TUPELO HIGH SCHOOL

TUPELO "WAVE" BATTALION
AJROTC



ARMY JROTC
Cadet Handbook

Policies and Standard Operating Procedures Manual

29 May 2025

FORWARD

On behalf of the JROTC Staff, welcome to the Corps of Cadets. The Junior Reserve Officers Training Corps Program is a cooperative effort between the Army and The Tupelo Public School District to provide an opportunity for total personal development. The learning experience in JROTC complements your other academic studies and will be useful to you in any future career.

There are many important lessons you must learn as you prepare to take your place in the world. One of the most important ones is the true meaning of the American way of life and why millions before you have freely defended its ideas and principles with their lives, their fortunes, and their sacred honor. Through a close relationship with the JROTC instructors, you will learn of our heritage and your responsibilities in maintaining and preserving the freedom we enjoy and our democratic way of life. Second, you will learn self-discipline. Self-discipline is an indispensable ingredient of success that involves self-control and a sense of personal responsibility that goes beyond the threat of punishment or mere obedience. Third, you will learn to accept responsibility, not only for your own actions, but also the actions of other cadets for whom you are responsible. Finally, you will learn and practice leadership in a controlled environment. Leadership is the glue that binds civilization together.

You have inherited a great challenge by joining the Corps of Cadets. You will be evaluated by your attitude, actions, and achievements. You are expected to perform every task as faithfully and conscientiously as you would expect it from others. Your actions in the classroom, on campus, and in the community, particularly when in uniform, will be observed by others and evaluated. Because you are a leader, other cadets may copy your actions. You must set the best example possible. You should manage your time so that it is properly apportioned between study and recreation. The instructor staff is always available to assist you. Our office is always open to help and assist you.

Welcome to the Corps. Demonstrate by your words and deeds the leadership excellence that exists in the JROTC. Your own morality, loyalty, integrity, and sense of responsibility must be above reproach. I encourage you to work hard and take the maximum advantage of the many opportunities available through the JROTC.

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Senior Army Instructor

Table of Contents

Chapter 1 – Introduction - 1 -

1.1. Purpose - 1 -
1.2. Authority - 1 -
1.3. Mission - 1 -
1.4. Objectives - 1 -
1.5. Military Staff - 2 -
1.6. Enrollment - 2 -
1.7. Disenrollment - 2 -

Chapter 2 – Battalion Organization and Duties - 3 -

2.1. General - 3 -
2.2. Organization - 3 -
2.3. Authorized Positions and Ranks. - 3 -
2.4. Chain of Command. - 3 -
2.5. Command Group Duties - 4 -
2.6. Battalion Staff Duties. - 5 -
2.7. Company Leadership Duties. - 7 -

Chapter 3 – Standards of Personal Appearance - 11 -

3.1. General - 11 -
3.2. Standards for All Cadets - 11 -
3.3. Standards for Male Cadets - 11 -
3.4. Standards for Female Cadets - 12 -

Chapter 4 - Cadet Uniform and Insignia - 14 -

4.1. General - 14 -
4.2. Issue and Turn-In - 14 -
4.3. Proper Care and Wear of the Uniform - 14 -
4.4. Uniform Parts and Accessories - 14 -
4.5. Prescribed Uniforms - 15 -

Chapter 5 – Program of Instruction and Conduct of Training - 22 -

5.1. General - 22 -
5.2. The Program of Instruction. - 22 -
5.3. Mandatory Weekly Drill Assemblies (WDA) - 23-
5.4. Respect for Authority and General Expectations - 23 -
5.5. Authority of the Cadet Leadership - 23 -
5.6. Responsibility of the Cadet Leadership - 23 -
5.7. Military Courtesy - 24 -
5.8. Classroom Procedures and Rules of Conduct - 24 -

Chapter 6 – Merit and Demerit System - 26 -

6.1. General - 26 -
6.2. Demerits - 26 -
6.3. Merits - 27 -

Chapter 7 – Appointment and Promotion of Cadet Leaders - 29 -

7.1. General - 29 -
7.2. Policy - 29 -
7.3. Promotion Criteria - 29 -
7.4. Duty Appointments. - 30 -
7.5. Authority. - 30 -

