFJROTC standards.

This chapter introduces cadets to the principles that define our unit, including:

- Upholding the AFJROTC Code of Ethics through disciplined conduct, respect, and accountability.
- Mastering the Aerospace Science and Leadership Education curricula, which build knowledge and skills for leadership.
- Understanding unit structure, including squadron and flight organization, chain of command, and lines of authority.
- Adhering to protocols for saluting, personal grooming, uniform wear, and discipline, as detailed in subsequent chapters.
- Earning recognition, such as the Longevity Ribbon for completing a year in the program, or awards like the Cadet Achievement Letter (CAL), EAGLE Award, and Spirit Stick for leadership and excellence.

All cadets are required to read and understand this guide, as its contents form part of the AFJROTC curriculum and are subject to evaluation at any time. By embracing these standards, cadets demonstrate commitment to personal growth, unit cohesion, and the Core Values, preparing them to lead with integrity and serve as exemplary citizens.

Mission: Develop citizens of character.

Goals: To instill in cadets:

- Patriotism & Service - Leadership & Teamwork
- Integrity & Honor - Discipline & Growth

Corps Motto: “Rise Above, Serve Beyond”

Core Values:

1. **Integrity First** – Quality of being honest and adhering to strong moral principles.
2. **Service Before Self** - Duty before personal desires.
3. **Excellence in All We Do** – Continuous improvement & increased knowledge in our lives.

Honor Code – “I will not lie, cheat, nor steal, nor tolerate among them, those that do.”

Code of Ethics - Cadets will:

1. Demonstrate patriotism and civic responsibility through service to their country and community.
2. Show respect for all individuals, including family, school staff, community members, peers, and senior cadet officers, fostering a culture of mutual support and cooperation.
3. Uphold integrity in all actions and communications, avoiding conduct or language that disrespects or discredits themselves, their family, school, or Corps.
4. Dedicate themselves to success in academics, athletics, extracurricular activities, and work, striving for continuous personal and team improvement.
5. Perform all assigned duties and meet obligations in a timely and responsible manner.
6. Maintain self-respect, self-control, and exemplary behavior, representing AFJROTC with pride.
7. Be honest and understand that honorable failure is more desirable than success through unfair means.
8. Make decisions guided by ethical principles, considering the impact on others and the Corps.
9. Prioritize personal health, mental well-being, and resilience to excel in all duties.
10. Place the good of the Corps ahead of personal gain.

CADET CREED

I am an Air Force Junior ROTC Cadet. I am connected and faithful to every Corps of Cadets who serve 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.

Chapter 2: Program Participation and Standards

Purpose

Chapter 2 of the NC-20067 AFJROTC Cadet Guide establishes the eligibility, participation, and retention standards for cadets at Parkwood High School, ensuring alignment with the Air Force Junior Reserve Officer Training Corps (AFJROTC) mission of developing citizens of character. This chapter outlines requirements for enrollment, active participation, and retention, including academic performance, conduct, uniform standards, and community service. It provides clear expectations for cadets to maintain good standing, pursue recognition such as the Cadet Achievement Letter (CAL), EAGLE Award, and DIAMOND Stick, and contribute to unit cohesion and leadership development. By adhering to these standards, cadets uphold the AFJROTC Code of Ethics and prepare for success in the program and beyond.

Air Force JROTC Eligibility Requirements

To participate in the Air Force Junior Reserve Officer Training Corps program, students must meet the following criteria:

- **Enrollment:** Be enrolled in and actively attending a regular course of instruction at Parkwood High School, typically in grades 8 through 12.
- **Citizenship:** Be a U.S. citizen, U.S. national, or a legal permanent resident of the United States.
- **Physical Participation:** Be medically cleared to participate in physical education or JROTC physical training activities, as determined by school health policies. Students with disabilities may participate with approval from the school principal or designated representative, provided reasonable accommodations can be made.
- **Academic and Behavioral Standards:** Maintain satisfactory academic progress and demonstrate a commitment to uphold the AFJROTC Code of Ethics, including respect, integrity, and responsibility.
- **Selection:** Be selected by the Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI), with approval from the school principal or their designated representative, based on the student's interest, character, and potential to contribute to the Corps.

THERE IS NO MILITARY SERVICE OBLIGATION FOR AFJROTC ENROLLMENT

Air Force JROTC Reserve Cadet Participation

Reserve Cadet status allows students who have completed at least one semester of Air Force JROTC to remain active in the NC-20067 Corps despite scheduling conflicts that prevent enrollment in regular JROTC classes. Reserve Cadets do not earn academic or program credit but may participate in Corps activities (e.g., drill team, color guard, military ball, dining-in, community service) and hold staff leadership positions if approved by the SASI. To maintain Reserve Cadet status, students must meet the following requirements:

- **Uniform Standards:** Wear the AFJROTC uniform properly, in accordance with the "Uniform Standards & Grooming" guidelines, at least once per week on designated uniform days, unless

excused by the Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI).

- **Active Participation:** Engage in at least one Corps activity per quarter (e.g., drill team, community service, or unit events), demonstrating commitment to the Corps' mission and goals.
- **Uphold Program Values:** Adhere to the AFJROTC Code of Ethics, maintaining integrity, respect, and responsibility in all actions, consistent with active cadets.
- **Communication:** Notify the SASI or ASI of scheduling or other challenges that may affect participation, ensuring ongoing engagement with the Corps.

Retention in the AFJROTC Program

Retention Philosophy

Retention in AFJROTC is based on a cadet's commitment to the AFJROTC Code of Ethics and program standards, emphasizing academic progress, military behavior, active participation, and community service. Cadets who meet these standards contribute to unit cohesion and personal growth. Those who consistently fail to meet expectations may face removal to maintain the program's integrity and focus on leadership development. The process prioritizes support, improvement, and clear communication, with opportunities for cadets to address deficiencies before removal is considered.

Non-Retention Considerations

Cadets may be considered for removal from the AFJROTC program if they fail to meet the standards in the following ways:

- **Academic Deficiencies:**
 - Two or more six-week class failures in a semester without an approved waiver.
 - Failure to pass an AFJROTC course in the prior semester.
 - AFJROTC course grade below 75% (C) for two consecutive six-week periods.
- **Disciplinary Issues:**
 - One out-of-school suspension or expulsion.
 - Three or more documented disciplinary referrals or two major disciplinary actions in a semester.
 - Behaviors that significantly discredit the Corps (e.g., repeated disrespect, actions contrary to Core Values).
- **Uniform and Appearance Failures:**
 - Three or more unexcused missed uniform days in a semester.
 - Four or more documented uniform or grooming violations in a semester without documented financial or medical justification.
- **Lack of Engagement:**
 - Unexcused absences exceeding 10% of AFJROTC classes or mandatory events.
 - Consistent failure to participate in extracurricular activities or unit events without SASI/ASI approval.
 - Demonstrated lack of effort or disregard for program expectations (e.g., apathy during training or activities).
- **Community Service Shortfall:**
 - Failure to complete 5 hours of community service per semester.
- **Other Just Cause:**

- Actions deemed contrary to the program's goals of Patriotism & Service, Leadership & Teamwork, Integrity & Honor, or Discipline & Growth, as determined by the SASI/ASI and principal (e.g., academic dishonesty, unsafe behavior during activities).
- **Voluntary Withdrawal:**
 - Cadet requests withdrawal from the program, subject to SASI and principal approval.

Retention Evaluation and Intervention Process

The following progressive intervention process ensures cadets receive support to meet standards before removal is considered. All steps are documented by instructors:

- **Initial Conference:**
 - The SASI or ASI meets with the cadet to discuss specific deficiencies (e.g., missed uniforms, low engagement), set measurable improvement goals, and outline consequences.
 - A written summary (e.g., Letter of Counseling) is provided to the cadet.
- **Parental/Guardian Contact:**
 - Instructors contact parents/guardians to discuss concerns and collaborate on solutions to support the cadet's improvement.
- **Counselor/Administrator Involvement:**
 - School counselors or administrators are engaged to provide additional support (e.g., academic tutoring, behavior plans) tailored to the cadet's needs.
 - **Improvement Plan and Probation:**
 - Cadets failing to improve within two weeks of the initial conference are placed on a 3-week improvement plan, developed by the SASI/ASI and cadet leadership (e.g., Corps Commander or Senior Enlisted Advisor).
 - The plan includes specific goals (e.g., completing missed service hours, achieving 80% drill accuracy) and weekly check-ins with instructors.
 - Cadets on the plan are placed on probation, with clear expectations for retention.
 - **Decision:**
 - **Retention:** Cadets meeting standards or showing significant improvement are retained.
 - **Probation Extension:** Cadets with minor deficiencies may remain on probation for the next semester with a new improvement plan.
 - **Recommendation for Removal:** Cadets with persistent or severe deficiencies (e.g., multiple suspensions, no effort to improve) are recommended for removal to the principal, who approves schedule changes. Removed cadets receive no course credit for the semester.
 - **Notification:**
 - Cadets and parents/guardians are notified in writing of probation, removal recommendations, and final decisions.

Reenrollment Policy

Cadets removed for uniform, conduct, engagement, or academic violations may be ineligible for future AFJROTC enrollment unless approved for reenrollment. To request reenrollment:

- Cadets must wait one semester after removal.
- Submit a written request to the SASI, including:
 - A 200-word statement explaining how they have addressed prior deficiencies (e.g., improved grades, behavior, or community involvement).

- Evidence of improvement (e.g., report card, letters of recommendation, service hours log).
- Meet with the SASI and/or ASI to discuss readiness to return.
- Reenrollment is subject to SASI approval, based on demonstrated academic progress, improved behavior, or resolution of prior issues (e.g., financial barriers addressed).
- Reenrolled cadets start at their last permanent rank or C/AB, at SASI discretion, and may be placed on probation for one semester.

Appeals Process

- Cadets recommended for removal may appeal within 5 school days by submitting a written statement to the SASI, including evidence of extenuating circumstances (e.g., medical or family issues) or overlooked improvements.
- The SASI, in consultation with the ASI and principal, reviews the appeal and makes a final decision, which may extend probation, overturn removal, or uphold the recommendation.

Additional Policies

- **SASI/ASI Discretion:** The SASI may waive academic, disciplinary, or uniform deficiencies with a documented letter of justification (e.g., for financial, medical, or family circumstances).
- **Demotion:** Cadets failing to meet retention standards may face demotion (e.g., from C/SrA to C/A1C) before removal, as outlined in the promotion chapters.
- **Incentives for Retention:** Cadets in good standing receive priority for leadership roles, competition teams, and scholarship recommendations.
- **Documentation:** All intervention steps, probation plans, and removal decisions are documented in the cadet's portfolio and unit records.

Chapter 3: Chain of Command

The Chain of Command chapter establishes the organizational structure and communication protocols for the NC-20067 AFJROTC unit, ensuring efficient operations, clear lines of authority, and adherence to AFJROTC standards of leadership, discipline, and professionalism. This chapter outlines the unit's chain of command, emphasizes its importance in fostering accountability and unit cohesion, and provides guidance on its proper use for cadet business and exceptions for urgent matters.

Chain of Command Structure

NC-20067 operates under a structured chain of command to facilitate communication, decision-making, and mission accomplishment. The chain defines roles, responsibilities, and reporting relationships for all cadets and instructors, ensuring orderly and professional operations.

Unit Chain of Command

1. **Senior Aerospace Science Instructor (SASI):** The SASI is the senior authority, overseeing all unit operations, policies, and disciplinary actions, reporting to Air Force and school leadership.
2. **Aerospace Science Instructor (ASI):** The ASI supports the SASI, managing instructional programs, cadet activities, and unit administration.
3. **Group Commander:** The senior cadet leader, responsible for overall unit leadership, coordination with instructors, and execution of the Cadet Guide.
4. **Top Four Staff:** Senior cadet advisors who assist the Group Commander, overseeing cadet discipline, flight-level activities, Leadership Development Requirements (LDRs), and coordination with squadron and section commanders to ensure operational efficiency.
5. **Squadron Commanders:** Lead individual squadrons, coordinating activities and ensuring mission alignment within their respective squadrons.
6. **First Sergeant:** Mentors enlisted cadets, enforces standards (e.g., uniform, drill, conduct), and supports the progressive intervention process for retention.
7. **Flight Commanders:** Lead individual flights, supervising cadets and ensuring compliance with unit standards and training requirements.
8. **Flight Sergeants:** Support Flight Commanders, focusing on discipline, attendance, and cadet mentorship within flights.
9. **Section Commanders:** Lead specific sections (e.g., Public Affairs, Recruiting, Logistics, Personnel), managing subsection cadets and tasks.
10. **Cadets:** Follow the chain of command, reporting to their Flight Sergeant or Flight Commander for guidance and task execution.

Lines of Authority and Communication

The Chain of Command defines lines of authority and communication. Cadets shall use the chain for all cadet business, including:

- Questions on uniforms, customs and courtesies, or drill.
- Inquiries about cadet promotions, awards, or extracurricular activities.
- Clarifications on class rules, procedures, or other unit operations.

Cadets shall initiate communication at the lowest appropriate level (e.g., Flight Sergeant or Flight Commander) and escalate through the chain (e.g., to Section Commander, Director of Operations) only as necessary. This ensures efficient resolution and respects the authority of each level.

Effective Communication

Effective communication is essential for building professional relationships and leading successfully. Cadets must communicate clearly, respectfully, and purposefully to foster unit cohesion and uphold the AFJROTC mission of developing citizens of character. This section provides guidance to ensure all interactions, whether written, spoken, or visual, reflect professionalism and support unit goals.

FOCUS Principles

To communicate effectively, cadets should follow the **FOCUS Principles**:

- **Focused:** Address only the main issue or task, avoiding unrelated topics.
- **Organized:** Present ideas in a clear, logical order.
- **Clear:** Use simple, precise words to ensure your message is easily understood.
- **Understanding:** Consider your audience's perspective, needs, and expectations.
- **Supported:** Back up your points with facts, examples, or logical reasoning.

Analyzing Purpose and Audience

Before communicating, ask these questions to tailor your message:

- What is the purpose? Are you informing, persuading, or requesting action?
- What is your key message in one sentence (your “elevator speech”)?
- What format are you using (e.g., email, briefing, report)? How much preparation time do you have?
- When and where will your audience receive your message (e.g., avoid lengthy emails late on Fridays)?
- Who is your audience (e.g., SASI, peers, subordinates)? How formal should your tone be?
- What is their background (e.g., education, experience)? Do they need explanations of terms or concepts?
- How does your audience view you? Are you trusted or unknown?
- Are they motivated to receive your message? Do you need to coordinate with others?
- Are you making promises the unit must keep?

Tips for Professional Communication

- **Respect Rank, Stay Candid:** Respect the chain of command (e.g., Flight Sergeants, Flight Commanders, SASI) while communicating openly and respectfully. Treat all cadets and instructors as equals in conversation, regardless of rank, to build trust and collaboration.
- **Use Appropriate Language:** Avoid overuse of JROTC or military terms (e.g., acronyms like “LDR” or “SASI”) when addressing those unfamiliar with them. Explain terms clearly to ensure understanding without talking down to your audience.
- **Be Inclusive:** Reflect the diversity of our unit in all communications, such as presentations or newsletters. Avoid references to race, religion, ethnicity, or gender that could exclude others. Use humor carefully, ensuring it is respectful and appropriate for all.

- **Set the Right Tone:** Choose words that convey respect and clarity, especially in emails where tone can be misread. Avoid negative words (e.g., “failure,” “impossible”) and use positive, constructive language (e.g., “recommend qualified cadets” instead of “do not recommend unqualified cadets”).
- **Be Polite:** Always use courteous language (e.g., “please,” “thank you”). Avoid anger, sarcasm, or criticism that could embarrass others. Tactful communication reflects strength and professionalism.
- **Make it Personal, but Audience-Focused:** Use pronouns like “you” and “we” to engage your audience and show concern. Limit “I” or “me” to avoid sounding self-centered, especially at the start of sentences.
- **Choose the Right Formality:** Use an informal, conversational tone for most unit communications (e.g., emails to peers), but maintain proper grammar. Use formal language for ceremonies, awards, or official reports to the SASI.
- **Stay Positive:** Highlight strengths, offer constructive suggestions, and frame criticism as helpful questions or recommendations. When delivering bad news, start with a neutral statement, provide clear reasons, and end with positive alternatives or encouragement.

Importance of Following the Chain of Command

Adhering to the chain of command is critical to maintaining unit discipline, operational efficiency, and leadership development. The chain ensures:

- **Clear Communication:** Issues and questions are addressed systematically, preventing confusion and ensuring accurate information flow.
- **Accountability:** Each level of leadership is responsible for their subordinates, fostering trust and responsibility.
- **Leadership Development:** Cadets learn to navigate authority, resolve issues professionally, and develop decision-making skills.
- **Unit Cohesion:** Consistent use of the chain prevents favoritism, maintains impartiality, and strengthens team unity.
- **Mission Success:** Structured communication ensures tasks are delegated effectively, supporting the unit’s goals and AFJROTC’s mission.

Failure to follow the chain of command undermines unit discipline and may result in disciplinary action, as outlined in the Discipline and Accountability chapter, ranging from Verbal Counseling to a Letter of Reprimand.

Exceptions to the Chain of Command

For specific matters requiring immediate attention, cadets shall bypass the chain of command and report directly to the SASI or ASI:

- **Personal Matters:** Issues of a personal nature (e.g., health concerns, family issues) that require instructor intervention or confidentiality.
- **Inappropriate Conduct:** Any observed or experienced misconduct, such as hazing, physical discipline, fraternization, or other serious violations, by any cadet or participant, per AFJROTC Instruction 36-2010.
- **Academic Questions:** Concerns related to academic performance, course requirements, or school policies that fall outside cadet business.

Cadets shall address these matters promptly to ensure swift resolution and maintain a safe, professional environment. Reports of inappropriate conduct will trigger immediate investigation, potentially involving a Cadet Action Board (CAB), as outlined in the Discipline and Accountability chapter.

Chapter 4: Roles & Responsibilities

Group Commander will:

- (1) Establish clear expectations for cadet appearance, discipline, and conduct, consistent with the “Uniform Standards & Grooming” and “Cadet Conduct & Protocols” guidelines, and enforce them through training, mentorship, and example.
- (2) Develop and pursue annual goals to achieve the Distinguished Unit Award (DUA), promoting Strong Citizenship and Achievement and Growth through community service, academic excellence, and Corps activities.
- (3) Supervise cadet senior staff and commanders, fostering teamwork and inclusivity. Conduct weekly meetings (in-person or virtual) to coordinate efforts, provide guidance, and ensure alignment with program objectives.
- (4) Actively participate in key cadet events (e.g., drill competitions, community service, military ball) to promote morale, recognize achievements, and model Leadership Excellence.
- (5) Plan and lead semi-annual Commander’s Calls to celebrate cadet awards, promotions, and contributions, as outlined in “Air Force JROTC Honors & Recognitions.”
- (6) Maintain open communication with the Senior Aerospace Science Instructor (SASI) and Aerospace Science Instructor (ASI), seek cadet feedback, and foster an inclusive environment that upholds the Code of Ethics’ values of respect and diversity.

Director of Operations will:

- (1) Serves as a senior cadet leader in the NC-20067 Air Force JROTC Corps, overseeing the Operations and Operations Support Squadrons and supporting the Group Commander to advance the unit’s goals.
- (2) Assume Group Commander responsibilities in their absence, ensuring continuity of leadership, standards, and operations, consistent with “Cadet Conduct & Protocols” and Integrity & Honor.
- (3) Supervise the Operations and Operations Support Squadrons, coordinating section activities to maintain discipline and achieve unit objectives, fostering Leadership & Teamwork.
- (4) Monitor and drive progress toward Distinguished Unit Award (DUA) goals, emphasizing Patriotism & Service through community service and unit excellence, and report updates to the Group Commander.
- (5) Serve as the primary project officer for the JROTC Cadet Guide, coordinating updates and ensuring alignment with program standards, as outlined in “Program Participation and Standards,” to promote Discipline & Growth.
- (6) Mentor section leaders, foster an inclusive environment within squadrons, and seek cadet feedback to enhance teamwork and uphold the Code of Ethics’ values of respect and diversity.

Director of Flight Operations will:

- (1) Serves as a senior cadet leader in the NC-20067 Air Force JROTC Corps, overseeing the Gladiator and Spartan Squadrons and the Mission Support Squadron.
- (2) Collaborate with the Group Commander to plan and execute flight operations (e.g., drill, training) and Mission Support Squadron programs.
- (3) Lead the Gladiator, Spartan, and Mission Support Squadrons, mentoring flight and squadron commanders to foster Leadership & Teamwork.
- (4) Partner with the Mission Support Squadron Commander to plan and implement semester-long LDR programs
- (5) Ensure flight commanders encourage weekly engagement in academics, physical fitness, drill, and community service.
- (6) Cultivate an inclusive environment within flights and squadrons, seek cadet feedback to improve operations, and uphold the Code of Ethics’ values of respect and diversity.

Group Command Chief will:

- (1) Advise the Group Commander on cadet morale, engagement, and development needs, ensuring cadet perspectives shape unit policies and activities.