Chapter 8 – Relief form Duty Position and Demotion - 31 -

8.1. General - 31 -
8.2. Policy - 31 -
8.3. Procedure - 31 -
8.4. Authority - 32 -

Chapter 9 – Awards and Decorations - 33 -

9.1. General - 33 -
9.2. Presentations - 33 -
9.3. Policy - 33 -
9.4. Other Medals and Awards - 36 -
9.6. Honor Unit Insignia (Star) - 37 -
9.7. Academic Achievement Wreath - 37 -
9.8. Arc Pins - 37 -
9.9. Shoulder Cords - 37 -
9.10. Cadet Challenge Awards - 37 -

Chapter 10 – Counseling - 39 -

10.1. General - 40 -
10.2. Procedures - 40 -
10.3. Academic Counseling - 40 -

Chapter 11 – Extracurricular Activities - 44 -

11.1. General - 44 -
11.2. School and Community Support Missions - 44 -
11.3. JROTC Competitive Teams - 44 -
11.4. Fund Raisers - 45 -

Chapter 12 – Useful Information for Cadets - 46 -

12.1. General -46-
12.2. JROTC Military Rifle -46-
12.3. Phonetic Alphabet -46-
12.4. Months -47-
12.5. Military Time -47 -
12.6. Dates - 47 -
12.7 Appearance diagram - 49-
12.8 Grading scale - 50+
ADDITIONAL INFORMATION

Chapter 1 – Introduction

1.1. Purpose. This handbook has been prepared to assist in quickly acquainting you with the rules and procedures you need to know as an Army JROTC Cadet. You will save valuable time and avoid many mistakes by studying it closely. The words he, him, himself are intended in the publication to include both the masculine and feminine genders. (NDCC is synonymous with JROTC for this document).

1.2. Authority. The Army ROTC Program originated with the National Defense Act of 1916. The principle of maintaining national programs of military training for young citizens attending school was validated during a Congressional hearing, preceding passage of the ROTC Vitalization Act of 1964. Our Tupelo High School program was established in 2021 as a National Defense Cadet Corps program (NDCC) following application by the Tupelo Public School District. Cadet Command Regulation CCR 145-2, dtd August 2022 is the governing authority for the NDCC/JROTC program. Tupelo Public School District policies, handbooks and regulations is the governing authority for the respective school. Both regulations, policies and handbooks will be used in a unity of effort for governing the program.

1.3. Mission. The JROTC mission is "**To Motivate Young People to Be Better Citizens**." The program prepares high school cadets for responsible leadership roles while making them aware of their rights, responsibilities, and privileges as American citizens, and is a stimulus for promoting daily attendance, high academic achievement, and graduation from high school. The program of instruction contains courses such as citizenship, leadership, and human behavior, and involves a combination of formal instruction, practical skill training, and hands-on leadership opportunities.

1.4. Objectives. The NDCC/JROTC program involves a combination of practical and fundamental skill training to achieve the following objectives:

- Promote Citizenship: JROTC Cadets are taught to take pride in being good citizens. The program stresses the importance of the ethical values and principles that underlie good citizenship.
- Develop Leadership: The JROTC program encourages Cadets to assume leadership positions and develop mental management abilities such as goal setting, visualization, and prioritization.
- Communicate Effectively: The JROTC Program promotes the ability to think logically and communicate effectively both orally and in writing.
- Strengthen Self-esteem**:** Through participation in JROTC, cadets achieve a sense of pride and become contributing members of their school and community.
- Emphasize a Drug-free Life**:** The JROTC program places strong emphasis on living a drug-free life.
- Appreciation of Military Service**:** JROTC Cadets are taught about our military services and their role in our nation. Cadets are not obligated to serve in the military, but are made aware of how the armed services maintain our freedoms.
- Improve Physical Fitness**:** The program stresses the importance of healthy living and enjoying physical activities. Cadets are encouraged to maintain a high level of physical fitness through participation in various athletic events and to maintain good healthy habits.
- Promote High School Graduation**:** JROTC encourages Cadets to graduate from high school and encourages continued education after completing high school.

- Work as a Member of a Team**:** Teamwork is essential for a successful career. Cadets develop these skills through activities such as the JROTC extra-curricular teams and Service Learning Projects as well as the Classroom Experience.