- (2) Establish and enforce cadet standards for conduct and appearance, per “Cadet Conduct & Protocols” and “Uniform Standards & Grooming,” while mentoring cadets to uphold Integrity & Honor.
- (3) Promote cadet well-being (e.g., mental health, fitness) and morale through initiatives like team-building or recognition events.
- (4) Maintain open channels between cadets and leadership, using feedback mechanisms like surveys to ensure inclusivity and support Leadership & Teamwork.
- (5) Mentor flight and squadron leaders, supporting their growth in leadership roles.
- (6) Oversee cadet readiness for activities like drill, community service, or LDRs.

Operations Squadron Commander will:

- (1) Supervise the Physical Fitness, Community Service, Events, Site Management and Flag Operations.
- (2) Enforce and carry out the Group Commander’s expectations, policies, and procedures within OPS.
- (3) Develop and achieve squadron DUA and annual goals.
- (4) Prepare a master operations plan and calendar and provide it to section commanders.
- (5) Plan and coordinate extracurricular and co-curricular activities.

Operations Support Squadron Commander will:

- (1) Supervise Recruiting, Logistics, Personnel, Information Systems, and Public Affairs sections.
- (2) Enforce and carry out the Group Commander’s expectations, policies, and procedures within OSS.
- (3) Prepare a master operations plan and calendar and provide it to section commanders.
- (4) Develop and achieve squadron DUA and annual goals.
- (5) Provide operations support services to plan and implement corps activities.
- (6) Ensure that personnel policies and training goals are accomplished.

Mission Support Squadron Commander will:

- (1) Supervise the Leadership Development Requirement (LDR) Commanders.
- (2) Enforce and carry out the Group Commander’s expectations, policies, and procedures within MSS.
- (3) Develop an LDR activities calendar for the appropriate semester and provide it to DFO.
- (4) Establish expectations and guidelines for each LDR Commander to follow and implement within their section.
- (5) At a minimum, attend one monthly practice for each active LDR.

Spartan/Gladiator Squadron Commanders will:

- (1) Provide direct oversight of assigned Flight Commanders, conducting regular check-ins to ensure compliance with unit standards, training objectives,
- (2) Oversee the behavior, conduct, and military bearing of all flight cadets within the squadron, addressing minor infractions.
- (3) Ensure timely and accurate communication of unit policies, event details, and training requirements to all flight cadets, coordinating with Flight Commanders to maintain consistency.
- (4) Encourage and track cadet involvement in corps activities (e.g., drill competitions, community service, Leadership Development Requirements), working with the Recognition and Advancement Officer to recognize outstanding participation.
- (5) Develop and deliver drill and ceremonies training plans to Flight Commanders, ensuring proficiency in military drill, customs, and courtesies, and coordinating with the Director of Flight Operations for unit-wide consistency.

Standardization & Evaluation Commander will:

- (1) Create detailed checklists for each section (e.g., Events, Public Affairs, Health and Wellness, etc.) and flight, covering responsibilities such as uniform inspections, drill execution, community service tracking, and academic monitoring.
- (2) Perform monthly audits of section and flight records to verify adherence to checklists, such as completed uniform inspections, verified community service hours, and academic progress reports.
- (3) Develop a standardized intervention checklist for section/flight commanders to address cadet deficiencies (e.g., missed uniforms, low engagement)
- (4) Review and revise checklists annually or as needed to reflect changes in unit goals, Cadet Guide updates, or SASI/ASI guidance, ensuring sustainability across academic years.
- (5) Create a checklist-based recognition system to identify sections or flights exceeding standards (e.g., 100% uniform compliance, all cadets meeting service hours), recommending awards or ribbons to the SASI.
- (6) Organize and oversee weekly uniform inspections, ensuring cadets meet “Uniform Standards & Grooming” guidelines (e.g., ≤3 minor violations per wear).
- (7) Provide templates and examples to guide commanders in documenting compliance and addressing deficiencies sustainably.

Judge Advocate General’s Corps Commander will:

- (1) Conduct thorough investigations into alleged misconduct or behavior by corps personnel, gathering evidence, interviewing witnesses, and documenting findings
- (2) Provide recommendations to the Group Command Chief and Group Commander on administrative actions, including disciplinary proceedings (e.g., Verbal Counseling, Letters of Counseling, Admonishment, or Reprimand) and potential consequences (e.g., rank reduction, program removal), ensuring alignment with AFJROTC policies.
- (3) Offer planning, advice, and analysis to support the Group Commander’s decision-making process and the conduct of unit operations, including guidance on disciplinary policies, Cadet Action Boards (CABs), and conflict resolution.
- (4) Support Squadron Commanders and other leaders in preparing disciplinary paperwork (e.g., LOC, LOA, LOR), ensuring proper format, accurate verbiage, and compliance with AFJROTC Instruction 36-2010 before submission to the SASI/ASI.
- (5) Organize CABs for disciplinary actions involving a Letter of Admonishment (LOA) or higher, ensuring a minimum of two Top Four members and one instructor are present, reviewing evidence, and submitting recommendations to the SASI for final approval.

First Sergeant (Shirt) will:

- (1) Advise the Group Commander and Top Four on cadet morale, welfare, and readiness, ensuring cadet perspectives inform leadership decisions,
- (2) Advocate for cadet well-being (e.g., mental health, fitness) and organize activities to boost morale.
- (3) Enforce cadet standards for conduct and uniforms, per “Cadet Conduct & Protocols” and “Uniform Standards & Grooming.
- (4) Ensure cadets are prepared for JROTC activities (e.g., drill, community service, LDRs).
- (5) Address cadet conflicts, minor disciplinary issues, and administrative needs.
- (6) Facilitate communication between cadets and the Group Command Chief/Group Commander, ensuring clear information flow.

Flight Commanders (FLT/CC) will:

- (1) Mentor flight members in leadership and JROTC skills.
- (2) Enforce uniform and conduct standards.
- (3) Organize flight activities like drill or community service.
- (4) Support cadet well-being and inclusivity.
- (5) Report flight progress to senior cadet leaders.

Flight Sergeant (FLT/SG) will:

- (1) Oversee flight logistics (e.g., uniforms, event supplies).
- (2) Support the Flight Commander in upholding uniform and conduct standards.
- (3) Ensure flight readiness for activities like drill or community service.
- (4) Support cadet well-being and inclusivity.
- (5) Maintain rosters and report flight status.

Flight Guide (FLT/GO) will:

- (1) Assists the Flight Sergeant in accomplishing flight responsibilities.
- (2) Assumes the Flight Sergeant's duties in their absence.
- (3) Performing as Guidon Bearer during drill & ceremonies.

Element Leader ("X" FLT/E1-E2-E3) will:

- (1) Uphold conduct, appearance, and performance standards, conducting checks or inspections.
- (2) Organize and execute team activities, ensuring mission alignment.
- (3) Guide junior personnel in skills and leadership, fostering development.
- (4) Support team well-being and foster a positive environment.
- (5) Provide updates on team performance and issues, ensuring accountability.

Reserve Flight Commander will:

- (1) Monitor reserve personnel's adherence to conduct, uniform, and performance standards.
- (2) Disseminate corps information to reserve cadets.
- (3) Encourage reserve cadet involvement in corps activities.
- (4) Mentor reserve cadets to stay engaged.
- (5) Support reserve cadet well-being and readiness.
- (6) Report reserve cadet status to senior leaders.

OPERATIONS SQUADRON SECTIONS:**Events Commander will:**

- (1) Lead the development and execution of corps events (e.g., military ball, awards ceremonies, community service projects), coordinating Finance, Morale Coordinator, Fundraising, and Community Service.
- (2) Supervise the Finance Coordinator to develop event budgets, track expenditures, and ensure fiscal responsibility, maintaining accurate records.
- (3) Supervise the Fundraising Coordinator to plan and execute campaigns (e.g., car washes, bake sales) to support corps events.
- (4) Supervise the Morale Coordinator to organize team-building and morale-boosting activities (e.g., cadet socials, fitness challenges).
- (5) Supervise the Community Service Coordinator to coordinate service projects (e.g., veteran support, local cleanups).
- (6) Mentor subsection leaders, foster an inclusive event environment, and report event progress to the Operations Squadron Commander.

Subsections:***Finance Coordinator will:***

- (1) Develop event budgets in coordination with the Events Commander.
- (2) Track and record all event-related expenses, maintaining accurate financial logs.
- (3) Ensure funds are used ethically.
- (4) Report financial status to the Events Commander.

Morale Coordinator will:

- (1) Organize team-building events (e.g., cadet socials, fitness challenges).
- (2) Promote cadet well-being through activities like mental health awareness sessions or fitness events.
- (3) Ensure events are inclusive.
- (4) Gather cadet feedback on morale activities to improve future events.

Fundraising Coordinator will:

- (1) Plan and execute fundraising activities (e.g., car washes, bake sales, sponsorship drives) to fund events.
- (2) Coordinate with the Finance subsection to track and allocate funds transparently.
- (3) Engage cadets in fundraising to foster Patriotism & Service through collective effort.
- (4) Report fundraising outcomes to the Events Commander.

Community Service Coordinator will:

- (1) Plan service projects (e.g., veteran support, park cleanups, charity drives).
- (2) Coordinate logistics (e.g., transportation, permissions) with the Finance and Fundraising subsections.
- (3) Encourage reserve and active cadet participation.
- (4) Document and report service hours and impact to the Events Commander

Flag Operations Commander will:

- (1) Lead the planning and execution of flag ceremonies
- (2) Supervise the Flag Maintenance Specialist to ensure flags and equipment are properly maintained, stored, and inspected.
- (3) Direct the Protocol and Training Officer to develop and implement flag handling and ceremonial training for cadets.
- (4) Collaborate with the Operations Squadron Commander and Events Commander to integrate flag operations into unit events (e.g., military ball, community service).
- (5) Report flag operations status (e.g., ceremony outcomes, training progress) to the Operations Squadron Commander.

Subsections:

Flag Detail Coordinator will:

- (1) Assists in planning and executing flag ceremonies (e.g., color guard, flag presentations).
- (2) Ensures cadets are prepared for performances.
- (3) Coordinates logistics (e.g., schedules, venues) with the Events Commander.

Flag Maintenance Specialist will:

- (1) Inspects, cleans, and stores flags and equipment (e.g., poles, stands).
- (2) Maintains an inventory of flag-related gear, ensuring readiness.

- (3) Reports maintenance issues to the Flag Operations Commander.

Protocol & Training Manager will:

- (1) Develops training materials and sessions on flag handling and ceremonial protocols.
- (2) Conducts regular training for flag team cadets,
- (3) Ensures protocols align with Air Force and JROTC standards.

Physical Training Commander will:

- (1) Lead the development and execution of fitness programs encouraging the PT Coordinator to implement individualized and team-based activities
- (2) Oversee the Health and Safety coordinator to enforce safety protocols during PT activities, ensuring cadet well-being.
- (3) Supervise the PT Logistics Coordinator to coordinate schedules, equipment, and facilities for PT events, ensuring efficient operations.
- (4) Encourage inclusive participation in PT activities (e.g., team sports, fitness challenges), working with the PT Coordinator to engage all cadets.
- (5) Input PT test scores in WINGS, verify accuracy, and publicize cadet fitness accomplishments

Subsections:

Health & Safety:

- (1) Ensures safe execution of PT activities, prioritizing cadet well-being.
- (2) Develop and enforce safety protocols for PT sessions (e.g., hydration, injury prevention).
- (3) Monitor PT activities for compliance with safety standards
- (4) Train cadets on safety procedures and respond to minor incidents.
- (5) Report safety concerns to the PT Commander and SASI/ASI.

PT Logistics:

- (1) Manages resources and schedules for PT activities to ensure smooth operations.
- (2) Coordinate PT schedules, venues (e.g., gym, field), and equipment (e.g., cones, mats).
- (3) Maintain inventory of PT gear and ensure availability.
- (4) Collaborate with the Events Commander for shared resources.
- (5) Report logistical issues to the PT Commander.

PT Coordinator:

- (1) Designs and leads fitness activities to engage cadets and meet program goals.
- (2) Develop individualized and team-based PT plans (e.g., fitness challenges, sports).
- (3) Lead PT sessions, ensuring inclusivity and engagement.
- (4) Promote participation through motivational activities and goals.
- (5) Collect feedback on PT programs to improve engagement.

Site Management Commander will:

- (1) Oversee the organization and cleanliness of the JROTC classroom and cadet room, to ensure a professional environment.
- (2) Supervise the Supply and Resource Manager to maintain inventory and distribute materials (e.g., uniforms, training aids) for JROTC activities.

- (3) Direct the Safety and Compliance NCO to uphold classroom rules and safety protocols, conducting weekly inspections.
- (4) Develop and implement a daily cleaning schedule for the classroom and cadet room, ensuring completion after the last block each school day.
- (5) Mentor subsection leaders and promote an environment for all cadets involved in site management tasks.
- (6) Document facility status and issues, reporting to the Operations Squadron Commander.

Subsections:

Supply & Resource Manager will:

- (1) Manage inventory and distribution of JROTC materials to support program activities.
- (2) Maintain an accurate inventory of supplies (e.g., uniforms, training materials).
- (3) Coordinate distribution of resources for activities like drill or events.
- (4) Report shortages or issues to the Site Management Commander.
- (5) Collaborate with the Events Commander for shared resources.

Maintenance NCO will:

- (1) Ensure the JROTC classroom and cadet room are clean, organized, and functional.
- (2) Conduct daily checks to ensure cleanliness and organization
- (3) Assign and supervise cadet cleaning tasks after the last block.
- (4) Report maintenance needs (e.g., repairs) to the Site Management Commander and SASI/ASI.
- (5) Maintain storage areas for equipment and materials.

Safety & Compliance NCO will:

- (1) Enforce classroom rules and safety protocols to protect cadets and maintain order.
- (2) Conduct weekly safety inspections of the classroom and cadet room.
- (3) Ensure compliance with JROTC rules (e.g., behavior, equipment use).
- (4) Train cadets on safety procedures for facility use.
- (5) Report safety violations or hazards to the Site Management Commander and SASI/ASI.

OPERATIONS SUPPORT SQUADRON SECTIONS:

Public Affairs Commander will:

- (1) Lead and mentor Public Affairs staff, assigning tasks and ensuring completion per unit standards.
- (2) Coordinate Public Affairs staff to cover major cadet activities and events (e.g., ceremonies, drill competitions, community service) for photography, videography, or publicity.
- (3) Archive historical data for future reference, coordinating with the Personnel Section for cadet records integration.
- (4) Collect, organize, and upload high-quality photos from every major event to the designated Google Tree folder within 72 hours post-event.
- (5) Design and update the Building 700 bulletin board at least once per semester to promote upcoming events, highlight unit achievements, and reflect AFJROTC values.

Subsections:

Social Media Director will:

- (1) Create engaging, AFJROTC-approved social media posts (e.g., Instagram, school platforms) to promote events, share unit achievements, and highlight cadet activities, posting at least twice weekly.

- (2) Coordinate real-time social media coverage for major events (e.g., ceremonies, drill meets), posting updates or photos during or within 24 hours of the event.
- (3) Track post performance (e.g., likes, comments) and respond to inquiries within 24 hours, maintaining a professional tone per school and AFJROTC guidelines.
- (4) Maintain a monthly content calendar, submitted to the Public Affairs Commander 5 days before each month, outlining planned posts and event promotions.

Bulletin Board Coordinator will:

- (1) Create and update the Building 700 JROTC bulletin board at least once per semester to promote events, highlight achievements, and reflect AFJROTC values, using approved fonts, colors, and logos.
- (2) Ensure bulletin boards are visually engaging, organized, and compliant with school and AFJROTC guidelines, incorporating cadet feedback for improvements.
- (3) Post event-specific materials (e.g., posters, schedules) on the bulletin board at least 10 days prior to events to maximize attendance and awareness.
- (4) Conduct biweekly checks to ensure the bulletin board remains neat, relevant, and undamaged, reporting issues to the Public Affairs Commander.

Publications Coordinator will:

- (1) Design event-specific flyers using AFJROTC-approved templates, ensuring accuracy and distribution (physical or digital) at least 10 days before events.
- (2) Produce a semesterly newsletter highlighting unit activities, cadet achievements, and upcoming events, submitting drafts to the Public Affairs Commander 14 days before publication.
- (3) Collect content (e.g., articles, photos) from cadets and sections, ensuring all submissions are accurate and meet privacy standards.
- (4) Coordinate distribution of flyers and newsletters to cadets, school staff, and approved community partners, tracking reach and feedback.

Recruiting Commander will:

- (1) Lead the unit's efforts to attract new cadets, promote the program's values, and support retention.
- (2) Establish annual recruiting objectives to increase cadet enrollment by 10% and retention by 15%.
- (3) Oversee production of a two-minute recruiting video each semester (due 15 October and 15 March), using current photos/videos of cadet activities, adhering to SASI-provided technical and content guidelines.
- (4) Manage inventory of supplies (e.g., presentation materials, promotional items) for recruiting and awareness activities.
- (5) Partner with the Public Affairs Commander to align recruiting efforts with promotional materials (e.g., flyers, social media posts, videos).
- (6) Conduct weekly meetings with subsection leaders to review progress, provide training on recruiting strategies, and ensure compliance with AFJROTC standards.

Subsections:

Retention Officer will:

- (1) Organize at least one team-building activity per quarter (e.g., leadership workshops, cadet socials) to enhance morale and encourage continued participation.
- (2) Conduct biweekly check-ins with flight commanders to identify at-risk cadets and address concerns, reporting findings to the Recruiting Commander.
- (3) Assist cadets in completing Leadership Development Requirements (LDRs) by providing guidance and tracking progress, coordinating with the Director of Flight Operations.
- (4) Recommend cadets for awards or recognition based on participation and leadership, submitting nominations to the Personnel Section monthly.

Outreach Specialist will:

- (1) Secure at least one community partnership per semester (e.g., veterans' groups, local charities) for recruiting-focused events
- (2) Organize one recruiting-focused community service event per quarter, submitting proposals to the Recruiting Commander 14 days prior.
- (3) Coordinate with the Public Affairs Section (Social Media, Publications Team) to publicize community events, ensuring materials are distributed 10 days prior.
- (4) Gather feedback from community partners post-event, submitting reports to the Recruiting Commander within 72 hours.

Recruitment Coordinator will:

- (1) Organize at least two recruiting events per semester (e.g., open houses, school fairs), submitting plans to the Recruiting Commander 14 days prior.
- (2) Select and train cadets for recruiting presentations, ensuring professionalism and alignment with AFJROTC values.
- (3) Monitor recruiting outcomes (e.g., inquiries, enrollments), submitting biweekly reports to the Recruiting Commander and Personnel Section.
- (4) Provide event details and media needs to the Public Affairs Section (e.g., Publications Team, Social Media) 10 days prior to recruiting activities.

Logistics Commander will:

- (1) Oversee the management of unit resources, including uniforms, rifles, and supplies, to support NC-20067 AFJROTC operations.
- (2) SLead and mentor Logistics staff, assigning tasks and ensuring compliance with AFJROTC standards for resource management.
- (3) Conduct daily inspections of the Logistics Room using a standardized checklist to identify unauthorized devices, safety hazards, or unsecured items.
- (4) Manage an electronic inventory tracking system for each cadet's issued items (e.g., uniforms, equipment), ensuring accuracy and updates within 72 hours of changes.
- (5) Develop and propose supply management policies (e.g., uniform issuance, return procedures) to enhance efficiency.
- (6) Recommend and post cadet supply operations hours for uniform support, ensuring accessibility for all cadets, with approval from the ASI by the first week of each semester.
- (7) Assign a qualified Logistics staff member as the Rifle Specialist to inspect, clean, and maintain all unit rifles per AFJROTC standards.

Subsections:

Rifle Specialist will:

- (1) Conduct weekly inspections of all unit rifles to ensure they are clean, functional, and meet AFJROTC safety standards, documenting findings in a log.
- (2) Perform or oversee cleaning and maintenance of rifles after each use or monthly, using approved procedures to prevent damage.
- (3) Provide training to drill team and flag detail cadets on safe rifle handling and storage within 30 days of assignment or event.
- (4) Submit rifle maintenance or replacement requests to the Logistics Commander and Aerospace Science Instructor (ASI) within 24 hours of identifying issues.

Equipment Specialist will:

- (1) Maintain an accurate inventory of non-uniform equipment (e.g., training aids, flags, event supplies), updating records within 72 hours of changes.
- (2) Conduct biweekly inspections of equipment for functionality and safety, reporting issues to the Logistics Commander within 24 hours.
- (3) Coordinate equipment setup and return for events (e.g., ceremonies, drill competitions), ensuring availability 1 hour before event start.
- (4) Propose equipment acquisitions or repairs to the Logistics Commander, submitting requests to the ASI by 15 September annually.

Uniform Management will:

- (1) Issue uniforms to cadets, ensuring proper fit and recording assignments in the electronic inventory within 48 hours.
- (2) Perform monthly uniform inspections to verify condition and cleanliness, coordinating with flight commanders to address issues.
- (3) Collect and inspect returned uniforms at semester's end or upon cadet departure, updating inventory and reporting damage to the Logistics Commander.
- (4) Staff cadet supply operations hours for uniform fittings and exchanges, ensuring accessibility per posted schedule.