1.5. Military Staff. The Faculty members assigned to the JROTC Department are retired regular army personnel, who have served at least 20 years on active duty. A retired officer with the title of Senior Army Instructor (SAI) is in charge of the military staff, and a retired non-commissioned officer is designated as Army Instructor (AI)**.** In addition to instructional duties, military staff members act as advisors and coaches for extracurricular and co-curricular activities, such as the Drill Team, Raider Team, Color Guard, and JLAB Academic and Leadership Teams.

1.6. Enrollment. For enrollment and continuance as a member of the JROTC unit is covered in Cadet Command Regulation (CCR) 145-2, dated August 2022 , below is a short description for each cadet:

a. Be enrolled as a full-time, regular student at the high school.

b. Maintain an acceptable standard of academic achievement (in general, a C-average / 2.0 GPA or greater) and an academic standing that warrants normal progression towards graduation.

c. Maintain an acceptable standard of conduct and be of good moral character. All cadets are expected to be honest, self-reliant, and have a sense of personal and social responsibility. They must exhibit self-discipline and respect for authority through observance of laws, rules, regulations, and school policies; by prompt regular attendance at the high school; and in their general demeanor and conduct. Screening tests. The student will successfully complete surveys and screening tests as may as may be prescribed by the school or USACC.

d. Students must agree to wear the uniform at least one day a week while in the program.

e. Be physically able to participate in both the physical education program of the high school, and the drill and physical conditioning exercises of the JROTC program.

1.7. Disenrollment. Students may be disenrolled for actions that run counter to the objectives of the program The full details are listed in CCR 145-2 dated August 2022 Normally, counselling and corrective actions will be conducted prior to disenrolling a cadet. Specific actions that may lead to disenrollment include:

a. Failure to maintain the requirements for enrollment IAW paragraph 1.6. This includes dis-enrollement/withdrawal from school.

b. Fail to keep an acceptable standard of academic achievement, conduct, appearance, or attendance.

c. Demonstrating ineptitude for leadership training as indicated by a lack of general adaptability or an indifference to and lack of interest in citizenship and leadership training as demonstrated by:

- Frequent and/or unexcused absences from school, class or drill
- Repeated acts of indiscipline / conduct referrals
- Continuous failure to wear the uniform on required days
- Accumulation of a large number of demerits
- An established pattern of shirking duties or other similar events

c. Exhibiting undesirable character traits such as:

- Lying, cheating or stealing
- Possession of illegal drugs or substances
- Conviction or adjudication for committing an offense that could lead to imprisonment
- Frequent incidents of a discreditable nature with civil or school authorities

d. Cadets are expected to recite the Pledge of Allegiance. However, if they choose not to participate they must not be disruptive in any way; to include turning their backs, sitting on the floor, etc. Continued disruptive behavior will result in disenrollment from JROTC.

e. Any offenses listed in CCR 145-2, must be substantiated through written counseling by the SAI or AI.

Chapter 2 – Battalion Organization and Duties

2.1. General. The Wave Battalion is organized similar to a typical U.S. Army Battalion. This organization provides the cadet with opportunities and positions of leadership similar to those of an active Army unit. The cadets command various units of the battalion with the cadet battalion staff acting in a support capacity.

2.2. Organization. The Tupelo High School Cadet Battalion is organized as follows:

a. The Cadet Battalion Headquarters, consisting of the Cadet Battalion Commander and his/her staff.

b. Lettered Cadet Companies (Cadet Company A through Cadet Company D). Each cadet company is divided into platoons which are further subdivided into squads.

c. The Cadet Battalion Commander commands the cadet battalion. He/She has a staff and Executive Officer (XO). The XO performs the duties of the battalion commander in his/her absence and supervises the staff. The staff consists of an Adjutant (S-1), a Security Officer (S-2), a Training/Operations Officer (S-3) and a Training and Operations Master Sergeant (MSG), a Supply Officer (S-4), a Public Affairs/Media Officer (S-5), and a Technology Officer (S-6).

2.3. Authorized Positions and Ranks. Depicted below are the authorized positions and ranks for the primary leadership positions within a standard battalion organization. The SAI may modify if the size / organization of the battalion warrants.