Asset Management Team will:

- (1) Update the unit's electronic inventory for all resources (e.g., uniforms, rifles, equipment) within 72 hours of changes, ensuring accuracy.
- (2) Perform quarterly physical counts of all logistics assets, reconciling with electronic records and reporting discrepancies to the ASI.
- (3) Provide inventory data to Public Affairs and Recruiting Sections for event planning (e.g., promotional materials, event supplies) 10 days prior to activities.
- (4) Maintain a semesterly archive of inventory records for historical reference, submitting to the Personnel Section by semester's end.

Personnel Commander will:

- (1) Oversee the management of cadet records, organizational structure, and event documentation for the unit.
- (2) Lead and mentor Personnel & Information staff, assigning tasks and ensuring compliance with AFJROTC record-keeping standards.
- (3) Oversee the collection and accuracy of personnel forms (e.g., enrollment, promotion, award records) through Flight Commanders, verifying completion within 72 hours of submission.
- (4) Update the unit's organizational chart and manning documents monthly, reflecting current cadet ranks, assignments, and vacancies.
- (5) Ensure charts are accessible to cadets via approved channels (e.g., bulletin board, digital folder) within 48 hours of updates.
- (6) Track cadet participation in extracurricular (e.g., drill team, community service) and co-curricular (e.g., aerospace classes, Leadership Development Requirements) activities for award eligibility.
- (7) Oversee the completion and submission of event forms (e.g., attendance, after-action reports) in WINGS within 5 business days of event completion.

Subsections:

Unit Structure Manager will:

- (1) Maintain and update the unit's organizational chart monthly, reflecting current cadet ranks, assignments, and vacancies, submitting to the Personnel Commander by the 5th of each month.

- (2) Revise unit manning documents monthly to reflect cadet assignments and leadership roles, ensuring alignment with the organizational chart.
- (3) Post updated charts and manning documents on approved channels (e.g., bulletin board, digital folder) within 48 hours of approval for cadet access.
- (4) Verify flight-level assignments with Flight Commanders biweekly to ensure accuracy in organizational records.

Promotion & Awards Manager will:

- (1) Monitor cadet eligibility for promotions based on AFJROTC criteria (e.g., academics, leadership, participation), submitting recommendations to the Personnel Commander monthly.
- (2) Collect and review nominations for cadet awards (e.g., service, leadership) from Flight Commanders, submitting to the SASI within 7 days of monthly audits.
- (3) Draft promotion orders and award certificates, ensuring accuracy and compliance with AFJROTC guidelines, for SASI approval within 5 days of nomination.
- (4) Coordinate with the Events Section to ensure accurate award records for ceremonies, verifying recipient lists 7 days prior to events.

Records Manager will:

- (1) Update electronic cadet records (e.g., enrollment, attendance, Leadership Development Requirements) in WINGS within 72 hours of changes, ensuring accuracy.
- (2) Verify cadet participation in extracurricular and co-curricular activities monthly, coordinating with Flight Commanders and the Events Section for data accuracy.
- (3) Ensure event forms (e.g., attendance, after-action reports) are completed and input in WINGS within 5 business days of event completion.
- (4) Safeguard cadet records in accordance with school and AFJROTC privacy policies, conducting biweekly checks for compliance and reporting issues to the Personnel Commander.

MISSION SUPPORT SQUADRON:

Kitty Hawk Air Society Commander will:

- (5) Organize and operate NC-20067 Kitty Hawk Air Society chapter.
- (6) Enforce appearance, discipline, efficiency, training, and conduct standards.
- (7) Develop Kitty Hawk DUA and annual goals.
- (8) Set-up activities for the society to accomplish.
- (9) Develop membership criteria.

Drill Team Commander will:

- (1) Organize and train team members for competitions and performances.
- (2) Develop routines to do special drills for school events and for unarmed and armed competitions.
- (3) Assign teams/alternates to events and ensure teams are scheduled one week prior for competitions.
- (4) **Account for all drill team items before and after every event.**
- (5) Get Public Affairs to publicize team activities in corps, school, and community publications and social media.

Color Guard Team Commander will:

- (1) Organize and train team members for competitions and performances.
- (2) Develop routines to do special events for school and community events and for competitions.
- (3) Assign teams/alternates to events and ensure teams are scheduled one week prior for competitions.
- (4) Create equipment spreadsheets with member sizes.
- (5) **Account for all color guard items before and after every event.**

Raiders Team Commander will:

- (1) Organize and train team members for competitions.
- (2) Develop weekly practice plans and workout routines.
- (3) Assign teams/alternates to events and ensure teams are scheduled one week prior for competitions.
- (4) **Account for all Raiders items before and after every practice and competition.**
- (5) Get Public Affairs to publicize team activities in corps, school, and community publications and social media.

Awareness Presentation Team Commander will:

- (1) Organize and train team members for presentations.
- (2) Develop weekly practice plans.
- (3) Create presentation topics.
- (4) Determine primary and secondary dates for presentations.
- (5) Assign teams/alternates to presentations and ensure teams are scheduled one week prior for presentations.

JLAB (JROTC Leadership and Academic Bowl) Team Commander will:

- (1) Organize and train team members for competitions.
- (2) Develop weekly practice plans.
- (3) Assign primary team/alternates to events and ensure teams are scheduled one week prior to competitions.
- (4) Get Public Affairs to publicize team activities in corps, school, and community publications and social media.
- (5) Nominate members for ribbons to the Personnel & Information Commander.

Chapter 5: Conduct & Protocols

The Conduct and Protocols chapter establishes standards for cadet behavior and classroom procedures to foster a disciplined, respectful, and professional environment in alignment with AFJROTC's mission of developing citizens of character. All cadets are expected to adhere to these standards during classes, activities, and events to uphold unit pride and military traditions.

All cadets shall maintain the highest standards of professionalism, respect, and discipline during AFJROTC activities. The following rules apply to all classroom, cadet area, and instructor office interactions unless otherwise directed by the Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI).

Prohibited Actions

Cadets shall not:

- Consume food or beverages (except water in a lidded container) in the classroom, cadet area, or instructor offices without SASI/ASI approval.
- Wear hats, headgear, bandanas, or faddish clothing during any AFJROTC or school-sanctioned activity, per uniform regulations. These items must be removed before crossing the threshold into the JROTC classroom and may not be worn again until the dismissal bell rings and you have crossed the JROTC classroom threshold into the hallway.
- Speak without recognition while the SASI, ASI, or guest speaker is addressing the class.
- Throw objects or engage in disruptive behavior, including horseplay, in any AFJROTC setting.
- Deface or place unauthorized items on bulletin boards, whiteboards, or visual aids without SASI/ASI permission.
- Place personal belongings (e.g., books, bags) in aisles or walkways, obstructing access or safety.
- Sleep or place their head on desks unless authorized by the SASI/ASI due to medical reasons.
- Exhibit loud, disruptive, disrespectful, threatening, or vulgar behavior toward instructors, visitors, or peers.
- Fail to address the SASI, ASI, guest lecturers, or cadet officers (when in uniform or in formation) as "Sir" or "Ma'am."
- Enter instructor offices without explicit permission and proper addressing of the SASI/ASI.
- Attend class unprepared, without a charged Chromebook, notebook, and writing instruments (pencil, black/blue ink pen).

Prohibitions on Physical Discipline, Hazing, and Unofficial Teams

These prohibitions are applicable to all AFJROTC events, activities, and/or practices. These prohibitions apply to AFJROTC instructors, AFJROTC cadets, and any other person who may be involved with, coaching, or otherwise participating with cadets, or attending or observing an AFJROTC event, activity, and/or practice.

No person will encourage, allow, or condone the use of any type of physical act or abuse as an outcome, punishment, penalty, or corrective training for a cadet's failure to achieve a specific result. These prohibitions include, but are not limited to physical exercises, menial tasks (e.g., cleaning bathrooms), or any physical exchange such as shoving, pulling, or hitting.

No person will encourage, allow, or condone the use of any type of psychological abuse as an outcome, punishment, penalty, or corrective training for a cadet's failure to achieve a specific result. These prohibitions include, but are not limited to any effort to humiliate, tease, intimidate, or publicly reprimand or embarrass a cadet for failure to achieve a specific result.

No person will encourage, allow, or condone the use of any form of hazing, whether physical or psychological, within any AFJROTC event, activity and/or practice. All persons involved will ensure any membership requirements or qualifications to join any approved AFJROTC team, event, or activity does not include anything humiliating, demeaning, or otherwise unapproved by this instruction.

No person will encourage, allow, or condone the use of any device, gimmick, or game to select an outcome, punishment, penalty, or corrective training for a cadet's failure to achieve a specific result.

Unofficial groups, secret societies, private clubs, or any other unofficial entity within an AFJROTC program is prohibited.

Respect for Visitors

- When a superintendent, principal, or distinguished guest enters the classroom, the first cadet to recognize the visitor shall call "ATTENTION" in a confident, authoritative voice.
- All cadets shall stand at the position of attention to the left of their desks, facing forward, and remain silent until directed to be seated by the SASI/ASI.
- No action is required for other visitors unless no instructor is present, in which case cadets shall follow the same protocol.

The following procedures ensure an orderly, disciplined environment for AFJROTC classes, reflecting military precision and respect. Procedures are executed under the direction of the Flight Commander or Flight Sergeant, with oversight by the Top Four or highest-ranking cadet present.

Arrival Procedures

1. Enter the classroom promptly and proceed directly to assigned desks.
2. Place personal belongings (e.g., books, backpacks) under desks and be seated in an orderly manner.
3. When the SASI/ASI is ready, the Top Four representative or highest-ranking cadet shall call the class to "ATTENTION." Each Flight Commander or Flight Sergeant shall report flight attendance, followed by a salute to the Top Four representative or highest ranking officer. The Top Four representative or highest-ranking cadet will salute the SASI/ASI and report any absences.
4. After the SASI/ASI returns the salute, the Top Four representative or highest-ranking cadet shall command "SEATS," and cadets shall sit and prepare for instruction.

Departure Procedures

1. Two minutes before the dismissal bell, the SASI/ASI shall direct the Top Four representative or highest-ranking cadet to prepare for dismissal by commanding "PREPARE FOR DISMISSAL."
2. Cadets shall cease classwork, store materials, clean desks, pick up trash in their vicinity, align desks with their element, and stand at "PARADE REST."

3. At the bell or SASI/ASI signal, the Top Four representative or highest-ranking cadet shall call the flight to "ATTENTION." Cadets shall stand at attention beside their desks.
4. The Top Four representative or highest-ranking cadet shall verify that trash is cleared and desks are aligned, then salute and report to the SASI/ASI, "The Flight is Ready for Dismissal."
5. Upon SASI/ASI approval to "Dismiss the Flight," the Top Four representative or highest-ranking cadet shall command "DISMISS," allowing cadets to retrieve belongings and depart.

Tardiness Policy

Purpose

Punctuality is a cornerstone of military discipline and reflects the Air Force Core Values. In the NC-20067 AFJROTC unit, cadets are expected to demonstrate responsibility by arriving on time to classes and events, supporting unit cohesion and readiness. This section outlines the tardiness policy, procedures for reporting when late, and consequences for unexcused tardies.

Tardiness Definition

Cadets are considered tardy if they are not by their assigned seats when the class bell rings, as this allows the Top Four representative or highest-ranking cadet to begin opening procedures (e.g., roll call, announcements). Prompt arrival demonstrates respect for instructors, cadet leaders, and peers, and is essential for maintaining a disciplined environment.

Procedure for Late Arrival

If a cadet arrives late to class, they must follow these steps to report in respectfully and maintain military bearing:

- Enter the classroom quietly, take one step inside and stand at attention.
- Remain silent until the Top Four representative or highest-ranking cadet or instructor (Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI)) acknowledges you.
- When recognized, salute (if in uniform) and state: "Sir/Ma'am, Cadet [Last Name] requests permission to join the class, Sir/Ma'am," using the appropriate title.
- If the tardy is excused (e.g., documented by a pass from a teacher or administrator), present the note to the Top Four representative or highest-ranking cadet who will direct you to take your seat.
- If the tardy is unexcused, the Top Four representative or highest-ranking cadet will note the violation and direct you to take your seat.
- Maintain proper posture and silence while awaiting instructions, reflecting the Seven Basic Responses and military courtesy.

Consequences for Tardiness

Tardiness is recorded in the cadet's portfolio and can impact retention, promotion, and awards. The following progressive consequences apply:

- First Tardy: Recorded as an unexcused tardy (unless a valid note is provided). The cadet is reminded of the importance of punctuality by the Flight Commander or instructor.
- Second Tardy: Results in a formal counseling session with the SASI or ASI. The cadet must explain the school's tardy policy and the reasons for arriving late. This counseling is documented

in the cadet's records and may affect eligibility for promotions (e.g., point deductions in the Enlisted/Officer Promotion Systems) and awards (e.g., Cadet Achievement Letter, DIAMOND Stick).

- **Third Tardy:** Earns lunch detention, per Parkwood High School policies for Parkwood High School cadets. Additional consequences may include a Letter of Counseling (LOC) and potential probation, as outlined in the Retention section.
- **Further Tardies:** Persistent tardiness may lead to further disciplinary action, including demotion, probation, or recommendation for removal from the AFJROTC program, subject to SASI and principal approval.

Seven Basic Responses for Cadets

Purpose

The Seven Basic Responses are standardized verbal protocols used by cadets in the NC-20067 unit to communicate with instructors (Senior Aerospace Science Instructor (SASI), Aerospace Science Instructor (ASI)) and cadet leaders in a disciplined, respectful manner. These responses foster clear communication, reinforce military bearing, and uphold the AFJROTC Code of Ethics and Air Force Core Values. By mastering these responses, cadets demonstrate respect, accountability, and professionalism, essential qualities for leadership and citizenship.

Philosophy

The Seven Basic Responses ensure concise, respectful interactions, mirroring U.S. Air Force customs and courtesies adapted for a high school setting. They promote discipline by standardizing communication, encourage accountability by requiring cadets to take responsibility for their actions, and build confidence through structured dialogue. These protocols are used in formal settings, such as reporting to instructors, answering questions during inspections, or addressing cadet officers/SNCOs in leadership roles, and align with the unit's retention and promotion standards.

The Seven Basic Responses

Cadets are expected to use the following responses when addressing the SASI, ASI, or cadet leaders (e.g., Corps Commander, Flight Commander) in formal situations, such as during inspections, drill, or official meetings. Responses must be delivered clearly, at an appropriate volume, and with proper military bearing (e.g., standing at attention when reporting).

1. **Yes, Sir/Ma'am:**
 - **Use:** To affirmatively answer a direct question or confirm compliance with an instruction.
 - **Example:** SASI: "Cadet, have you completed your community service hours?" Cadet: "Yes, Ma'am."
 - **Purpose:** Shows agreement and readiness to follow through, reflecting Service Before Self.
2. **No, Sir/Ma'am:**
 - **Use:** To negatively answer a direct question or indicate non-compliance.
 - **Example:** ASI: "Cadet, did you attend the last drill practice?" Cadet: "No, Sir."
 - **Purpose:** Demonstrates honesty and integrity, even when admitting a shortfall.
3. **No Excuse, Sir/Ma'am:**
 - **Use:** To acknowledge a mistake or failure to meet a standard without offering justifications, unless prompted.

- **Example:** Flight Commander: “Cadet, why was your uniform not worn today?” Cadet: “No excuse, Sir.”
- **Purpose:** Promotes accountability and Integrity First by accepting responsibility.
- 4. **Sir/Ma’am, I Do Not Know:**
 - **Use:** To admit lack of knowledge in response to a question, showing humility and readiness to learn.
 - **Example:** SASI: “Cadet, what is the rank insignia for a Technical Sergeant?” Cadet: “Sir, I do not know.”
 - **Purpose:** Encourages honesty and a growth mindset, aligned with Excellence in All We Do.
- 5. **Sir/Ma’am, I Do Not Understand:**
 - **Use:** To request clarification when instructions or questions are unclear.
 - **Example:** ASI: “Cadet, execute a right flank march.” Cadet: “Ma’am, I do not understand.”
 - **Purpose:** Promotes clear communication and ensures cadets seek understanding to perform effectively.
- 6. **Sir/Ma’am, May I Make a Statement?:**
 - **Use:** To request permission to provide additional information or context, typically after another response.
 - **Example:** Flight Commander: “Cadet, why were you late to formation?” Cadet: “No excuse, Sir. Sir, may I make a statement?” (If approved: “I was assisting a teammate with their uniform.”)
 - **Purpose:** Allows cadets to contribute respectfully while maintaining discipline.
- 7. **Sir/Ma’am, May I Ask a Question?:**
 - **Use:** To request permission to seek clarification or additional information.
 - **Example:** Cadet: “Ma’am, may I ask a question?” SASI: “Yes.” Cadet: “What is the deadline for submitting service hours?”
 - **Purpose:** Encourages proactive engagement and respectful inquiry.

Guidelines for Use

- **Addressing Instructors and Cadet Leaders:**
 - Use “Sir” or “Ma’am” based on the individual’s preference or as directed by the SASI/ASI.
 - Address cadet officers (C/2Lt and above) and SNCOs (C/MSgt and above) with these responses during formal interactions (e.g., inspections, reporting).
- **Military Bearing:**
 - Stand at attention when reporting or responding, unless otherwise directed (e.g., “Cadet [Last Name] reports as ordered” before answering).
 - Speak clearly and confidently, avoiding slang or informal language.
- **Context:**
 - Use in formal settings, such as Zero Week activities, drill sessions, uniform inspections, or Retention/Promotion Board interviews.
 - Informal settings (e.g., classroom discussions) may not require these responses, at SASI/ASI discretion.
- **Training:**
 - Cadets learn the Seven Basic Responses during Zero Week orientation and practice them in drill and leadership training.
 - Flight Commanders and the Standards and Evaluation Commander reinforce proper use during evaluations.

Integration with Program Standards

- **Promotion and Retention:**
 - Proper use of the Seven Basic Responses is evaluated during drill proficiency tests and Retention Board reviews, as outlined in the Enlisted and Officer Promotion Systems and Retention sections.
 - Consistent failure to use these responses correctly may result in a Letter of Counseling (LOC) or impact promotion eligibility.

- **Recognition:**
 - Cadets demonstrating exemplary use of the responses (e.g., during inspections or competitions) may be recommended for the Cadet Achievement Letter or contribute to their flight earning the DIAMOND Stick.
- **Discipline:**
 - Misuse or disregard of these protocols (e.g., disrespectful tone, failure to address instructors properly) may lead to progressive intervention, as outlined in the Retention section.

Reporting Procedures

Purpose

Reporting to an instructor's office in the NC-20067 unit is a formal process that demonstrates discipline, respect, and military bearing. Cadets use this procedure when summoned by the Senior Aerospace Science Instructor (SASI), Aerospace Science Instructor (ASI), or when requesting to meet with them for official purposes (e.g., discussing retention, promotion, or program matters). This process reinforces the AFJROTC Code of Ethics.

Procedure

Cadets must follow these steps when reporting to an instructor's office, ensuring adherence to the Seven Basic Responses and maintaining proper military courtesy:

1. **Prepare for Reporting:**
 - Ensure proper uniform wear, adhering to the "Uniform Standards & Grooming" guidelines (e.g., no more than three minor violations, such as improper insignia placement).
 - Review the purpose of the visit (e.g., responding to a summons, submitting a promotion packet, or addressing a retention issue) and bring any required materials (e.g., cadet portfolio, community service log).
 - Confirm the appointment time, if applicable, to demonstrate punctuality and respect for the instructor's schedule.
2. **Approach the Office:**
 - Arrive at the instructor's office door at the designated time, standing at attention outside the entrance.
 - If the door is closed, knock firmly three times and wait for permission to enter (e.g., "Enter" or "Come in").
 - If the door is open, pause at the threshold and wait for acknowledgement before proceeding.
3. **Enter and Report:**
 - Upon permission to enter, march smartly to a position approximately two paces in front of the instructor's desk (or as directed), standing at attention.
 - Salute crisply (if in uniform and the instructor is the SASI or ASI) and state: "Cadet [Last Name] reports as ordered, Sir/Ma'am," using the appropriate title based on the instructor's preference.
 - Hold the salute until the instructor returns it or directs you to drop it (e.g., "At ease").
4. **Engage in Dialogue:**
 - Remain at attention unless instructed to stand at ease or sit.
 - Use the Seven Basic Responses when answering questions or addressing the instructor:
 - "Yes, Sir/Ma'am" for affirmative answers.

- “No, Sir/Ma’am” for negative answers.
 - “No excuse, Sir/Ma’am” to acknowledge mistakes without justification.
 - “Sir/Ma’am, I do not know” to admit lack of knowledge.
 - “Sir/Ma’am, I do not understand” to request clarification.
 - “Sir/Ma’am, may I make a statement?” to offer additional information.
 - “Sir/Ma’am, may I ask a question?” to seek clarification or permission.
 - Speak clearly, confidently, and respectfully, avoiding informal language or slang.
5. **Present Materials or Requests:**
- If delivering documents (e.g., promotion packet, retention appeal), present them neatly and explain their purpose only when prompted or after requesting permission (e.g., “Sir/Ma’am, may I make a statement?”).
 - If addressing a specific issue (e.g., retention plan progress), provide concise, relevant details and be prepared to answer questions.
6. **Receive Instructions and Dismissal:**
- Listen attentively to the instructor’s feedback, instructions, or decisions, acknowledging with “Yes, Sir/Ma’am” or “Sir/Ma’am, I do not understand” if clarification is needed.
 - When dismissed, return to attention, salute (if initially saluted), and state: “Thank you, Sir/Ma’am.”
 - March smartly out of the office, closing the door if it was closed upon entry, unless otherwise directed.

Guidelines

- **Military Bearing:**
 - Maintain proper posture (shoulders back, head up) and eye contact when speaking, reflecting discipline and confidence.
 - Avoid fidgeting, slouching, or interrupting the instructor.
- **Context:**
 - Use this procedure for formal visits, such as reporting for retention reviews, promotion board interviews, or disciplinary discussions.
 - Informal visits (e.g., casual questions during class) may not require full protocol, at SASI/ASI discretion.
- **Training:**
 - Cadets learn reporting procedures during Zero Week orientation (as part of the Seven Basic Responses training) and practice them in drill sessions.
 - Flight Commanders and the Standards and Evaluation Commander provide feedback to ensure proficiency.
- **Uniform:**
 - Reporting on uniform days requires proper wear, as evaluated under retention and promotion standards (e.g., no unexcused missed uniform days).
 - On non-uniform days, maintain neat personal appearance per Cadet Guide guidelines.

Integration with Program Standards

- **Retention and Promotion:**
 - Proper reporting is evaluated during drill proficiency tests and Retention/Promotion Board interviews, contributing to a cadet’s leadership and conduct assessment.

- Failure to report correctly (e.g., improper salute, incorrect responses) may result in a Letter of Counseling (LOC) or impact promotion eligibility, as outlined in the Enlisted and Officer Promotion Systems.
- **Recognition:**
 - Cadets demonstrating exemplary reporting procedures (e.g., during inspections or Zero Week) may be recommended for the Cadet Achievement Letter or contribute to their flight earning the Spirit Stick, as described in the Recognizing Excellence chapter.
- **Discipline:**
 - Consistent failure to follow reporting procedures may lead to progressive intervention (e.g., conferences, improvement plans), as outlined in the Retention section.

Chapter 6: Social Media Etiquette

The NC-20067 program recognizes social media as a vital tool for communication, engagement, and leadership development. Cadets are expected to use social media responsibly, reflecting the professionalism and values of the unit, per “Cadet Conduct & Protocols” and the Code of Ethics. This chapter defines social media, provides guidelines for interaction and content, establishes behavioral standards, outlines a zero-tolerance policy for cyberbullying, and specifies protocols for the NC-20067 Sports You Application threads, ensuring all actions uphold the unit’s motto, “Honor, Duty, Excellence.”

Section 1: Definition of Social Media

Social media refers to online platforms and applications that enable users to create, share, and interact with content, including text, images, videos, and links. Examples include, but are not limited to, Instagram, X, TikTok, Snapchat, Facebook, and Sports You. In the JROTC context, social media, including Sports You, may be used for unit announcements, event promotion (e.g., by the Events Commander’s Publicity and Communications subsection), and showcasing cadet achievements.

Section 2: Guidelines for Interaction

Cadets will engage with others on social media, including Sports You, in a manner that reflects respect, inclusivity, and professionalism:

- Respectful Communication: Interact courteously with peers, instructors, and the public, avoiding offensive or derogatory language.
- Inclusivity: Promote a positive, inclusive environment, welcoming all cadets, including reserves, and respecting diverse backgrounds.
- Professional Representation: When representing JROTC (e.g., in uniform, unit-related posts, or Sports You discussions), maintain a professional tone and avoid actions that could discredit the unit or Air Force.
- Privacy Awareness: Do not share personal or sensitive information about other cadets, instructors, or unit activities without SASI/ASI approval, ensuring confidentiality and security.

Section 3: Appropriate Content

Cadets will post content on social media, including the program messaging chat, that aligns with JROTC standards:

- Acceptable Content:
 - Positive unit activities (e.g., community service, drill performances, Physical Fitness Test achievements).
 - Educational or motivational posts (e.g., leadership tips, wellness advice) approved by a Top Four representative.
 - Recognitions, such as Cadet Achievement Letter (CAL), EAGLE, or DIAMOND Stick announcements.
- Prohibited Content:
 - Inappropriate, offensive, or discriminatory material (e.g., explicit images, hate speech, or content mocking others).
 - Posts that violate school or Air Force policies, including unauthorized use of the JROTC logo or uniform.
 - Content that compromises operational security (e.g., disclosing event locations or cadet details without approval).

- Approval Process: Unit-related posts, including the program messaging chat messages for official announcements, must be reviewed by the SASI/ASI or a Top Four representative before sharing.

Section 4: NC-20067 Sports You Application

The NC-20067 Sports You thread is an official communication platform for unit announcements, coordination, and engagement:

- Authorized Posters:
 - Only the Senior Aerospace Science Instructor (SASI), Aerospace Science Instructor (ASI), and Top Four representatives are authorized to post on the NC-20067 Sports You Thread, unless specific permission is granted by the SASI, ASI, or a Top Four representative.
 - Permission may be granted for specific purposes, such as event promotions.
- Usage Guidelines:
 - Cadets may use the thread to view announcements, respond to polls, or engage in approved discussions, maintaining professionalism and respect.
 - All messages must align with the appropriate content guidelines in Section 3.
- Consequences for Unauthorized Posting:
 - Failure to comply with posting restrictions (e.g., posting without permission) will result in meeting with the instructors to explain the approval process for posting.
 - Repeated or severe violations may lead to additional immediate removal from NC-20067 Sports You thread, disciplinary action, including suspension from JROTC activities or removal from the program, as determined by the SASI/ASI.
- Oversight:
 - The Standard & Evaluation Commander will monitor the Sports You thread for compliance and report violations to the Group Commander.

Section 5: Behavioral Expectations

Cadets will uphold professional behavior on all social media platforms, including Sports You, reflecting JROTC values:

- Accountability: Take responsibility for all posts and interactions.
- Positive Representation: Act as ambassadors of the unit, demonstrating leadership and integrity in all online activities.
- Engagement: Respond to comments or messages professionally, avoiding arguments or inflammatory exchanges.
- Monitoring: Regularly review personal accounts and Sports You activity to ensure content remains appropriate and compliant with JROTC standards.

Section 6: Cyberbullying Policy

Cyberbullying—defined as the use of social media or digital platforms, including Sports You, to harass, intimidate, or harm others—is strictly prohibited:

- Zero-Tolerance Policy: Any cadet found engaging in cyberbullying, such as sending threatening messages, spreading rumors, or posting derogatory content, will face immediate removal from the JROTC program.
- Reporting: Cadets must report suspected cyberbullying to the Group Commander, SASI, or ASI immediately. Reports will be investigated promptly, with disciplinary actions coordinated by the SASI/ASI.
- Prevention: A Top Four representative will conduct cyberbullying annual training, emphasizing respectful online behavior and consequences.

- Support: Cadets affected by cyberbullying will receive support from the SASI/ASI and school resources, ensuring a safe and inclusive environment.

Section 7: Standards of Conduct

- Cadets will use social media, including GroupMe, in a manner that upholds the professionalism and reputation of the NC-20067 Air Force JROTC program.
- All online interactions must reflect the Code of Ethics' values of respect, integrity, and inclusivity.
- Cadets will report inappropriate or harmful content, including on the Sports You thread, to the chain of command promptly, fostering a safe and supportive unit environment.

Chapter 7: Discipline & Accountability

The Discipline and Accountability chapter establishes a progressive discipline framework to address cadet misconduct and ensure adherence to AFJROTC standards of performance, military bearing, and integrity. This chapter promotes a professional, respectful environment, aligning with the NC-20067 unit's mission to develop disciplined leaders and responsible citizens. All cadets, instructors, and participants in AFJROTC activities shall comply with these procedures to maintain unit standards and mission success.

The NC-20067 unit employs a progressive discipline framework to address misconduct, with actions escalating in severity based on the nature and frequency of violations. Disciplinary measures aim to correct behavior, improve performance, and uphold unit values. The Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI) determines the appropriate level of action, with cadet leadership (e.g., Top Four, Flight Commanders, First Sergeants) assisting in implementation.

Disciplinary Actions

1. Verbal Counseling:

- Administered by Top Four members, cadet officers, or First Sergeants for minor violations of the Cadet Guide (e.g., tardiness, minor uniform infractions).
- Involves immediate, documented discussion with the cadet to address the issue and outline expected improvements.
- Recorded in the cadet's file by the Personnel Commander for tracking purposes.

2. Letter of Counseling (LOC):

- Issued for repeated minor violations or moderate infractions (e.g., failure to prepare for class, disrespectful behavior).
- Written document detailing the misconduct, expected improvements, consequences of further violations, and a period for the cadet to submit a written rebuttal to the SASI/ASI.
- The SASI/ASI makes the final determination on whether the LOC remains in the cadet's file or is removed.

3. Letter of Admonishment (LOA):

- Issued for more severe or persistent violations (e.g., repeated failure to meet dress and appearance standards, disruptive conduct).
- Written document outlining the misconduct, required corrective actions, potential for further consequences, and a rebuttal period.
- The SASI/ASI determines whether the LOA remains in the cadet's file or is removed, following a Cadet Action Board review.

4. Letter of Reprimand (LOR):

- Issued for serious offenses (e.g., gross misconduct, hazing, fraternization violations, significant breaches of integrity) that may warrant removal from the AFJROTC program.
- Written document specifying the misconduct, corrective expectations, potential for removal, and a rebuttal period.
- The SASI/ASI makes the final determination on the LOR's status and any further action, including program removal, following a Cadet Action Board review.

5. Cadet Action Board (CAB):

- **Description:** The Cadet Action Board (CAB) is a formal review process convened to evaluate serious or persistent misconduct warranting a Letter of Admonishment (LOA) or Letter of Reprimand (LOR). The CAB ensures fair, transparent, and consistent disciplinary decisions, providing cadets an opportunity to present their case and demonstrate accountability.
- **Composition:** The CAB consists of a minimum of two Top Four members (e.g., Group Commander, Group Chief) and one instructor (SASI or ASI) to provide oversight and impartiality.
- **Process:** The CAB reviews the cadet's misconduct, including documented evidence and any rebuttal submitted. The board discusses the violation, its impact on the unit, and the cadet's potential for improvement. Recommendations (e.g., retain LOA/LOR, reduce rank, remove from program) are submitted to the SASI for final approval.
- **Requirement:** A CAB is required for all disciplinary actions resulting in an LOA or LOR, ensuring thorough review before documentation is finalized in the cadet's file.

Documentation Requirements

All written disciplinary actions (LOC, LOA, LOR) shall include:

- Specific description of the misconduct, including dates and incidents.
- Expected improvements to meet AFJROTC standards.
- Consequences of further violations, including potential escalation.
- Notification of the cadet's right to submit a written rebuttal, which becomes part of the permanent record.

Consequences of Misconduct

- **Impact on Promotions and Awards:** Cadets receiving an in-school suspension (ISS), out-of-school suspension (OSS), or repeated disciplinary actions (e.g., multiple LOCs, any LOA/LOR) may be disqualified from promotions and awards for the semester, as determined by the SASI/ASI.
- **Program Removal:** Persistent failure to meet dress and appearance standards, disciplinary issues, inaptitude, indifference to training, or fraternization violations may result in removal from the AFJROTC program at the SASI's discretion, with appropriate documentation.
- **External Reports:** Misconduct reported by teachers, bus drivers, or peers outside AFJROTC activities (e.g., on campus, during bus rides) will be investigated by the SASI/ASI, with counseling and disciplinary action as needed, recorded in the cadet's file.

Cadet Leadership Role

- Cadet leadership, including the Top Four, Flight Commanders, and First Sergeants, shall administer verbal counseling for minor infractions and report incidents to the Group Command Chief for review.
- The Group Command Chief coordinates with the Personnel Commander to ensure accurate documentation of all disciplinary actions in the cadet's file.
- Serious infractions (e.g., hazing, physical discipline, fraternization) are immediately escalated to the SASI/ASI for action, potentially triggering a CAB.

Parental/Guardian Involvement

- Parents or guardians may address disciplinary actions directly with the SASI or ASI to discuss concerns or provide context.
- The SASI/ASI will notify parents/guardians of any LOC, LOA, or LOR issued, ensuring transparency and opportunity for dialogue.

DISCIPLINARY LOC, LOA, LOR TEMPLATE:

**PARKWOOD HIGH SCHOOL
AIR FORCE JROTC
NC-20067**

MEMORANDUM FOR: C/CAPT SANTA CLAUSE

FROM: C/CMSGT SNUFFY

SUBJECT: Letter of Counseling

1. Investigation has disclosed that C/Capt Santa Clause conducted himself in a manner unbecoming of a cadet officer. On Feb, 10, 2025 C/Capt Clause was given a verbal warning by Maj Payne for the following infractions:

- Failure to follow the Chain of Command (List the ways the CoC was not followed)
- C/Capt Clause was insubordinate to Senior Leadership
- C/Capt Clause used derogatory language
- These three infractions were Code of Ethics violations #3,6,9, and 10 in the Cadet Guide

2. You are hereby counseled for the above mentioned infractions. A JROTC cadet officer is held to the highest standards. Officers are expected to communicate problems/issues up the chain of command. The expectation is for officers to uphold core values and code of ethics at all times. Your conduct is unacceptable and you are hereby reduced in rank to XXXX effective immediately.

3. To obtain any comments or documents you desire to submit (on a voluntary basis) for consideration concerning this action. ROUTINE USES: Provides you an opportunity to submit comments or documents for consideration. If provided, the comments and documents you submit become a part of the action. DISCLOSURE: Your written acknowledgement of receipt and signature are mandatory. Any other comments or documents you provide are voluntary.

4. You will acknowledge receipt of this letter immediately by signing the acknowledgement below. Within three (3) duty days from the day you received this letter, you will sign the 1st Ind below. Any comments or documents you wish to be considered concerning this letter must be submitted at that time.

BILL SNUFFY, C/CMsgt, USAF
NC-20067

I acknowledge receipt and understanding of this letter on _____. I understand that I have three (3) duty days from the date of this letter to provide a response and that I must include in my response any comments or documents I wish to be considered concerning this letter.

SANTA CLAUSE, Capt, AFJROTC

Chapter 8: Cadet Relationships & Professionalism

The Professional Relationships and Conduct chapter establishes policies governing fraternization and cadet relationships to ensure professionalism, unit cohesion, and adherence to AFJROTC standards of military bearing, integrity, and leadership. This chapter defines appropriate and inappropriate relationships, provides guidelines for cadet dating (Cadating), and clarifies expectations for Public Displays of Affection (PDA) to maintain a respectful and disciplined environment, aligning with the NC-20067 unit's mission to develop responsible citizens and effective leaders.

Fraternization and Unprofessional Relationships

Fraternization refers to relationships or behaviors between cadets that compromise the professional environment, undermine authority, or erode impartiality within the unit. Such relationships are inconsistent with AFJROTC's emphasis on military bearing and unit cohesion, as they may create perceptions of favoritism, disrupt operations, or weaken leadership effectiveness.

Definition of Fraternization

Fraternization includes any relationship—romantic, overly familiar, or otherwise inappropriate—that interferes with the chain of command, unit morale, or the fair execution of duties. Examples include:

- Romantic relationships between cadets in leadership positions (e.g., Top Four, Flight Commanders, First Sergeants) and subordinates, which may lead to biased decision-making or perceptions of favoritism.
- Excessive familiarity, such as personal interactions that blur professional boundaries during AFJROTC activities (e.g., using informal nicknames in official settings).
- Actions that undermine leadership authority, such as a subordinate cadet disregarding orders due to a personal relationship with a leader.

Unprofessional Relationships

Unprofessional relationships extend beyond romantic contexts to include any interactions that detract from the unit's mission or standards. These include:

- Friendships that lead to preferential treatment in assignments, promotions, or awards, compromising fairness.
- Social interactions during AFJROTC activities that prioritize personal connections over unit responsibilities (e.g., excluding other cadets from group tasks).
- Behaviors that create a perception of partiality, such as a leader spending excessive time with specific cadets during official events, leading to distrust among peers.

Cadets shall avoid fraternization and unprofessional relationships to maintain a professional environment, ensuring all interactions reflect AFJROTC values of integrity, service, and excellence.

Cadet Dating Guidelines

Cadets in romantic relationships within the unit are permitted to date, provided such relationships do not interfere with AFJROTC duties, unit operations, or morale. The following guidelines ensure that romantic relationships uphold professionalism and align with unit standards.

Professional Conduct in Relationships

- Cadets in romantic relationships shall maintain professional behavior during all AFJROTC activities, including classes, events, practices, and off-campus functions (e.g., drill competitions, community service).
- Relationships must not influence leadership decisions, such as assignments, promotions, or awards, to avoid favoritism or perceptions of bias.
- Cadets in leadership roles (e.g., Top Four, Flight Commanders, First Sergeants) shall exercise heightened caution to ensure their relationships do not undermine their authority or impartiality.

Public Displays of Affection (PDA)

Public Displays of Affection (PDA) refer to physical or verbal expressions of romantic affection, such as hand-holding, kissing, hugging, or affectionate language. The following policies govern PDA to maintain professionalism and respect within the unit:

- **Prohibited Contexts:** PDA is strictly prohibited during all AFJROTC activities, whether on or off campus, including but not limited to:
 - Classroom settings, including Aerospace Science and Leadership Education classes.
 - Unit events, such as drill practices, ceremonies, community service, or field trips.
 - Any time cadets are in uniform, representing the unit, or participating in school-sanctioned activities associated with AFJROTC.
 - Examples of prohibited PDA include hand-holding during a drill practice, kissing at a unit event, or using affectionate nicknames in formation.
- **Acceptable Contexts:** PDA is permitted only in non-AFJROTC settings where cadets are not representing the unit or participating in official activities. Examples include:
 - Personal time outside of school or unit activities (e.g., after school hours, off-campus, and not in uniform).
 - Non-AFJROTC school events (e.g., prom, sports games) where cadets are not acting in their official capacity or wearing the uniform.
 - Cadets must ensure that even in acceptable contexts, their behavior remains respectful and does not reflect negatively on the unit's reputation.
- **Expectations:** Cadets shall exercise discretion in all settings to uphold the unit's image and avoid actions that could be perceived as unprofessional by peers, instructors, or the community.

Reporting and Accountability

- Cadets who observe or experience inappropriate fraternization, unprofessional relationships, or violations of PDA policies shall report concerns directly to the Senior Aerospace Science Instructor (SASI)/Aerospace Science Instructor (ASI), bypassing the chain of command to ensure confidentiality and prompt action.
- Violations, such as favoritism, unprofessional conduct, or inappropriate PDA, will result in disciplinary action as outlined in the Discipline and Accountability chapter, ranging from Verbal Counseling to a Letter of Reprimand (LOR), with potential consequences including reduction in rank, removal from leadership roles, or program removal, as determined by the SASI/ASI.

- Serious violations, such as those involving an LOA or LOR, will be reviewed by a Cadet Action Board (CAB) to ensure fairness and transparency.

Chapter 9: Academic Standards & Curriculum

The Academic Standards and Curriculum chapter establishes guidelines for cadet academic performance, curriculum requirements, and attendance policies within the NC-20067 unit. This chapter ensures cadets meet the academic and behavioral expectations necessary to develop leadership, citizenship, and aerospace knowledge, aligning with the AFJROTC mission. Cadets shall adhere to these standards to maintain eligibility for special activities, honors designation, and unit recognition.

Curriculum Overview

The NC-20067 AFJROTC curriculum consists of 135 contact hours per year, divided among Aerospace Science (40%), Leadership Education (40%), and Fitness/Wellness (20%). The curriculum is delivered daily, integrating Aerospace Science and Leadership Education in classroom sessions, with Fitness/Wellness activities scheduled separately. Cadets completing a year of the program earn a longevity ribbon, with additional recognition available through outstanding performance.

Curriculum Components and Hours

The curriculum includes the following courses, with approximate contact hours per semester:

Aerospace Science: Focuses on aviation history, aerospace principles, global awareness, space exploration, and survival skills, preparing cadets for academic and career opportunities in aerospace fields.

Leadership Education: Develops leadership, teamwork, and citizenship through lessons on military customs, courtesies, communication, life skills, and management principles.

Fitness/Wellness: Promotes physical fitness and proficiency in military drill and ceremonies, emphasizing discipline, precision, and unit cohesion.