Battalion Headquarters		**Company Headquarters**		**Platoon**	
BN CDR	C/LTC	CO	C/CPT	PLT LDRs	C/2LT
BN XO	C/MAJ	XO	C/1LT	PLT SGTs	C/SFC
BN CSM	C/CSM	1SG	C/1SG	SQD LDRs	C/SSG
S-1	C/CPT	Company Clerk	C/SGT	Team LDRs	C/SGT
S-2	C/CPT	Supply Clerk	C/SGT		
S-3	C/MAJ	Guidon Bearer	C/CPL	(The balance of cadets in squads will be a mixture of cadet Corporals, Privates First Class, and Privates.)	
S-3 SGM	C/SGM				
S-4	C/CPT				
S-5	C/CPT				
S-6	C/CPT				
Assistant staff may be C/LT					

2.4. Chain of Command.

a. The formal Chain of Command is to provide a means of relaying information and problems to every level of the command. Commanders are expected to use the Chain of Command to pass

information to other personnel. Cadets are expected to use the Chain of Command when they have questions or problems to be resolved. The formal Chain of Command will be as follows:

Commander in Chief	Director, Army Instruction (DAI)
Secretary of Defense	Senior Army Instructor (SAI)
Secretary of the Army	Army Instructor (AI)
Army Chief of Staff	Cadet Battalion Commander
CG, TRADOC	Cadet Company Commander
CG, Accessions Command	Cadet Platoon Leader
CG, Cadet Command	Cadet Platoon Sergeant
CDR, USACC, 6th BDE	Cadet Squad Leader

b. The authority to exercise command within the JROTC unit is vested in the cadet officers and cadet non-commissioned officers. They establish and uphold the standards of performance.

(1) Cadet officers and senior non-commissioned officers are cadets who have clearly demonstrated their competence and leadership ability.

(2) Cadet junior non-commissioned officers are selected based upon their potential and demonstrated competence and leadership abilities in positions of lower rank.

(3) High standards are required of all cadet officers and NCOs. Those who fail to meet those standards may be reduced in rank or removed from the JROTC program.

2.5. Command Group Duties. These senior cadets have authority over the entire battalion. The battalion executive officer and the command sergeant major represent and speak for the commander. Together they are the command group.

a. Battalion Commander.

(1) Commands the battalion through the proper use of the cadet chain of command and within the policy and guidelines set by the SAI.

(2) Supervises training, administration, supply, discipline, morale, esprit de corps and performance of the cadet battalion.

(3) Sets the standard for the battalion in appearance, attitude, conduct, bearing, discipline, and performance.

(4) Coordinates with the SAI on all matters pertaining to policy and procedures for the battalion.

(5) Supervises the cadet staff and delegates authority to the staff.

(6) Makes recommendations for the promotion/demotion of cadets

b. Battalion Executive Officer.

(1) Assumes command of the battalion in the absence of the battalion commander.

(2) Coordinates and supervises the cadet staff and insures that the orders and policies of the cadet battalion commander are carried out.

(3) Acts on information from the cadet battalion commander and assigns tasks to appropriate staff officers; insures that assigned staff actions are carried out properly and timely.

(4) Informs the battalion commander of problem areas within the battalion and of action taken or recommended with respect to correcting such problems.

(5) Perform other duties as the battalion commander directs.

(6) Oversees company executive officers.

c. Command Sergeant Major.

(1) As the senior noncommissioned officer in the battalion, advises the commander on all matters pertaining to cadets.

(2) Supervises the JROTC drill teams and Color Guard.

(3) Assigns extra duties and details as needed on a fair and equitable basis.

(4) Oversees the demerit/merit program.

(5) Performs other duties as assigned by the battalion commander

2.6. Battalion Staff Duties. Each member of the staff has authority within his or her own staff specialty. In that regard, the staff officer represents the battalion commander.

a. Battalion Adjutant (S-1).

(1) The battalion commander's principal assistant in matters of personnel and administration.

(2) Oversees current company, class and/or master rosters of the cadets in the battalion.

(3) Supervises company clerks in the preparation and maintenance of current company, class and/or master rosters of the cadets in the battalion.

(4) Performs other duties as the battalion commander or battalion executive officer may direct.

b. Battalion Security Officer (S-2).

(1) The battalion commander's principal assistant in matters of sensitive item security.

(2) Maintains the physical security of sensitive items owned by the U.S. Army as well as the Tupelo Public School District.

(3) Labels those sensitive items as either U.S. Army or TPSD property.

(4) Communicates with the Technology Officer (S-6) regarding computer items;

maintains accountability and security of all drill team rifles.