<i>Academic Studies</i>		<i>Leadership Studies</i>	
<i><u>Aerospace Science</u></i>	<i>Hrs</i>	<i><u>Leadership Education (incl Drill)</u></i>	<i>Hrs</i>
<i>I. Milestones of Aviation History</i>	<i>54</i>	<i>I. Intro to Air Force JROTC</i>	<i>54</i>
<i>II. Intro to Global Awareness or The Science of Flight</i>	<i>54</i>	<i>II. Intercommunication Skills</i>	<i>54</i>
<i>III. Exploring Space</i>	<i>54</i>	<i>III. Life Skills</i>	<i>54</i>
<i>IV. Survival/Cadet Corps Mgt</i>	<i>54</i>	<i>IV. Principles of Management</i>	<i>54</i>
<i>Fitness/Wellness will comprise approximately 27 hours each semester for a combined total of 135 contact hours</i>			

Cadet Grading Guidelines

Cadets are responsible for completing all assignments, tests, quizzes, and uniform inspections to meet academic standards and maintain eligibility for unit activities. The Senior Aerospace Science Instructor (SASI) holds final authority in determining a cadet's AFJROTC grade.

Assignment and Inspection Responsibilities

- **Homework:** Assigned regularly and due at the beginning of class. Late submissions are accepted at the discretion of the SASI or Aerospace Science Instructor (ASI), per the class syllabus. Absentees must submit missed homework upon return, or a zero will be recorded, in accordance with school policy.
- **Tests and Quizzes:** Administered at the discretion of instructors, typically at the end of units. Absentees must complete missed tests or quizzes within 7 days upon return, or a zero will be recorded, per school policy.
- **Uniform Inspections:** Conducted weekly to evaluate adherence to JROTC and Physical Training (PT) uniform standards. Failure to wear the uniform three or more times may result in disenrollment from future AFJROTC classes, subject to SASI approval.
- **Cadet Accountability:** Cadets shall independently track and complete all assignments and inspections. Instructors will not provide individual reminders for completion.

Graded Components

The AFJROTC grade is determined by performance in three areas, weighted as follows:

Graded Items 100% each area	Aerospace Science	Leadership Education	Wellness Program / Drill & Ceremonies	Honors Requirement
Homework	Up to 30%	5%	Up to 10%	As assigned by the Instructors
Exams/Quizzes	50% or more	20%	Up to 10 %	JROTC Grade average of 85% (3.0 GPA)
Uniform Wear	N/A	JROTC Uniform 50%	PT Uniform 10%	1 per week
Citizenship/Attitude	20%	20%	70%	Activities participation
Drill/Leadership	N/A	5%	N/A	Demonstrate ability to drill
Percent of Grade	40%	40%	20%	

- **Homework:** Evaluates preparation and understanding, with assignments tailored to each curriculum area.
- **Exams/Quizzes:** Assess mastery of course content, with comprehensive final exams in Aerospace Science and Leadership Education counting for 25% of the course grade, per district policy.
- **Uniform Wear:** Measures adherence to uniform standards, with JROTC uniform inspections weighted heavily in Leadership Education and PT uniform inspections in Fitness/Wellness.
- **Citizenship/Attitude:** Reflects adherence to AFJROTC values, including respect, discipline, and professionalism.
- **Activities Participation:** Includes engagement in drill, leadership activities, and unit events, with Fitness/Wellness requiring demonstrated proficiency in military drill.

Academic Eligibility Requirements

- **Special Activities:** Cadets must maintain a minimum AFJROTC grade of 75% to participate in special activities, such as drill competitions, community service events, and Leadership Development Requirements (LDRs). The SASI makes the final determination of eligibility.
- **Honors Designation:** Cadets seeking honors designation must achieve a cumulative Grade Point Average (GPA) of 3.0 or higher (equivalent to an 85% AFJROTC grade) and have no failing grades in any academic subject, including AFJROTC and other courses.

The following scale is used to calculate the GPA for AFJROTC coursework, with distinctions for College Preparatory (CP) and Honors levels:

GPA SCALE

Grade	Numerical Value	CP	Honors
A	90-100	4.0	4.5
B	80-89	3.0	3.5
C	70-79	2.0	2.5
D	60-69	1.0	1.5
F	0-59	0	0

- **Tardiness:** Cadets shall arrive on time for all AFJROTC classes and activities. Unexcused tardiness is unacceptable and may result in disciplinary action, as outlined in the Discipline and Accountability chapter, in accordance with school policy.
- **Absences:** Cadets shall avoid unexcused absences. A pattern of unexcused absences will prompt immediate notification to parents/guardians and may require a parent-teacher conference with the SASI/ASI. Skipping class will result in a referral to the school principal, with consequences per school policy.
- **Consequences:** Violations of attendance or conduct policies (e.g., tardiness, absences, uniform non-compliance) may lead to disciplinary action, including Verbal Counseling, Letters of Counseling (LOC), Admonishment (LOA), or Reprimand (LOR), as outlined in the Discipline and Accountability chapter. Serious violations, such as repeated uniform failures or skipping, may result in disenrollment from AFJROTC, subject to SASI approval.

Uniform Discrepancies and Penalty Points

Uniform Discrepancies and Penalty Points

<i>Discrepancy</i>	<i>Penalty Points AS1-4/AS-1 (1st Sem.)</i>
Not wearing uniform	100/100
Incorrect Uniform	50/50
Military Bearing	20/10
Dirty Uniform	10/5
Wrinkles	10/5
Hair Violation	40/20
Ear Rings / Jewelry	10/5
Nail Polish / Fingernails	20/10
Tie/Tie Tab	5/3
Shave	40/20
Belt or Buckle	15/8
Shoe Shine / Shoe Strings Not Tucked	10/5
Socks	15/8
Name Tags	15/8
Ribbons / Blousing	10/5
Rank / Insignia	10/5
Headgear	20/10
Gig Line	5/3
Buttons	5/3
Cables / Lint	5/3
T-Shirt, Wrong color or type	10/5

- Above is the list of all possible uniform discrepancies and the penalty points that will be deducted for each infraction.
- Penalty point deductions are the same for all grading periods.
- AS1, first semester cadets will be graded using the AS-1, 1st Semester point scale. This scale only applies to cadets in the 1st semester of JROTC.
- Flight Commanders and Flight Sergeants will enforce the point deductions.
- Flight Commanders and Flight Sergeants will check with an instructor if he/she is unsure about how to grade for a specific area.

Chapter 10: Dress & Appearance

The Dress & Appearance chapter establishes standards for uniform wear, grooming, and conduct to uphold the reputation of the Air Force and the AFJROTC mission of developing citizens of character at Parkwood High School AFJROTC. These standards support retention, promotion, and eligibility for awards like the Cadet Achievement Letter (CAL), EAGLE Award, and Spirit Stick, fostering a professional image and leadership excellence.

Uniform Wear Requirements

All cadets must wear the designated Air Force uniform for the entire school day every Wednesday, from the first bell to the final bell, unless otherwise specified by the Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI). Failure to wear the uniform results in a “0” for the weekly uniform grade and may lead to disciplinary action, including potential dismissal from the Corps. Cadets absent on uniform day must wear the uniform on their first day back to school or they will receive a zero for the weekly uniform grade. Exceptions for work study, labs, or PE classes require SASI approval.

- **Uniform of the Day:** Designated by the Group Commander, their representative, or SASI/ASI.
- **General Rules:**
 - Wear only issued uniform items, unless exceptions are approved by SASI/ASI.
 - Do not mix uniforms or wear uniform items with civilian clothing.
 - Keep uniforms clean, pressed, and neat, with loose strings or frayed seams trimmed.
 - Combs, pens, cell phones, etc., must not protrude from pockets.
 - Bluetooth devices, earpieces, or headphones are prohibited in uniform, except for headphones during public transportation travel (e.g., bus, train, air).
 - No anti-authority demonstrations, hard labor, sports, or horseplay are permitted in the blue uniform.
 - Cadets may carry a plain black or dark blue umbrella in the left hand for saluting.
 - In warm classrooms, the service coat may be removed, but ties must remain on, sleeves unrolled, and all buttons fastened. The coat or windbreaker (zipped 3/4 up) must be worn when leaving the classroom.

Blue Air Force Uniform

- **Headgear (Flight Cap):**
 - Worn only when designated by SASI/ASI, positioned two fingers’ width above eyebrows, front crease to the right, not tilted or pulled tightly.
 - Required off campus; not required inside Parkwood’s gated area per waiver.
- **Windbreaker:** Zipped at least 3/4 up, collar down.
- **Name Tag:** Air Force-approved, worn as prescribed.
- **Belt, Socks, Shoes:** Black belt, black socks, and highly shined black shoes laced to the top.
- **Trousers:** Touch the top of shoes with a slight crease break.
- **Tie/Tie Tab:** Required with long-sleeve shirt/blouse, knot covering the collar button.
- **Shirt:**
 - Short-sleeve: Collar buttoned, tie knot covering button.
 - Long-sleeve: Tie required, no rolled sleeves.
 - Males wear a plain white V-neck undershirt (sleeves not visible); no writing visible through the shirt.

- **Service Dress:**
 - Must wear an AF blues shirt underneath with tie (males) or tie-tab(females).
 - Silver name tags only, no blue name tags on service coats.
 - **Semi Formal:**
 - Wear a plain-collared or French-collared white/blue shirt with black/dark blue tie or bowtie (males).
 - No silver name tag of service coat.
- **Cleaning:** Dry clean all dark blue items; wash and iron light blue shirts.

OCP Uniform

- **Usage:** Worn off campus for short convenience stops or dining in casual restaurants (not business attire settings). Do not starch or hot press; light ironing permitted.
- **OCP Coat (Shirt):**
 - Worn outside trousers, length between top of cargo pocket and bottom of side pocket opening.
 - Sleeves may be rolled up once or twice, rolling the cuff under or cuffs visible, resting at or within 1 inch of the forearm at 90-degree angle.
 - No alterations (e.g., sewing collars/pockets) that affect functionality.
 - May be removed outdoors for classroom instruction, as approved by SASI/ASI.
- **Patches:**
 - **Right Sleeve:** Up to two patches; U.S. flag (color, cloth) at top, organizational unit patch centered below, both within Velcro® boundaries.
 - **Left Sleeve:** Up to two patches; AFJROTC lamp of knowledge patch centered on Velcro®.
- **T-Shirt:** Coyote Brown (Tan 499), tucked into trousers. Morale undershirts may display approved organizational emblems (≤5 inches, left chest; larger on back, per SASI).
- **Trousers:** Waistband on waist, pockets secured (items not visible, except cap in cargo pocket). Bloused using drawstrings or commercial devices, not wrapped tightly or pegged. Extends no lower than third eyelet from boot top.
- **Belt:** Tan 499 rigger-style nylon web belt.
- **Headgear (Tactical/Patrol Cap):**
 - Worn outdoors (unless in “no hat” area), straight on head, band parallel to ground, no hair visible on forehead.
 - Spice brown name tape centered on back; tactical caps solid OCP or OCP with coyote brown mesh.
 - Females may pull bun/ponytail through back.
- **Socks:** DLA-issued Green or Coyote Brown.
- **Boots:** Coyote Brown combat boots, laces tied/tucked or wrapped. Athletic shoes allowed if medically necessary (SASI-approved). No visible logos or designs.
- **Cold Weather Accessories** (worn outdoors only, unless functional):
 - Coyote brown/black scarves, earmuffs, headbands, watch caps, gloves.
 - Coyote Brown fleece (worn over OCP coat, zipped to top of name tape, collar folded, length matching coat). Includes Velcro® OCP name tape (right chest), 2-inch subdued rank (above name tape), and AFJROTC tape (left chest).
 - Coyote Brown/Tan 499 sleep shirt or thermal underwear (not visible except at neck, not worn as outer garments).
 - ECWCS jackets (fleece, wind, soft shell, wet/extreme cold weather) may be worn without pants; pants require a jacket.

Flight Suits and Berets

- **Flight Suits:** Authorized for cadets enrolled in or completed AFJROTC aviation honors ground school, or awarded Aviation Ground School/Unmanned Aircraft Badge, Flight Solo Badge, or Flight Certificate Badge. Only one badge worn.
- **Berets:** White, dark blue, or black, with AFJROTC officer rank insignia or mini-Hap Arnold Insignia pin.

Grooming and Accessories

- **Gig Line:** Males align shirt edge, belt buckle (right side), and trouser fly; females align slack fly and belt buckle (left side).
- **Jewelry:**
 - Up to three rings total, one bracelet (neat, conservative, $\leq \frac{1}{2}$ inch, no rubber/fabric).
 - Females: One small, conservative gold, pearl, diamond, or silver spherical earring per earlobe (tight to ear, not below lobe). **Eyelash extensions are not authorized unless needed for medical reasons (SASI-approved).** No other piercings.
 - Males: No earrings or facial piercings.
- **Sunglasses:** Not worn in formation unless medically necessary (SASI-approved).
- **Ribbons and Medals:**
 - Ribbons only on normal uniform days and drill competitions.
 - Up to three medals (without ribbons) for semi-formal events (e.g., Military Ball), as designated by SASI.

Enforcement of Uniform Standards

- **Reporting Violations:** Any cadet may report violations to cadet staff. Only Cadet Officers, Senior Enlisted (C/MSgt–C/CMSgt), Flight Commanders, and Flight Sergeants may enforce standards and make respectful, on-the-spot corrections.
- **Correction Process:**
 - Corrections should be private and discreet. Cadets must accept constructive criticism appropriately.
 - Non-compliance is reported to SASI/ASI for disciplinary action, which may impact retention.
- **Reporting Mistreatment:** Cadets feeling mistreated during corrections should report to SASI/ASI immediately.

The cords listed below to leadership roles will be worn in uniform. Cadets may wear only one cord on the left shoulder. The cord will indicate the highest position held and must be one inch in width. Tassels are not permitted. The following are authorized and will be part of uniform inspections:

Group Commander	Purple & Silver
Director of Operations	Red & Silver
Director of Flight Operations	Red & Silver
Group Chief	Navy & Silver
Standardization & Evaluation	Orange
Squadron Commanders	Red
Judge Advocate General's Corps	Black
First Sergeant	Green
Flight Commanders	Maroon
Flight Sergeants	Light Grey
Kitty Hawk Honor Society Commander/President	Blue
Members of Kitty Hawk Air Society	Powder Blue

Chapter 11: Awards & Recognition

The Awards & Recognition chapter celebrates the outstanding achievements of cadets who embody the Air Force Core Values. Through awards such as the Cadet Achievement Letter (CAL) for enlisted cadets, the EAGLE Award for officers, and the DIAMOND Stick for flights, the unit honors dedication, leadership, and teamwork that advance the AFJROTC mission of developing citizens of character. This chapter outlines the criteria, processes, and significance of these awards, as well as promotion systems, to motivate cadets, foster unit pride, and recognize contributions to the Corps. By striving for excellence, cadets earn recognition that enhances their portfolios, supports promotion eligibility, and prepares them for future leadership roles. Cadets are encouraged to pursue these opportunities with commitment and integrity, strengthening the NC-20067 unit's culture of excellence.

The Cadet Achievement Letter (CAL) is a formal recognition of cadet contributions in the NC-20067 Air Force JROTC program. The CAL will motivate cadets, reward excellence, and align with the unit's goals.

Cadet Achievement Letter

- **Purpose**

The CAL recognizes cadets for exemplary contributions in leadership, service, academics, or physical fitness, fostering motivation and pride. It serves as a formal commendation issued by the Group Commander to inspire continued excellence.

- **Nomination Process:**

- Each squadron will submit a CAL nomination for one enlisted cadet per section and flight monthly, highlighting specific achievements (e.g., leading a service project, excelling in drill, demonstrating academic excellence).
- Cadets may be nominated from both their section and flight in the same month to encourage broad recognition.
- Reserve cadets are eligible to ensure inclusivity.
- Nominations must be submitted by the squadron commander to the Group Chief by the 3rd Friday of each month.

- **Scoring and Selection:**

- A panel of three Top Four leaders (Group Commander, Director of Operations, Director of Flight Operations) will evaluate CAL nominations based on the following criteria, scored 1–10 each:
 - **Impact:** Contribution to unit goals.
 - **Leadership:** Demonstration of initiative or teamwork
 - **Character:** Adherence to the Code of Ethics (e.g., integrity, respect).
 - **Growth:** Evidence of personal or skill development.
- The cadet with the highest total score will be named NC-20067 Cadet of the Month.
- Cadets may receive Cadet of the Month only once per semester to ensure equitable recognition.

- **Cadet of the Semester:**

- In January and May, the Cadet of the Semester will be selected from Cadet of the Month recipients, based on the highest-scoring CAL from their respective month.

- The selection panel will review CALs for sustained excellence across the semester, prioritizing contributions that reflect all four unit goals.
- The Cadet of the Semester will be recognized at a formal ceremony.
- **Format and Compliance:**
 - All CALs must follow the official template outlined in “Awards & Recognition,” including cadet name, specific achievements, and alignment with unit goals.
 - Non-compliant CALs (e.g., incorrect format, missing details) will be disqualified from Cadet of the Month consideration but may still be issued as recognition.
 - The Group Chief will verify format compliance before forwarding to the ASI.
- **Accountability and Documentation:**
 - All CALs will be documented in the unit’s recognition records, maintained by the Personnel Commander.
 - Feedback on nomination outcomes will be provided to squadron commanders to support cadet development.

MEMORANDUM FOR: c/SSgt AVERI LAVOIE

FROM: c/Col AVA YARDLEY

SUBJECT: Cadet Achievement Letter

1. I would like to express my sincere thanks for the excellent work of SSgt Averí Lavoie. As a member of the Logistics team, SSgt Lavoie displayed great professionalism and technical expertise in leading the Color Guard Team. Working under stressful conditions, her diligent efforts overcame numerous obstacles and ensured a minimum amount of downtime.

- Developed Color Guard equipment storage policies & procedures; accounted for 19 rifles and created two equipment bins - reduced prep time for events by 15 minutes
- Executed four Color Guard practices; trained 10 cadets - certified six cadets to perform at events/ceremonies
- Selected for hi-visibility Color Guard Team; presented the colors at MLS game for 25K fans - promoted the JROTC program

2. I want to express my sincere appreciation for SSgt Lavoie's hard work and dedication in the processes adopted by NC-20067. I also want to encourage her to continue to provide guidance and support to other cadets. Again, thanks for a job well done.

~~~~~SIGNATURE~~~~~

AVA YARDLEY, c/Colonel, AFJROTC  
Group Commander, NC-20067

# EAGLE Award

## Purpose

The EAGLE Award, representing **Excellence, Adaptability, Guidance, Leadership, and Ethics**, is a prestigious recognition for cadet officers (C/2Lt to C/Col) who exemplify exceptional leadership, discipline. Distinct from the Cadet Achievement Letter for enlisted cadets, the EAGLE Award honors officers for their visionary leadership, mentorship, and contributions to unit success, inspiring others to lead with distinction. The award may also designate an **Officer of the Semester**, recognizing the top-performing leader each semester.

## Significance

The EAGLE Award celebrates officers who:

- Lead with excellence and adaptability.
- Provide guidance to cadets, driving mission success through teamwork.
- Serve as ethical role models, enhancing flight morale and contributing to awards like the DIAMOND Stick. The award is a formal letter presented at unit ceremonies, strengthening cadet portfolios for promotions, scholarships, and future opportunities.

## Nomination, Scoring, and Selection Chart

| Criteria            | Details                                                     |
|---------------------|-------------------------------------------------------------|
| Cadet Rank          | C/2Lt to C/Col in good standing                             |
| Retention Standards | Meet all retention standards                                |
| Nomination Process  |                                                             |
| Nominators          | Top Four Staff or self-nomination with a 100-word statement |
| Submission          | Officer's direct supervisor submits nomination form         |
| Deadline            | 3rd Friday of each month                                    |



|                                            |                        |
|--------------------------------------------|------------------------|
| <b>Frequency</b>                           | <b>Awarded monthly</b> |
| <b>Scoring Criteria</b>                    | <b>Weight</b>          |
| <b>Leadership Effectiveness</b>            | <b>40%</b>             |
| <b>Unit Contributions</b>                  | <b>30%</b>             |
| <b>Adherence to Core Values and Ethics</b> | <b>20%</b>             |
| <b>Guidance and Morale</b>                 | <b>10%</b>             |
| <b>Total</b>                               | <b>100%</b>            |

### Selection Process:

- Committee: Senior Aerospace Science Instructor (SASI), Aerospace Science Instructor (ASI), Group Commander, and Stan/Eval Commander evaluate nominations.
- Review: Committee assesses nomination forms, cadet portfolios, and performance records (e.g., promotion points, tardiness logs).
- Interviews: Top candidates may be interviewed to discuss their leadership philosophy and contributions.
- Approval: Final selection by SASI/ASI, ensuring alignment with the AFJROTC mission and Air Force Core Values.

### Notes:

- Scoring: Each criterion is scored on a 1–10 scale, weighted as indicated (40%, 30%, 20%, 10%), with a maximum of 100 points. A minimum score of 80 points is required for award consideration.
- Retention Standards: Eligibility aligns with Program Participation & Standards, ensuring no academic failures, suspensions, or major uniform violations.
- Leadership Impact: Examples like leading DIAMOND Stick wins or Zero Week activities reflect contributions to unit excellence.
- Core Values: Adherence to Integrity First, Service Before Self, and Excellence in All We Do is evaluated through conduct and performance.

- **Integration:** The EAGLE Award supports promotion eligibility and leadership development, recognizing officers who enhance unit cohesion and morale.
- **Feedback:** Cadets may provide annual input to refine award criteria, ensuring fairness and clarity.

### **Officer of the Month:**

- The officer with the highest score each month is designated **Officer of the Month**, receiving a special certificate and priority for leadership roles or scholarship recommendations.
- In case of a tie, the SASI/ASI makes the final decision based on overall leadership impact.

### **Format and Compliance**

- **Format:** The EAGLE Award is a formal letter, signed by the SASI and Group Commander, detailing the officer's specific leadership achievements (e.g., "C/Capt Smith led A Flight to three consecutive DIAMOND Stick wins through exceptional drill coordination").
  - Includes the AFJROTC logo, unit designation, and date of award.
  - Presented at unit ceremonies (e.g., end-of-semester assemblies) or special events.
- **Compliance:**
  - Awards adhere to AFJROTC and Parkwood High School policies, ensuring fairness and transparency.
  - All nominations and scores are verified by the Standards and Evaluation Commander to prevent bias.
  - Awards align with retention standards (e.g., no major disciplinary actions).

### **Accountability and Documentation**

- **Record Keeping:** The Standards and Evaluation Commander maintains a log of all awards in the unit's evaluation system, including recipient names, dates, and leadership details.
- **Cadet Portfolios:** Awards are added to the recipient's portfolio, supporting promotion packets and scholarship applications.
- **Accountability:**
  - The selection committee ensures nominations reflect objective performance metrics (e.g., promotion test scores, service hours).
  - Cadets may appeal award decisions within 5 school days by submitting a written statement to the SASI, per the Retention section's appeals process.
- **Transparency:** Award criteria and recipient names are announced in unit newsletters or posted on the unit's bulletin board.

## **DIAMOND Stick Award**

### **Purpose**

The DIAMOND Stick, representing **D**edication, **I**ntegrity, **A**daptability, **M**entorship, **O**rganization, **N**exus, and **D**rive is a weekly award given to the flight demonstrating exceptional teamwork, discipline,

and leadership. The stick fosters flight pride, encourages healthy competition, and recognizes collective excellence in academics, conduct, participation, and unit activities. Each winning flight's assigned color is painted on the stick's base to track victories, symbolizing sustained commitment to AFJROTC standards.

### Significance

Earning the DIAMOND Stick signifies a flight's embodiment of the AFJROTC mission to develop citizens of character. It highlights:

| Letter   | Quality      | Description                                             |
|----------|--------------|---------------------------------------------------------|
| <b>D</b> | Dedication   | Commitment to unit goals.                               |
| <b>I</b> | Integrity    | Upholding ethical behavior in team interactions.        |
| <b>A</b> | Adaptability | Flexibility in responding to team challenges.           |
| <b>M</b> | Mentorship   | Guiding peers or subordinates.                          |
| <b>O</b> | Organization | Structuring team efforts, such as coordinating.         |
| <b>N</b> | Nexus        | Creating connections and collaboration within the team. |
| <b>D</b> | Drive        | Motivation to achieve team excellence.                  |

### Notes:

- The DIAMOND Stick recognizes flights or units excelling in teamwork.
- Qualities like **Mentorship**, **Organization**, and **Nexus** emphasize collaboration, supporting flight cohesion and professional relationships.
- The award integrates with retention standards, leadership development, and promotion criteria.
- Cadets may provide annual feedback to refine award criteria, ensuring alignment with unit goals.

The stick is painted weekly with the winning flight's color:

**A Flight:** Red

**B Flight:** Navy

**C Flight:** White

**D Flight:** Green

**E Flight:** Purple

**F Flight:** Orange

The colors serve as a visible record of each flight's achievements, displayed prominently during unit activities to inspire continued effort.

### **Award Criteria**

Flights are evaluated weekly (Monday to Thursday) by the Senior Aerospace Science Instructor (SASI), Aerospace Science Instructor (ASI), and Standards and Evaluation Commander based on the following streamlined criteria, each tied to Cadet Guide standards:

- **Teamwork (30%):**
  - Demonstrates strong collaboration in unit activities (e.g., Zero Week obstacle course, drill practice), with all members contributing to success.
  - Shows mutual support, such as cadets helping peers during fitness or drill training.
  - Example: Flight ensures all members complete a team-building task without leaving anyone behind.
- **Discipline and Conduct (30%):**
  - Maintains zero unexcused tardies and uniform violations, adhering to the Tardiness Policy and Uniform Standards & Grooming guidelines.
  - Uses the Seven Basic Responses correctly during formal interactions, as outlined in the Conduct & Protocols chapter.
  - Example: Flight consistently reports on time and addresses instructors with proper courtesy (e.g., "Yes, Sir/Ma'am").
- **Participation and Engagement (20%):**
  - Achieves 90% or higher attendance at classes and mandatory events (e.g., inspections, leadership training), with excused absences verified by the SASI/ASI.
  - Actively participates in at least one extracurricular activity (e.g., drill team, color guard) or unit event (e.g., community service projects).
  - Example: Flight leads in organizing a service event or excels in a weekly drill evaluation.
- **Academic and Community Service Commitment (20%):**
  - Maintains a flight average of 75% or higher in AFJROTC coursework, with no cadets failing classes (per Retention section).
  - Completes or makes progress toward the 5-hour semester community service requirement, verified by the Standards and Evaluation Commander.
  - Example: Flight collectively submits service hours early or achieves high scores on promotion tests.

### **Award Process**

- **Evaluation Period:** Flights are assessed from Friday to Thursday each week by the SASI, ASI, and Standards and Evaluation Commander, using checklists aligned with the above criteria.
- **Scoring:** Each criterion is scored on a 1–10 scale (e.g., 8/10 for teamwork), weighted as indicated (30% teamwork, 30% discipline, 20% participation, 20% academics/service). The flight with the highest total score wins.
- **Selection:** On Friday morning, instructors finalize the winner based on scores and qualitative observations (e.g., standout teamwork in a specific event). The instructors inform the Group Commander of the decision.
- **Announcement and Presentation:**
  - During Friday’s closing formation or class, the Group Commander announces the winning flight, citing specific examples of their excellence (e.g., “B Flight earned the Spirit Stick for their flawless drill performance and 100% uniform compliance”).
  - The winning flight’s color is painted on the stick’s base by the SASI or ASI.
  - The stick is presented to the Flight Commander, who displays it during unit activities until the next award cycle.
- **Tracking:** The Standards and Evaluation Commander maintains a log of wins, with color bands on the stick’s base serving as a visual record of each flight’s victories.

# Chapter 12: Promotions

## Cadet Enlisted Promotion System

### Purpose

The AFJROTC Cadet Enlisted Promotion System recognizes cadets who demonstrate leadership, academic achievement, program participation, community service, and adherence to Air Force Core Values. This system promotes cadets through enlisted ranks (Cadet Airman Basic to Cadet Chief Master Sergeant) based on merit and readiness for increased responsibilities, fostering skills for school, community, and future endeavors.

### Promotion Philosophy

Promotions are earned through a “whole person” evaluation, assessing academics, leadership, drill proficiency, uniform standards, community service, and military behavior. The system mirrors U.S. Air Force enlisted promotion principles, adapted for high school cadets, and encourages continuous growth while rewarding achievement. Cadets progress through ranks by meeting objective criteria and demonstrating leadership potential, with oversight from the Senior Aerospace Science Instructor (SASI) and Aerospace Science Instructor (ASI).

### Enlisted Ranks

- **Cadet Airman Basic (C/AB):** AS-I, first semester (entry-level rank).
- **Cadet Airman (C/Amn):** AS-I, second semester.
- **Cadet Airman First Class (C/A1C):** AS-II, first or second semester.
- **Cadet Senior Airman (C/SrA):** AS-III, first or second semester.
- **Cadet Staff Sergeant (C/SSgt):** AS-IV, first or second semester.
- **Cadet Technical Sergeant (C/TSgt):** AS-IV or higher, with leadership roles.
- **Cadet Master Sergeant (C/MSgt):** Advanced leadership, third or fourth year.
- **Cadet Senior Master Sergeant (C/SMSgt):** Senior leadership, typically fourth year.
- **Cadet Chief Master Sergeant (C/CMSgt):** Highest enlisted rank, limited to 1% of corps population, reserved for Senior Enlisted Advisor or equivalent.

Ranks are divided into:

- **Permanent Ranks:** Awarded based on performance, time in program, and completion of requirements, retained unless demoted.
- **Temporary Ranks:** Assigned for specific leadership roles (e.g., Flight Sergeant), reverting to permanent rank after tenure unless permanently promoted.

### Eligibility Requirements

To be considered for enlisted promotion, cadets must meet these minimum standards:

1. **Academics:**

- Passing all classes with no six-week failures (waivable with SASI-approved letter of justification).
- Minimum “B” average (85%) in AFJROTC courses (current semester).
- 2. **Uniform and Appearance:**
  - No unexcused missed uniform days in the current semester.
  - No more than two minor uniform inspection errors per wear (e.g., improper insignia placement).
- 3. **Drill Proficiency:**
  - Execute basic drill movements (Attention, Parade Rest, Right/Left Face, About Face, Present Arms, Order Arms) with 90% accuracy.
  - For C/SSgt and above: Lead a flight in basic drill with  $\leq 3$  errors.
- 4. **Community Service:**
  - Minimum 5 hours per semester, verified by SASI/ASI.
- 5. **Promotion Test:**
  - Score 50% or higher on the appropriate tiered promotion test (Airman, NCO, or SNCO), administered mid-semester.
- 6. **Conduct:**
  - No suspensions (in-school or out-of-school) in the current semester (waivable with SASI-approved letter).
  - No major disciplinary actions (e.g., Letter of Counseling, Admonishment, or Reprimand).
- 7. **Time in Grade:**
  - Minimum 6 weeks in current rank for C/Amn to C/SrA; 8 weeks for C/SSgt and above.
- 8. **Leadership Potential:**
  - Satisfactory performance in assigned duties, as evaluated by SASI/ASI and cadet leaders.

## Promotion Process

- 1. **Point-Based System:**
  - Cadets earn points for achievements; a minimum total score (165 for C/Amn to C/SrA, 175 for C/SSgt to C/TSgt, 185 for C/MSgt to C/CMSgt) is required for promotion consideration.
  - **Point Categories:**
    - **AFJROTC Grade (100 points max)**
    - **Promotion Test (100 points max)**
    - **Community Service (25 points max):** 1 point per hour, minimum 5 hours (5 points) required.
  - **Total Points Available:** 225.
- 2. **Promotion Cycles:**
  - **Regular Cycle:** Mid-semester for temporary ranks; end of second semester for permanent ranks.
  - **Out-of-Cycle:** At SASI discretion to fill leadership roles or reward exceptional merit (e.g., outstanding performance in Zero Week obstacle course).

## Specific Rank Requirements

| Rank    | Year/Semester      | TIG     | Points | C.S.    | Test       | Add'l Req's                               |
|---------|--------------------|---------|--------|---------|------------|-------------------------------------------|
| C/AB    | AS-I, 1st semester | N/A     | N/A    | N/A     | N/A        | Entry-level rank, no promotion required.  |
| C/Amn   | AS-I, 2nd semester | 6 weeks | 165    | 5 hours | Airman, 50 | Basic drill test (90%).                   |
| C/A1C   | AS-II              | 6 weeks | 165    | 5 hours | Airman, 50 | Basic drill test (90%).                   |
| C/SrA   | AS-III             | 6 weeks | 165    | 5 hours | Airman, 50 | Lead element in drill ( $\leq 3$ errors). |
| C/SSgt  | AS-IV              | 8 weeks | 175    | 5 hours | NCO, 50    | Lead flight in drill ( $\leq 3$ errors).  |
| C/TSgt  | AS-IV or higher    | 8 weeks | 175    | 5 hours | NCO, 50    | Flight Sergeant or equivalent role.       |
| C/MSgt  | 3rd/4th year       | 8 weeks | 185    | 5 hours | SNCO, 50   | CLC completion, squadron-level role.      |
| C/SMSgt | 4th year           | 8 weeks | 185    | 5 hours | SNCO, 50   | Senior squadron-level role.               |
| C/CMSgt | 4th year           | 8 weeks | 185    | 5 hours | SNCO, 50   | Senior Enlisted Advisor, 1% corps limit.  |



## Permanent Rank Retention

To retain a permanent rank, cadets must:

- Successfully complete the previous semester with no six-week failures (waivable with SASI approval).
- Maintain an AFJROTC semester average of 90% or higher.
- Have no major disciplinary actions (e.g., LOC, LOA, LOR).
- Complete 5 hours of community service per semester.

Cadets in their final term of AFJROTC may retain their highest rank (temporary or permanent) at SASI/ASI discretion, regardless of course level.

## Leadership Roles and Temporary Ranks

Cadets appointed to leadership roles may receive temporary ranks:

- **Element Leader (C/A1C–C/SrA)**: Leads a small group within a flight.
- **Flight Sergeant (C/SSgt–C/TSgt)**: Manages flight operations and drill.
- **Senior Enlisted Advisor (C/CMSgt)**: Advises Corps Commander, limited to 1% of corps.

Temporary ranks revert to permanent ranks after tenure unless permanently promoted based on performance.

## Additional Policies

- **Promotion Ceremony**: Held after each cycle to award ranks, ribbons, or certificates.
- **Appeals**: Cadets denied promotion may submit a letter to the SASI with evidence of overlooked achievements.
- **Demotion**: Cadets failing to maintain standards (e.g., suspensions, repeated uniform violations) may be demoted at SASI discretion.
- **Incentives**: Promoted cadets gain priority for leadership roles, competition teams, and scholarship recommendations.
- **C/CMSgt Limit**: Restricted to 1% of corps population, selected by SASI for exceptional leadership.

## Cadet Responsibilities

- Track points, service hours, and test scores in a cadet portfolio.
- Attend promotion workshops to understand requirements.
- Seek feedback from instructors and cadet leaders to improve.

| <b>Enlisted Promotion Criteria Chart</b>        |                  |         |
|-------------------------------------------------|------------------|---------|
|                                                 | <b>Temporary</b> |         |
|                                                 | Retain           | Promote |
| <b>I. GENERAL REQUIREMENTS</b>                  |                  |         |
| Pass all classes w/no 6 week failures*          | Y                | Y       |
| No suspensions (ISS or OSS)*                    | Y                | Y       |
| All duties satisfactory                         | Y                | Y       |
| No Major Discipline Problems (LOC, LOA, LOR)    | Y                | Y       |
| <b>II. Weighted Promotion System</b> <u>Max</u> |                  |         |
| ROTC Grade - semester average      100          | 85               |         |
| Promotion Test - Cadet Guide      100           | 75               |         |
| Community Service - semester hours      25      | **5              |         |
| <b>Total</b> <b>225</b>                         | 165              |         |
|                                                 |                  |         |
| <b>To be promoted you must:</b>                 |                  |         |
| 1) Meet all “Y” general requirements            |                  |         |
| 2) Have the minimum total score                 |                  |         |
| 3) Be approved by the instructor(s)             |                  |         |

\* Can be waived by submitting a letter of justification/explanation to the SASI. SASI will make the final determination

\*\* Minimum number of community service hours required to be promoted.

| <b>PERMANENT RANK RETENTION CRITERIA</b>     | Permanent |
|----------------------------------------------|-----------|
| <b>I. GENERAL REQUIREMENTS</b>               |           |
| Successfully completed previous semester     | Y         |
| No Major Discipline Problems (LOC, LOA, LOR) | Y         |
| AFJROTC Grade - semester average             | 90        |
| Total                                        | 90        |

# Cadet Officer Promotion System

## Purpose

The AFJROTC Cadet Officer Promotion System recognizes cadets who demonstrate exceptional leadership, academic excellence, and commitment to the Air Force Core Values: Integrity First, Service Before Self, and Excellence in All We Do. Promotions to officer ranks (Cadet Second Lieutenant to Cadet Colonel) reward merit and prepare cadets for increased leadership responsibilities, fostering skills for school, community, and future endeavors. This system is merit-based, transparent, and aligned with AFJROTC's mission to develop citizens of character.

## Promotion Philosophy

Promotions are earned, not guaranteed, based on the “whole person” concept, evaluating academics, leadership, drill proficiency, uniform standards, community service, and program involvement. The system mirrors U.S. Air Force promotion principles, adapted for high school cadets, with no military service obligation. It encourages continuous growth, rewards achievement, and ensures fairness through clear criteria and instructor oversight.

## Officer Ranks

- **Cadet Second Lieutenant (C/2d Lt):** Entry-level officer rank for cadets showing leadership potential.
- **Cadet First Lieutenant (C/1st Lt):** For cadets with proven leadership in flight-level roles.
- **Cadet Captain (C/Capt):** For cadets leading squadron-level initiatives.
- **Cadet Major (C/Maj):** For cadets managing significant unit responsibilities.
- **Cadet Lieutenant Colonel (C/Lt Col):** For deputy corps commanders or equivalent.
- **Cadet Colonel (C/Col):** Reserved for the Corps Commander, the highest cadet leader.

Ranks are divided into:

- **Permanent Ranks:** Awarded based on performance and time in program, retained unless demoted.
- **Temporary Ranks:** Assigned for specific leadership roles (e.g., Corps Commander), reverting to permanent rank after tenure unless permanently promoted.

## Eligibility Requirements

To be considered for mid-term officer promotion, cadets must meet these minimum standards or have a SASI/ASI waiver:

1. **Academics:**
  - “B” average or higher in AFJROTC courses (current and cumulative).
  - Overall GPA of 2.5 or higher.
2. **Uniform and Appearance:**
  - No unexcused missed uniform days in the current semester.
  - No more than two minor uniform inspection errors per wear (e.g., improper insignia).

3. **Drill Proficiency:**
  - Execute basic drill movements (Attention, Parade Rest, Right/Left Face, About Face, Present Arms, Order Arms) with 90% accuracy.
  - For C/1st Lt and above: Command a 30-Command Drill Sequence with  $\leq 3$  errors ( $\leq 2$  for C/Capt and above).
4. **Community Service:**
  - 8 hours per semester for C/2d Lt, increasing by 4 hours per rank (e.g., 12 for C/1st Lt, 16 for C/Capt).
5. **Conduct:**
  - No suspensions (in-school or out-of-school) in the current school year.
  - Demonstrate Air Force Core Values through behavior.
6. **Time in Grade:**
  - Minimum 6 weeks in current rank (enlisted or officer).
7. **Leadership Potential:**
  - Instructors will observe attitude, work ethic, and discipline throughout the semester when making a promotion recommendation. Promotees will need SASI/ASI approval for promotion.

## Promotion Process

1. **Point-Based System:**
  - Cadets will be evaluated on 3 criteria, they must meet standards in each category to be eligible for promotion.
  - **Point Categories:**
    - **Community Service:**  $\geq 5$  hours = meets standards.
    - **Academics:** "B" or higher = meets standards.
    - **Fitness:**  $\geq 75\%$  = meets standards.
2. **Promotion Cycles:**
  - **Regular Cycle:** End of each semester for permanent rank promotions.
  - **Out-of-Cycle:** At SASI discretion to fill leadership roles or reward exceptional merit (e.g., standout drill competition performance).

## Additional Policies

- **Promotion Ceremony:** Held once a semester to award ranks, ribbons, or certificates.
- **Appeals:** Cadets denied promotion may request a review with the SASI, providing evidence of overlooked achievements.
- **Demotion:** Cadets failing to maintain standards (e.g., suspensions, repeated uniform violations) may be demoted at SASI discretion.

## Officer Promotion Criteria Chart

| Criteria                                                                                  | Retain     | Promote        |
|-------------------------------------------------------------------------------------------|------------|----------------|
| <b>I. GENERAL REQUIREMENTS</b>                                                            |            |                |