(5) Provides weather forecasts for planned activities.

c. Battalion Training and Operations Officer (S-3)

(1) The battalion commander's principal assistant in matters of training and operations.

(2) Prepares and publishes training schedules and reports

(3) Stores, maintains and issues training and reference materials.

(4) Maintains and updates staff bulletin board in cooperation with other staff members.

(5) Coordinates with the S-1 to ensure records of training are posted to the cadet individual personnel records

(6) Coordinates events for the battalion following guidance from the SAI and battalion commander

(7) Performs other duties as directed by the battalion commander or battalion executive commander.

d. Battalion Training and Operations Sergeant Major (SGM)

(1) The Command Sergeant Major's principal assistant in matters of training, operations and drill team.

(2) Serves as the primary point of contact for management and operations of the JROTC teams.

(3) Reviews training schedules.

(4) Performs other duties assigned by the battalion commander, the training and operations officer (S3), and command sergeant major.

e. Battalion Supply Officer (S-4).

(1) The battalion commander's principal assistant concerning matters of supply.

(2) Supervises the storage, maintenance, inventory, issue, and turn-in of all clothing as directed by the SAI/AI.

(3) Maintains cadet supply records.

(4) Responsible for the appearance of the supply room.

(5) Supervises company supply sergeants.

(6) Performs other duties as directed by the battalion commander or battalion executive officer.

f. Battalion Public Affairs and Media Officer (S-5).

(1) The battalion commander's principal assistant concerning matters regarding recruiting and publicity.

(2) Maintains the cadet battalion history and a pictorial scrapbook of significant events pertaining to the battalion.

(3) Creates a monthly news article containing news and updates about recent battalion trips, events, and accomplishments.

(4) Maintains the current events bulletin board.

(5) Performs other duties as directed by the battalion commander or battalion executive officer.

g. Battalion Technology Officer (S-6).

(1) The battalion commander's principal assistant concerning matters regarding technology and electronics.

(2) Maintains proper use and maintenance of all electronics

(3) Set up any new electronic equipment

(4) Diagnose and fix any issues with equipment

(5) Provides input for updates to the JROTC portion of the Tupelo HS website with information and current events.

(6) Perform other duties as directed by the battalion commander or battalion executive officer.

2.7. Company Leadership Duties. Each member of the battalion is assigned to a company. The company commander answers directly to the battalion commander and has subordinate officers and noncommissioned officers assigned to assist in the supervision of the company.

a. Company Commander.

(1) Commands the company through proper use of the cadet chain of command and within the policy and guidelines set by the battalion commander.

(2) Supervises training, discipline, morale, esprit de corps, appearance and performance of the company.

(3) Is familiar with members of the unit and evaluates subordinates regarding performance, effectiveness and appearance.

(4) Makes recommendations for promotion/awards and reduction for cadets.

(5) Sets the example for the company in appearance, attitude, conduct, bearing, tact, discipline, and performance

(6) Coordinates and maintains a record of counseling of cadets by cadets.

(7) Performs other duties as directed by the battalion commander or SAI.

b. Company Executive Officer

(1) Assumes command of the company in the absence of the company commander

(2) Knows the duties, responsibilities, and policies of the company commander.

(3) Assists the battalion staff as needed in the posting and reviewing of the administrative and supply records of the company.

(4) Performs other duties as directed by the company commander.

c. First Sergeant

(1) Assists the company commander in the maintenance of discipline, esprit de corps, morale, and appearance of enlisted cadets assigned to the unit.

(2) Advises the company commander of any problem areas concerning enlisted cadets in the unit and makes necessary recommendations regarding specific problems.

(3) Supervises the actions and conduct of the platoon sergeants and other key NCOs within the unit.

(4) Insures that all cadets attend drill practices and prepares attendance rosters for the company commander.

(5) Sets the example for all cadets in the unit in appearance, conduct, bearing, tact, discipline, and performance.

(6) Makes recommendations for promotions, demotions and awards when appropriate.

(7) Closely monitors the merit/demerit and collects and receives all merits/demerits; insures the company commander is aware of them.

(8) Performs other duties as directed by the company commander.

d. Platoon Leader

(1) Supervises training, morale, discipline, esprit de corps, appearance, and performance of the platoon.

(2) Evaluates subordinates regarding performance, effectiveness and appearance.

(3) Makes recommendations for promotions, demotions, awards or changes in assignment orders.