| Pass all classes with no six-week failures*                                               | Y          | Y              |
| “B” average or higher in AFJROTC courses (current & cumulative)                           | Y          | Y              |
| Overall GPA of 2.5 or higher                                                              | Y          | Y              |
| No suspensions (ISS or OSS) in current school year*                                       | Y          | Y              |
| No unexcused missed uniform days in current semester                                      | Y          | Y              |
| No more than two minor uniform inspection errors per wear                                 | Y          | Y              |
| Execute basic drill movements with 90% accuracy                                           | Y          | Y              |
| Command 30-Command Drill Sequence (C/1st Lt: $\leq 3$ errors; C/Capt+: $\leq 2$ errors)** | -          | Y              |
| Minimum 6 weeks in current rank                                                           | Y          | Y              |
| <b>II. POINT-BASED SYSTEM</b>                                                             | <b>Max</b> | <b>Minimum</b> |
| Community Service (hours/semester: 8 for C/2d Lt, 12 for C/1st Lt, 16 for C/Capt+)**      | 25         | 8/12/16        |
| Academics (AFJROTC “B” or higher)                                                         | 100        | 80             |
| Fitness (PFT assessment score)                                                            | 100        | 75             |
| Total                                                                                     | 225        | 163/167/171    |

### To be promoted, you must:

- Meet all “Y” general requirements for your rank.
- Achieve the minimum score in each point-based category (Community Service hours specific to rank: 8 for C/2Lt, 12 for C/1Lt, 16 for C/Capt and above).
- Be approved by the Senior Aerospace Science Instructor (SASI) and/or Aerospace Science Instructor (ASI).

Notes:

- \*Waivers for academic failures or suspensions may be granted by the SASI with a documented letter of justification addressing extenuating circumstances (e.g., medical, family issues).
- Drill Proficiency: Basic drill movements (Attention, Parade Rest, Right/Left Face, About Face, Present Arms, Order Arms) are assessed during inspections. For C/1st Lt and above, commanding a 30-Command Drill Sequence is required for promotion, with error thresholds per rank.
- Community Service: Minimum hours vary by rank (8 for C/2Lt, 12 for C/1Lt, 16 for C/Capt and above), reflecting increased leadership responsibilities. A baseline of 5 hours ensures retention eligibility.
- SASI/ASI Approval: Final promotion decisions rest with the SASI/ASI, with input from cadet leadership (e.g., Group Commander, Top Four Staff), evaluating leadership potential.
- Integration: Officer promotions align with retention standards, leadership development , and eligibility for awards.
- Feedback: Cadets may provide annual input to refine promotion criteria, ensuring fairness and clarity.

# Chapter 13: Leadership Development Requirements

The Leadership Development Requirements (LDR) program offers cadets structured opportunities to develop leadership, teamwork, and professional skills through diverse activities. This chapter outlines the requirements, eligibility, and awards for each LDR activity, ensuring cadets uphold the unit's standards. Cadets will participate in inclusive, disciplined programs under the supervision of designated commanders.

## Section 1: Awareness Presentation Team (APT)

- Purpose: The APT provides positive role models for elementary and middle school students through academic presentations.
- Activities:
  - Cadets research and deliver presentations on topics such as peer pressure, conflict resolution, bullying, sexual issues, domestic violence, drug and alcohol awareness, and gang violence.
  - Presentations must be approved by the high school principal and Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI).
- Eligibility and Selection:
  - Composed of 5–10 cadets selected by the SASI/ASI.
  - Open to all cadets, including reserves, to promote inclusivity, per the Code's diversity focus.
- Awards:
  - Cadets who complete three presentations in a school year earn the Awareness Presentation Team Badge.
- Oversight:
  - Managed by the Events Commander, with the Community Service and Outreach subsection coordinating logistics and approvals.

## Section 2: JROTC Leadership and Academic Bowl (JLAB)

- Purpose: JLAB enhances academic skills, prepares cadets for college entrance exams, and fosters team cohesion through competitive academic challenges.
- Activities:
  - Teams compete in three levels, answering questions on core curriculum (85% math, science, language arts) and general knowledge (15% financial literacy, college entrance, current events).
  - Top performers may travel to Washington, DC, for Level III.
- Eligibility and Selection:
  - Open to cadets in 8th–11th grades; seniors are ineligible.
  - Teams include two alternates who may participate in Levels I and II but not Level III.
- Awards:
  - Cadets must attend 75% of practices and compete in at least one level to earn the JLAB Ribbon.
- Oversight:
  - Coordinated by the SASI/ASI, with the Events Commander's Logistics subsection managing schedules and resources.

## Section 3: Color Guard (CG)

- Purpose: Color Guard performs precise flag ceremonies, demonstrating professionalism and flag etiquette.
- Activities:
  - Includes casing, uncasing, presenting, folding, posting, and retiring the colors.
  - Requires mastery of the Manual of Arms and flag protocols.
- Eligibility:
  - Open to all cadets committed to rigorous training, including reserves.

- Awards:
  - Cadets who perform in at least five events (e.g., school ceremonies, community events) earn the Color Guard Ribbon.
- Oversight:
  - Led by the Flag Operations Commander, with the Flag Ops Officer and Protocol and Training Officer subsections ensuring precision and training.

#### **Section 4: Drill**

- Purpose: Drill develops precision, discipline, and teamwork through synchronized movements.
- Activities:
  - Involves moving formations with a 24-inch step, 100–120 steps per minute cadence, and precise distance and interval.
  - Teams include New Cadet, Unarmed Regulation, Armed Regulation, Unarmed Exhibition, Armed Exhibition, Unarmed Dual Exhibition, Armed Dual Exhibition, Armed and Unarmed Color Guard, and Individual Knockout (Armed and Unarmed).
- Eligibility:
  - Open to all cadets, including reserves, committed to the full drill season.
- Awards:
  - Cadets who attend 75% of practices and compete in at least three events (e.g., competitions, school events, community demonstrations) earn the Drill Team Ribbon.
- Oversight:
  - Managed by the Flag Operations Commander, with the Protocol and Training Officer subsection coordinating drill training and performance.

#### **Section 5: Kitty Hawk Honor Society (KHHS)**

- Purpose: KHHS promotes academic excellence, service, and leadership while supporting aerospace education, in affiliation with the Air Force Association.
- Activities:
  - Cadets learn and recite pledges, including the KHHS Preamble, Purpose of the Pledge Program, Definition of Duty, Definition of a Salute, Scholfield's Quotation, Air Force Song (first verse), Toast to the Flag (first verse), and National Anthem.
  - Cadets complete three of the following:
    - Assist with a KHHS project.
    - Participate in Campus Beautification or another KHHS service project.
    - Complete an individual task assigned by the SASI/ASI.
    - Perform a voluntary 2-hour task for a parent.
    - Perform a voluntary 2-hour task for a teacher.
  - Pay an annual fee, typically raised through a fundraiser.
- Eligibility and Selection:
  - Requires a minimum 3.0 GPA, no failing grades (below 60%), and SASI/ASI approval.
  - Cadets falling below the GPA threshold or with failing grades are placed on probation until standards are met.
  - Inductions occur at the start of each semester.
- Awards:
  - Inducted members wear powder blue cords and the KHHS pin.
- Oversight:
  - Coordinated by the SASI/ASI, with the Events Commander's Community Service and Outreach subsection managing service projects.

#### **Section 6: Raider Challenge**



- Purpose: Raider Challenge builds physical fitness, mental toughness, and teamwork through outdoor competitive activities.
- Activities:
  - Teams of 10 cadets (8 competitors, 2 alternates per event) participate in physically demanding tasks in primitive settings with safety amenities.
  - Events emphasize fitness, leadership, and camaraderie.
- Eligibility:
  - Open to all cadets, including reserves, with strong physical and mental resilience.
- Awards:
  - Cadets who attend 75% of practices and compete in at least one event earn the Raider Challenge Team Ribbon.
- Oversight:
  - Led by the Physical Training Commander, with the Health and Safety subsection ensuring safe execution.

### **Section 7: Unmanned Aircraft System (UAS)**

- Purpose: UAS activities develop technical skills and responsibility through safe operation of unmanned aerial vehicles.
- Activities:
  - Cadets operate multi-copters or remote-control aircraft, adhering to Federal Aviation Administration (FAA) regulations, local laws, and school policies.
  - Operations prioritize safety and privacy concerns.
- Eligibility:
  - Open to all cadets who earn the FAA Recreational Flyer certificate prior to participation.
- Awards:
  - Cadets who attend 75% of practices for a semester earn the Unmanned Aircraft System Ribbon.
- Oversight:
  - Coordinated by the SASI/ASI, with the Logistics subsection managing equipment.

### **Section 8: eSports**

- Purpose: eSports fosters discipline, communication, and sportsmanship through competitive gaming, preparing cadets for collegiate opportunities.
- Activities:
  - Cadets participate in organized gaming practices and competitions, developing teamwork and strategic thinking.
- Eligibility:
  - Open to all cadets, including reserves, committed to the semester's practice schedule.
- Awards:
  - Cadets who attend 75% of practices for a semester earn the LDR Ribbon.
- Oversight:
  - Managed by the SASI/ASI, with the Events Commander's Logistics subsection coordinating schedules and resources.

### **Section 9: Additional LDR Opportunities**

- The listed LDRs (APT, JLAB, Color Guard, Drill, KHHS, Orienteering, Raider Challenge, UAS, eSports) are the most common in NC-20067.
- Additional LDRs are available per the AFJROTC Operational Supplement.
- Cadets may propose new LDRs through their chain of command, subject to SASI/ASI approval, ensuring inclusivity and innovation.

## **Section 10: Standards of Conduct**

- Cadets will participate in LDRs with professionalism, adhering to uniform, safety, and behavioral standards.
- Violations (e.g., non-compliance, lack of commitment) will be reported to the relevant commander (e.g., Flag Operations Commander, Physical Training Commander) and SASI/ASI.
- Cadets will foster an inclusive environment, supporting all peers in LDR activities.

# Chapter 14: Flag Etiquette

The flag of the United States is a symbol of national pride, unity, and sacrifice, embodying the values of Patriotism & Service, Leadership & Teamwork, Integrity & Honor, and Discipline & Growth. Cadets will uphold the highest standards of respect and professionalism when handling, displaying, and honoring the flag, per Air Force traditions and the unit's Code of Ethics. This chapter outlines proper flag etiquette, folding procedures, ceremonial protocols, and responsibilities for flag operations, ensuring cadets demonstrate reverence for the flag and its significance.

## Section 1: Flag Display and Handling

- **Display Guidelines:**
  - The U.S. flag should be flown daily from sunrise to sunset in good weather at school facilities, per "Program Participation and Standards." On election days, display the flag at polling places.
  - For 24-hour display or special patriotic occasions (e.g., Veterans Day), ensure proper illumination during darkness.
  - Use an all-weather flag during inclement weather to prevent damage; otherwise, do not display in poor conditions.
- **Raising and Lowering:**
  - Raise the flag briskly and lower it ceremoniously, ensuring it is fully unfurled before raising.
  - Stand at attention and salute during raising until the flag reaches the top of the pole.
- **Respectful Handling:**
  - The flag must never touch the ground, be carried flat or horizontally, or be dipped to any person or thing. Always carry it aloft and free, secured against the chest with both arms.
  - Do not use the flag as apparel, bedding, decoration, or for carrying items. Avoid storing it in a way that risks damage or soiling.
  - The flag must not be used for advertising, attached with decorations, or embroidered on personal items (except as a patch on JROTC uniforms).
- **Vehicle Display:**
  - When displayed on a vehicle, fix the flag's staff firmly to the chassis or right fender. Do not drape the flag over the vehicle's hood, top, sides, or back.
- **Flag Retirement:**
  - When worn or soiled, retire the flag in a dignified manner, preferably by ceremonial burning, coordinated by the Flag Operations Commander.

## Section 2: Flag Folding Procedures

Proper flag folding reflects respect for the nation and its values. Cadets will follow these steps, led by the Flag Operations Commander and Flag Ops Officer, to ensure precision and reverence:

- Begin with two cadets holding the flag waist-high, parallel to the ground.
- Fold the lower half of the stripe section over the field of stars, securing the edges.
- Fold again lengthwise, keeping the blue field on the outside.
- Make a triangular fold by bringing the striped corner of the folded edge to the open edge.
- Continue triangular folds until only the blue field with stars is visible.
- The final fold resembles a cocked hat, honoring the soldiers and sailors who fought for our freedoms.

## Section 3: Flag Folding Ceremony

The flag folding ceremony, performed at retreat or special events, symbolizes the principles of our nation and its military heritage. Cadets will conduct ceremonies with precision, led by the Flag Ops Officer and supported by the Protocol and Training Officer.

### Section 3: Community Service through Flag Duties

Cadets assigned to flag duties (raising, lowering, or ceremonies) contribute to the unit and community, earning service hours:

- **Daily Flag Duties:** Raising and lowering the flag takes approximately 15 minutes per session, earning 15 minutes of community service hours when assigned by the Flag Operations Commander, Flight Sergeant, Flight Commander, Squadron Commander, Top 4 Staff, or SASI/ASI.
- **Ceremonial Duties:** Participation in color guard or flag folding ceremonies may earn additional service hours, as approved by the Flag Operations Commander.
- **Inclusivity:** All cadets, including reserves, are eligible to participate.

### Section 4: Standards of Conduct

- Cadets will demonstrate respect during flag operations, standing at attention and saluting as required.
- Violations of flag etiquette (e.g., improper handling, disrespect) will be addressed by the Flag Operations Commander and reported to the SASI/ASI.
- Cadets will maintain a professional appearance in uniform during flag duties.

## VISUAL

Step 1



Step 2



Step 3



Step 4



Step 5



Step 6



Step 7



# Chapter 15: Physical Fitness

The NC-20067 Physical Fitness & Wellness program promotes a holistic approach to cadet health, emphasizing regular exercise, balanced nutrition, and mental well-being to advance the unit's goals. This chapter outlines the standards, protocols, and responsibilities for physical fitness activities, ensuring cadets develop lifelong habits of health and resilience.

## Section 1: Program Objectives

The Physical Fitness & Wellness program fosters total fitness through:

- **Physical Conditioning:** Encouraging regular exercise to enhance strength, endurance, and overall health.
- **Mental Wellness:** Promoting stress management, time management, and self-esteem to support cadet resilience.
- **Inclusivity:** Providing accessible, individualized fitness opportunities for all cadets, including reserves.
- **Accountability:** Tracking and recognizing fitness achievements.

## Section 2: Physical Training (PT) Uniform and Standards

- **PT Uniform:**
  - Cadets may change into the designated AFJROTC PT uniform for fitness activities, as approved by the Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI).
  - The PT uniform must not be combined with any part of the Air Force uniform to maintain professionalism.
- **Conduct During PT:**
  - Cadets will adhere to safety protocols and demonstrate respect during PT activities.
  - Participation in PT reflects commitment to Discipline & Growth and supports unit cohesion.

## Section 3: Physical Fitness Testing

The Physical Fitness Test (PFT) assesses cadet fitness and promotes continuous improvement:

- **Testing Schedule:**
  - The PFT will be conducted twice per semester:
    - **First PFT:** Within 45 days of the semester start (fall or spring).
    - **Second PFT:** Within 30 days before the semester ends or prior to the end-of-year awards ceremony.
- **Test Administration:**
  - The PT Commander and PT Coordinator will oversee PFT administration.
  - Scores will be recorded in WINGS by the PT Commander, maintaining accuracy and transparency.
- **Preparation:**
  - Cadets will receive training and guidance from the PT Coordinator to prepare for the PFT.

## Section 4: Physical Training Programs

- **Individualized Fitness Plans:**

- The PT Coordinator subsection will develop voluntary, individualized fitness programs tailored to cadet needs, encouraging self-directed health goals.
- Programs may include activities like running, strength training, or team sports.
- **Team-Based Activities:**
  - The PT Commander will organize team sports and fitness challenges to foster unit cohesion through collective effort.
  - Activities will be accessible to all cadets, ensuring alignment with the Code's diversity focus.
- **Recognition:**
  - Cadets demonstrating exceptional fitness progress will be recognized via the Cadet Achievement Letter (CAL) or other awards.

## Section 6: Wellness Education

The AFJROTC curriculum integrates wellness education to support mental and physical health:

- **Topics:** Includes general health guidelines, stress and time management, and self-esteem development.
- **Delivery:** Led by the PT Coordinator and SASI/ASI through workshops or classroom sessions.
- **Application:** Cadets are encouraged to apply wellness principles in daily life through community health initiatives.

## Section 7: Standards of Conduct

- Cadets will participate in PT activities with professionalism, adhering to safety and uniform standards.
- Violations (e.g., unsafe behavior, non-compliance with PT uniform rules) will be reported to the PT Commander and SASI/ASI.
- Cadets will maintain a positive, inclusive attitude during PT, supporting all peers.

## Attachment 1. Phonetic Alphabet/24 Hour Clock00

| Letter | Pronunciation | Letter | Pronunciation |
|--------|---------------|--------|---------------|
| A      | Alpha         | N      | November      |
| B      | Bravo         | O      | Oscar         |
| C      | Charlie       | P      | Papa          |
| D      | Delta         | Q      | Quebec        |
| E      | Echo          | R      | Romeo         |
| F      | Foxtrot       | S      | Sierra        |
| G      | Golf          | T      | Tango         |
| H      | Hotel         | U      | Uniform       |
| I      | India         | V      | Victor        |
| J      | Juliet        | W      | Whiskey       |
| K      | Kilo          | X      | X Ray         |
| L      | Lima          | Y      | Yankee        |
| M      | Mike          | Z      | Zulu          |

### **Military Time / the "24-Hour" Clock**

Commonly known as "military" time, and formally referred as Universal Military Time [UMT], the 24-hour clock is the normal method of indicating time when using your radio.

Converting to military time is quick and easy with a little practice. Since the day is divided into 24-hours, references to "AM" or "PM" are no longer needed. Any number higher than 1200 equals a PM time period.

Another benefit of using military time is that time is always referred to in hundreds of hours. For example, 0200 Hours is reported as "Zero Two Hundred Hours" and 1700 Hours is reported as Seventeen Hundred Hours.



So the next time you are listening to your radio or watching a military movie and someone says its "2130 hours" -- you'll now be able to use simple subtraction to find civilian time:  $2130 - 1200 = 9:30$  PM

### **- AM -**

| <b>Military</b>   | <b>Civilian</b> |
|-------------------|-----------------|
| <b>0001 Hrs =</b> | <b>12:01 AM</b> |
| <b>0100 Hrs =</b> | <b>1:00 AM</b>  |
| <b>0200 Hrs =</b> | <b>2:00 AM</b>  |
| <b>0300 Hrs =</b> | <b>3:00 AM</b>  |
| <b>0400 Hrs =</b> | <b>4:00 AM</b>  |
| <b>0500 Hrs =</b> | <b>5:00 AM</b>  |
| <b>0600 Hrs =</b> | <b>6:00 AM</b>  |
| <b>0700 Hrs =</b> | <b>7:00 AM</b>  |
| <b>0800 Hrs =</b> | <b>8:00 AM</b>  |
| <b>0900 Hrs =</b> | <b>9:00 AM</b>  |
| <b>1000 Hrs =</b> | <b>10:00 AM</b> |
| <b>1100 Hrs =</b> | <b>11:00 AM</b> |
| <b>1200 Hrs =</b> | <b>12 Noon</b>  |

### **- PM -**

| <b>Military</b>   | <b>Civilian</b>    |
|-------------------|--------------------|
| <b>1201 Hrs =</b> | <b>12:01 PM</b>    |
| <b>1300 Hrs =</b> | <b>1:00 PM</b>     |
| <b>1400 Hrs =</b> | <b>2:00 PM</b>     |
| <b>1500 Hrs =</b> | <b>3:00 PM</b>     |
| <b>1600 Hrs =</b> | <b>4:00 PM</b>     |
| <b>1700 Hrs =</b> | <b>5:00 PM</b>     |
| <b>1800 Hrs =</b> | <b>6:00 PM</b>     |
| <b>1900 Hrs =</b> | <b>7:00 PM</b>     |
| <b>2000 Hrs =</b> | <b>8:00 PM</b>     |
| <b>2100 Hrs =</b> | <b>9:00 PM</b>     |
| <b>2200 Hrs =</b> | <b>10:00 PM</b>    |
| <b>2300 Hrs =</b> | <b>11:00 PM</b>    |
| <b>2400 Hrs =</b> | <b>12 Midnight</b> |

**or**

**0000 Hrs**

- Some military people use terms similar to a form of "military shorthand" when referring to time. For example, the term "Oh Dark Thirty" is not an actual time. But military people use the term to refer to "sometime during the middle of the night" or "sometime very, very early in the morning."
  - Sometimes a military person will refer to Zero Five Hundred [0500 Hours] as "Oh Five Hundred." The 0500 is a number, not a letter, so the reference is technically incorrect. However, it's not an uncommon reference.
- Official military time for mid-night is 0000 Hrs, but many people and reputable sources also use 2400 Hrs.

## Attachment 2. Air Force Song

### AIR FORCE SONG



#### First Verse

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

#### Second Verse

Brilliant minds fashioned a crate of thunder, Sent it high into the blue;  
Valiant hands blasted the world asunder; How they lived God only knew!  
Boundless souls 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!

#### Third Verse

Here's a toast to the host, Of those who love the vastness of the sky, To a friend we send a message of the  
brave who serve on high. 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 those we boast, the U.S. Air Force!

#### Fourth Verse

Off we go into the wild blue yonder, Keep the wings level and true; If you'd live to be a grey-haired  
wonder, Keep the nose out of the blue! Fly to fight, guarding our nation's borders,  
We'll be there followed by more! In echelon we carry on.  
Oh, nothing'll stop the U.S. Air Force!

### Attachment 3. Cadet Ranks

#### AIR FORCE JUNIOR ROTC INSIGNIA

##### CADET OFFICER RANK



SECOND  
LIEUTENANT



FIRST  
LIEUTENANT



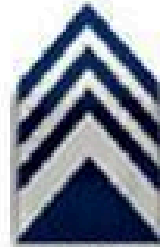
CAPTAIN



MAJOR



LIEUTENANT  
COLONEL



COLONEL

##### CADET AIRMAN RANK



AIRMAN



AIRMAN  
FIRST CLASS



SENIOR  
AIRMAN



STAFF  
SERGEANT



TECHNICAL  
SERGEANT



MASTER  
SERGEANT

NC-20067



SENIOR  
MASTER  
SERGEANT



CHIEF  
MASTER  
SERGEANT

## Attachment 3 cont... Cadet Ranks

| Position                              | Maximum Cadet Rank |
|---------------------------------------|--------------------|
| Group Commander                       | Colonel            |
| Director of Operations                | Lt Colonel         |
| Director of Flight Operations         | Lt Colonel         |
| Group Command Chief                   | CMSgt              |
| Operations Squadron Commander         | Major              |
| Operations Support Squadron Commander | Major              |
| Mission Support Squadron Commander    | Major              |
| Spartan/Gladiator Squadron Commanders | Major              |
| Standard & Evaluation Commander       | Major              |
| Judge Advocate General's Corps        | Captain            |
| First Sergeant                        | SMSgt              |
| Flight Commander                      | Captain            |
| Flight Sergeant                       | TSgt               |
| Events                                | 1Lt                |
| Flag Operations                       | 1Lt                |
| Public Affairs                        | 1Lt                |
| Recruiting                            | 1Lt                |
| Physical Training                     | 1Lt                |
| Logistics                             | 1Lt                |
| Personnel                             | 1Lt                |
| Site Management                       | 1Lt                |

\*\*All ranks are maximum for the position unless approved by SASI.\*\*

## Attachment 4. 30 Step Drill Sequence

### 30-STEP DRILL SEQUENCE

The requirement for all second-year cadets is to be able to, March. Headquarters AFJROTC has developed a 30-step drill sequence which is required to be executed by all second-year cadets or higher.

**Flight Commander (FC) will report into the inspector, after the command fall-in is given. Example: Sir/Ma'am, Unit Number, is prepared for the 30-step drill sequence. Request permission to use your drill area, Sir/Ma'am!**

#### **30-Step Drill Sequence (Mandatory for all second-year cadets)**

- |                                                                                                                                                                                     |                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| 1. *Fall In                                                                                                                                                                         | 16. To the Rear, March                         |
| (Sizing of flight/count off is not required for HQ AFJROTC purposes – units may teach these if they wish commands, but they are not required for our purposes, or unit evaluation.) |                                                |
| 2. Open Ranks, March                                                                                                                                                                | 17. To the Rear, March                         |
| 3. Ready, Front                                                                                                                                                                     | 18. Column Right, March                        |
| 4. Close Ranks, March                                                                                                                                                               | 19. Forward, March                             |
| 5. Present Arms                                                                                                                                                                     | 20. Eyes Right ( <i>salute the evaluator</i> ) |
| 6. Order Arms                                                                                                                                                                       | 21. Ready Front                                |
| 7. Parade Rest                                                                                                                                                                      | 22. Column Right, March                        |
| 8. Attention                                                                                                                                                                        | 23. Forward, March                             |
| 9. Left Face                                                                                                                                                                        | 24. Change Step, March                         |
| 10. About face                                                                                                                                                                      | 25. Column Right, March                        |
| 11. Forward, March                                                                                                                                                                  | 26. Forward, March                             |
| 12. Right Flank, March                                                                                                                                                              | 27. Flight Halt                                |
| 13. Left Flank, March                                                                                                                                                               | 28. Left Face                                  |
| 14. Column Right, March                                                                                                                                                             | 29. Right Step, March                          |
| 15. Forward, March                                                                                                                                                                  | 30. Flight Halt                                |

**FC will report out to the inspector, after the command flight halt is given. Example: Sir/Ma'am, Unit Number, request permission to exit your drill area, Sir/Ma'am!**

Remember the 30-step drill sequence is a big box. If cadets can visualize a box, they can successfully lead a group of cadets through the 30-step sequence.

## Attachment 5. AFJROTC Ribbon Chart



## Attachment 6. AFJROTC Ribbon Set Builder

To create your ribbon set, match the number you have earned with the set shown below. Number in Col C indicate position as shown.

**18**

|    |    |    |
|----|----|----|
| 1  | 2  | 3  |
| 4  | 5  | 6  |
| 7  | 8  | 9  |
| 10 | 11 | 12 |
| 13 | 14 | 15 |
| 16 | 17 | 18 |

**17**

|    |    |    |
|----|----|----|
|    | 1  | 2  |
| 3  | 4  | 5  |
| 6  | 7  | 8  |
| 9  | 10 | 11 |
| 12 | 13 | 14 |
| 15 | 16 | 17 |

**16**

|    |    |    |
|----|----|----|
|    | 1  |    |
| 2  | 3  | 4  |
| 5  | 6  | 7  |
| 8  | 9  | 10 |
| 11 | 12 | 13 |
| 14 | 15 | 16 |

**15**

|    |    |    |
|----|----|----|
| 1  | 2  | 3  |
| 4  | 5  | 6  |
| 7  | 8  | 9  |
| 10 | 11 | 12 |
| 13 | 14 | 15 |

**14**

|    |    |    |
|----|----|----|
|    | 1  | 2  |
| 3  | 4  | 5  |
| 6  | 7  | 8  |
| 9  | 10 | 11 |
| 12 | 13 | 14 |

**13**

|    |    |    |
|----|----|----|
|    | 1  |    |
| 2  | 3  | 4  |
| 5  | 6  | 7  |
| 8  | 9  | 10 |
| 11 | 12 | 13 |

**12**

|    |    |    |
|----|----|----|
| 1  | 2  | 3  |
| 4  | 5  | 6  |
| 7  | 8  | 9  |
| 10 | 11 | 12 |

**11**

|   |    |    |
|---|----|----|
|   | 1  | 2  |
| 3 | 4  | 5  |
| 6 | 7  | 8  |
| 9 | 10 | 11 |

**10**

|   |   |    |
|---|---|----|
|   | 1 |    |
| 2 | 3 | 4  |
| 5 | 6 | 7  |
| 8 | 9 | 10 |

**9**

|   |   |   |
|---|---|---|
| 1 | 2 | 3 |
| 4 | 5 | 6 |
| 7 | 8 | 9 |

**8**

|   |   |   |
|---|---|---|
|   | 1 | 2 |
| 3 | 4 | 5 |
| 6 | 7 | 8 |

**7**

|   |   |   |
|---|---|---|
|   | 1 |   |
| 2 | 3 | 4 |
| 5 | 6 | 7 |

**6**

|   |   |   |
|---|---|---|
| 1 | 2 | 3 |
| 4 | 5 | 6 |

**5**

|   |   |   |
|---|---|---|
|   | 1 | 2 |
| 3 | 4 | 5 |

**4**

|   |   |   |
|---|---|---|
|   | 1 |   |
| 2 | 3 | 4 |

**3**

|   |   |   |
|---|---|---|
| 1 | 2 | 3 |
|---|---|---|





















**2**


|  |   |   |
|--|---|---|
|  | 1 | 2 |
|--|---|---|


**1**

|  |   |  |
|--|---|--|
|  | 1 |  |
|--|---|--|

## Attachment 7. AFJROTC Ribbon Clusters Chart

| 1                                                                                 | 2                                                                                                                                                                   | 3                                                                                                                                                                                                                                                     | 4                                                                                                                                                                                                                                                                                                                                       | 5                                                                                 | 6                                                                                                                                                                   | 7                                                                                                                                                                   | 8                                                                                                                                                                                                                                                           | 9    | 10                                                                                                                                                                      |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  |   |    |     |  |   |   |    | Note |   |

 = Each BRONZE OLC represents subsequent awards of the same ribbon.

 = Each SILVER OLC represents five BRONZE OLCs.

**Note:** For the tenth award (nine clusters) wear one ribbon with one silver and three bronze clusters, and a second ribbon of the same award without clusters.

- Place clusters horizontally and tilt slightly downward to the wearer's right to allow maximum number of clusters on the ribbon. Tilt all at the same angle.
- Wear a maximum of four clusters on each ribbon. Place silver clusters to the wearer's right of bronze clusters. Replace the bronze clusters with a silver cluster after receipt of the fifth bronze cluster.
- If all authorized clusters do not fit on a single ribbon, wear a second ribbon. Wear a minimum of three clusters on the first ribbon before wearing a second ribbon. When wearing the second ribbon, place after the initial ribbon. It counts for one award. When future awards reduce clusters to a single ribbon, remove the second ribbon.
- There are two methods of affixing clusters on ribbons: Separate Cluster or Single-Constructed Cluster (two or more clusters manufactured together).
  - When affixing separate clusters to the ribbon, space clusters equally. If using separate clusters on one ribbon, use them on all ribbons.
  - If using single-constructed cluster, center it. If using single-constructed cluster on one ribbon, use it on all ribbons.
  - You may mix single-constructed clusters with separate clusters only if the combination authorized is not available as a single-constructed cluster. For example, a combination of silver clusters and bronze clusters is not available in a single-constructed cluster. In this event, place the clusters close to one another so they give the appearance of a single-constructed cluster.



## Attachment 8.

### NC-20067 Position Listing

**Group Commander:** \_\_\_\_\_

**Group Command Chief:** \_\_\_\_\_

**Director of Operations:** \_\_\_\_\_

**Director of Flight Operations:** \_\_\_\_\_

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**Standard & Evaluation Commander:** \_\_\_\_\_

**Judge Advocate General's Corps:** \_\_\_\_\_

**First Sergeant:** \_\_\_\_\_

---

**Operations Squadron Commander:** \_\_\_\_\_

**Events Commander:** \_\_\_\_\_

**Flag Operations Commander:** \_\_\_\_\_

**Physical Training Commander:** \_\_\_\_\_

**Site Management Commander:** \_\_\_\_\_

---

**Operations Support Squadron Commander:** \_\_\_\_\_

**Logistics Commander:** \_\_\_\_\_

**Personnel Commander:** \_\_\_\_\_

**Public Affairs Commander:** \_\_\_\_\_

**Recruiting Commander:** \_\_\_\_\_

---

**Mission Support Squadron Commander:** \_\_\_\_\_

**Spartan Squadron Commander:** \_\_\_\_\_

**Gladiator Squadron Commander:** \_\_\_\_\_

\*Note: The Reserve Flight Commander can be an active cadet in the corps receiving course credit. All other cadets in Reserve Flight will only be reserve cadets. These cadets cannot fit into the active roster but still wish to participate with ROTC events and activities. They hold the same rights and responsibilities as other cadets but do not receive course credits for ROTC.

Alpha Flight CC: \_\_\_\_\_

Alpha Flight Sgt: \_\_\_\_\_

Bravo Flight CC: \_\_\_\_\_

Bravo Flight Sgt: \_\_\_\_\_

Charlie Flight CC: \_\_\_\_\_

Charlie Flight Sgt: \_\_\_\_\_

Delta Flight CC: \_\_\_\_\_

Delta Flight Sgt: \_\_\_\_\_

Echo Flight CC: \_\_\_\_\_

Echo Flight Sgt: \_\_\_\_\_

Foxtrot Flight CC: \_\_\_\_\_

Foxtrot Flight Sgt: \_\_\_\_\_

Reserve Flight CC: \_\_\_\_\_

**Attachment 9.**

**AIR FORCE CHAIN OF COMMAND**

**President of the United States**

**Vice President of the United States**

**The Speaker of the House**

**Secretary of State**

**Secretary of Defense**

**Secretary of the Air Force**

**Joint Chief of Staff**

**Air Force Chief of Staff**

**Chief Master Sgt. of the Air Force**

**Commander, Air Education and Training Command**

**Commander, Air University**

**Commander, Holm Center**

**Director, Air Force Junior Reserve Officer Training Corps**

## Attachment 10.

### NC-20067 AFJROTC Cadet Infraction and Disciplinary Action Guide

This guide outlines the expectations for cadet conduct, categorizes common infractions, and specifies the disciplinary actions that will be taken in response to violations. It is designed to promote accountability, discipline, and personal development in alignment with the AFJROTC mission: **"Develop citizens of character."** Cadets are expected to adhere to the standards set forth in the Cadet Guide and this document.

---

#### Section 1: Cadet Conduct and Expectations

Cadets are expected to uphold the Air Force Core Values: **Integrity First, Service Before Self, and Excellence in All We Do.** Additionally, cadets must follow the Honor Code: **"I will not lie, cheat, nor steal, nor tolerate among them, those that do."** Failure to meet these standards will result in disciplinary action as outlined in this guide.

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#### Section 2: Infraction Categories and Severity Levels

Infractions are categorized by severity to ensure appropriate and consistent disciplinary responses. The severity levels are:

- **Minor Infractions:** Violations that require correction but do not significantly impact the corps or cadet's standing.
  - **Major Infractions:** More serious violations that undermine corps standards or cadet responsibilities.
  - **Critical Infractions:** Severe violations that will result in immediate disciplinary action, including possible removal from the program.
- 

#### Section 3: Cadet Infraction Table

The following table lists common infractions, their severity levels, the number of occurrences before disciplinary action escalates to an LOC (for minor infractions) or higher, and additional notes. For minor infractions, an LOC is issued only after repeated offenses, as indicated by the "Occurrences" column.

| <b>Infraction</b>                           | <b>Severity</b> | <b>Occurrences</b> | <b>LOC/LOA/LOR</b> | <b>Notes/Examples</b>                                                                                                     |
|---------------------------------------------|-----------------|--------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------|
| Failure to wear uniform on designated day   | Major           | 1                  | LOC                | Without valid excuse; makeup required on return day (Cadet Guide, Ch. 6)                                                  |
| Wearing uniform improperly                  | Minor           | 3                  | LOC                | E.g., missing items, poor condition; first offense usually minor                                                          |
| Wearing uniform items with civilian clothes | Major           | 1                  | LOC                | Unless approved by SASI/ASI for spirit events (Cadet Guide, Ch. 6) Exception: OCP Fleece without rank or nametapes.       |
| Uniform dirty, wrinkled, or unkempt         | Minor           | 3                  | LOC                | Includes worn or damaged shoes (Cadet Guide, Ch. 6)                                                                       |
| Hair not in compliance with standards       | Minor           | 3                  | LOC                | Repeat offenses escalate to Major (LOC after 3, LOA after 2 more)                                                         |
| Facial hair out of regulation               | Minor           | 3                  | LOC                | Unless medically exempt (Cadet Guide, Ch. 6)                                                                              |
| Excessive makeup, jewelry, or nail polish   | Minor           | 3                  | LOC                | In violation of grooming standards (Cadet Guide, Ch. 6)                                                                   |
| Poor personal hygiene                       | Minor           | 3                  | LOC                | May lead to counseling by cadet leadership or SASI/ASI                                                                    |
| Disrespect to instructors or cadet leaders  | Major           | 1                  | LOA                | Verbal or non-verbal; Cadet Action Board referral (Cadet Guide, Ch. 4)                                                    |
| Horseplay or disruptive behavior            | Minor           | 3                  | LOC                | Major (LOC after 1) if safety is at risk; prohibited per Cadet Guide (Ch. 4)                                              |
| Hitting/ Assault/Violent behavior           | Critical        | 1                  | LOR                | Differentiated from Horseplay by severity, intent to cause harm. Immediate referral to SASI/ASI and school administration |
| Use of inappropriate language               | Major           | 2                  | LOC                | Especially in uniform or public settings; LOA after 2 more occurrences                                                    |
| Cheating, lying, or stealing                | Critical        | 1                  | LOR                | Immediate counseling or referral; Cadet Action Board referral (Cadet Guide, Ch. 4)                                        |
| Insubordination or refusal to follow orders | Critical        | 2                  | LOC                | LOA after 2 more; disciplinary action required (Cadet Guide, Ch. 4)                                                       |
| Skipping class, event, or formation         | Major           | 1                  | LOA                | Critical (LOR) if repeated; Cadet Action Board referral for LOA (Cadet Guide, Ch. 4)                                      |

| <b>Infraction</b>                              | <b>Severity</b> | <b>Occurrences</b> | <b>LOC/LOA/LOR</b> | <b>Notes/Examples</b>                                                                    |
|------------------------------------------------|-----------------|--------------------|--------------------|------------------------------------------------------------------------------------------|
| Improper behavior during ceremony or drill     | Major           | 1                  | LOC                | Especially in public or during competitions (Cadet Guide, Ch. 10)                        |
| Using electronics without permission           | Minor           | 3                  | LOC                | Major (LOC after 1) if repeated or during inspections; per Cadet Guide (Ch. 4)           |
| Failure to complete assigned duties/tasks      | Minor           | 3                  | LOC                | Major (LOC after 1) if pattern forms; impacts leadership roles (Cadet Guide, Ch. 3)      |
| Not bringing required materials                | Minor           | 4                  | LOC                | E.g., binder, handbook; habitual forgetfulness escalates to Major (LOC after 1)          |
| Missing mandatory events                       | Major           | 1                  | LOC                | E.g., drill, parades, service; may require make-up or documentation (Cadet Guide, Ch. 9) |
| Failing to meet GPA or academic standards      | Major           | 1                  | LOC                | Academic probation may apply (Cadet Guide, Ch. 5)                                        |
| Undermining morale or teamwork                 | Major           | 2                  | LOC                | Could escalate to Critical (LOA after 2 more); impacts corps cohesion                    |
| Spreading rumors or causing drama              | Major           | 2                  | LOC                | May involve conflict resolution; LOA after 2 more                                        |
| Abusing authority or mistreating subordinates  | Critical        | 1                  | LOR                | Possible removal from position; Cadet Action Board referral (Cadet Guide, Ch. 3)         |
| Violating chain of command                     | Major           | 1                  | LOC                | Encourage use of correct protocol (Cadet Guide, Ch. 2)                                   |
| Not setting a proper example as a leader       | Major           | 1                  | LOC                | Especially in visible roles; impacts promotion eligibility (Cadet Guide, Ch. 8)          |
| Failure to salute or show proper respect       | Major           | 1                  | LOC                | Disrespect to superiors or national symbols (e.g., flag)                                 |
| Tardiness to class or formation                | Minor           | 3                  | LOC                | Repeated tardiness escalates to Major (LOC after 3)                                      |
| Unauthorized use of corps equipment            | Major           | 1                  | LOC                | E.g., rifles, flags; may escalate based on severity                                      |
| Failure to maintain physical fitness standards | Major           | 1                  | LOC                | Per Cadet Guide (Ch. 11); may impact eligibility for awards or promotions                |
| Bullying or harassment                         | Critical        | 1                  | LOR                | Immediate referral to SASI/ASI and school administration; Cadet Action Board             |

## Section 4: Disciplinary Actions and Consequences

Disciplinary actions follow a progressive framework to correct misconduct and promote cadet development. The actions are:

- **Verbal Counseling:** Administered by cadet leadership (Top Four, officers, or First Sergeants) for minor infractions.
- **Letter of Counseling (LOC):** Written documentation as well as Lunch Detention issued after the specified number of occurrences for minor infractions (i.e., on repeated offenses) or on the first occurrence for major infractions.
- **Letter of Admonishment (LOA):** More severe than LOC, issued for repeated major infractions or after an LOC for minor infractions; necessitates Lunch Detention and Cadet Action Board review.
- **Letter of Reprimand (LOR):** Issued for critical infractions or repeated serious violations; may lead to removal from the program; necessitates Lunch Detention and Cadet Action Board review.

### Consequences by Severity Level

- **Minor Infractions:**
  - **First occurrence:** Verbal counseling by cadet leadership
  - **Subsequent occurrences up to the threshold (as per the table):** Additional verbal counseling or corrective action (e.g., uniform/grooming recheck)
  - **Upon reaching the threshold number of occurrences:** LOC issued; written reflection or apology letter, loss of minor privileges (temporary)
  - **After LOC, each additional occurrence:** LOA issued; parent contact, behavioral contract, referral to Cadet Action Board
- **Major Infractions:**
  - **1st Occurrence:** LOC issued; formal counseling, community service or extra duty
  - **2nd Occurrence:** LOA issued; demotion in rank/position (if applicable), temporary removal from team/leadership role, referral to Cadet Action Board
  - **3rd Occurrence:** LOR issued; referral to school administration, Cadet Action Board review
- **Critical Infractions:**
  - **1st Occurrence:** LOR issued; referral to school administration, permanent removal from leadership positions, Cadet Action Board review
  - **2nd Occurrence:** Recommendation for disenrollment by SASI/ASI with Principal concurrence

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## Section 5: Cadet Action Board

The Cadet Action Board, led by the Group Commander or Top Four representative, reviews cases involving LOA or LOR. The board ensures fair and consistent application of disciplinary actions and provides cadets with an opportunity to present their case. Decisions made by the board are final, subject to SASI/ASI approval.

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## Section 6: Appeals and Rebuttals

Cadets have the right to submit a written rebuttal within three business days of receiving an LOC, LOA, or LOR. The rebuttal will be reviewed by the SASI/ASI, who will make the final determination on whether the disciplinary action stands.

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## Section 7: Additional Notes

- **Flexibility:** This guide is not exhaustive. The SASI/ASI may authorize additional infractions or adjust consequences based on individual circumstances.
- **Cadet Leadership Enforcement:** Cadet officers, senior enlisted , and flight commanders/sergeants are authorized to enforce standards and make on-the-spot corrections.
- **Disenrollment:** Repeated failure to meet standards may result in disenrollment from the program, as outlined in the Cadet Guide (Ch. 1).

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**\*EACH CADET IS EXPECTED TO EDUCATE THEMSELVES ON THE  
CONTENT OF THIS GUIDE.**

**Notes:**