(4) Counsels members of the platoon.

e. Platoon Sergeant

(1) Knows the duties of the platoon leader and takes charge in his/her absence.

(2) Advises the platoon leader of any problem areas concerning personnel in the platoon and makes recommendations concerning specific problems.

(3) Assists the platoon leader in the maintenance of discipline, esprit de corps, morale, appearance, and training of cadets in the platoon.

(4) Maintains a correct roster of cadets in the platoon.

(5) Closely monitors the promotions, demotion and awards of cadets as well as the merit and demerit system for the platoon leader.

(6) Sets example for the NCO and enlisted cadets of the platoon.

(7) Makes recommendations, as appropriate, for promotions, demotions and awards.

(8) Performs other duties as directed by the platoon leader.

f. Squad Leader.

(1) Leads the squad.

(2) Makes accurate reports, by name, of absentees at company or platoon formations.

(3) Supervises training, appearance, welfare, and discipline of squad members.

(4) Counsels members of the squad as required.

(5) Conducts squad drill when designated by the platoon sergeant.

(6) Inspects cadets in their squad on uniform days when the company is formed.

(7) Performs other duties as directed by the platoon leader or platoon sergeant.

g. Team Leader / Assistant Squad Leader.

(1) Assists the squad leader in training and management of the squad.

(2) Monitors the health, welfare and development of the members of the team.

(3) Trains the members of the team on the proper wear of the uniform, and the conduct, expectations, and day-to-day activities of a cadet.

(4) Prepares to assume the duties of the squad leader.

h. Duties of the Individual Squad Member.

(1) Maintains and wears the uniform properly as prescribed by the SAI/AI.

(2) Safeguards and cares for all equipment and materials for which responsible.

(3) Reports on time for all official formations.

(4) Becomes thoroughly familiar with the contents the Cadet Desk Reference and this Standard Operating Procedure.

(5) Conducts himself/herself in such a manner that brings credit on himself/herself, the Junior Reserve Officers Training Corps, and Tupelo High School.

Chapter 3 – Standards of Personal Appearance

3.1. General. The high standards of personal appearance established for JROTC cadets are like those required for a disciplined military unit. The way a cadet looks while wearing the JROTC uniform reflects the pride the cadet has in him or herself, the school, and the JROTC program; and honors those men and women who serve and have served in the armed forces defending our nation. These standards apply whenever the cadet is in uniform, or when not in uniform, if the cadet is representing the JROTC battalion or attending JROTC training/events.

3.2. Standards for All Cadets. When in doubt of a standard, refer to CCR 145-2 AND USACC Regulation 670-1, This governs the NDCC/JROTC program. Ask the SAI or AI for clarity of any policy/regulation.

Jewelry: Cadets may wear one watch or bracelet per wrist, and one ring per hand. Nose-rings and other visible body decorations are prohibited while in uniform. Males cannot wear earrings while in any Uniform.

b. Offensive Clothing: Articles of clothing considered offensive to others or promoting an inappropriate lifestyle will not be allow in the classroom. Cadets wearing such items will be asked to remove them.

c. Hygiene: Poor hygiene not only poses a significant health hazard, but also makes others in the classroom uncomfortable. Cadets are encouraged to brush and floss their teeth and shower daily.

d. Hair Grooming Standards: Many hairstyles are acceptable when a cadet is in uniform, if they are neat and conservative, and judged by the JROTC instructor staff to meet the standards required by the Army appearance regulation, and honor the school, the JROTC unit, and the men and women who have worn the uniform in the service of our nation. The hair grooming standards in this SOP reflect those requirements. In general, when in uniform a cadet's hairstyle must allow the cadet to wear the military headgear properly. In addition, if tinted, dyed, or bleached, hair must be a color that is natural to human hair and must not present an extreme appearance. See also paragraphs 3.3 and 3.4 below for hair grooming standards unique to males and females. Refer to CCR 145-2, ., Personal Appearance and USACC Regulation 670-1 para 2-5.

e. Uniform Wear. During mandatory drill and inspection days, the uniform will be worn during the whole school day unless an exception is granted by the SAI/AI. Cadets who have a reason to remove the uniform must request permission ahead of time from the SAI/AI. Getting permission from a parent, teacher, or other adult does not constitute 'permission' and will be treated as a uniform violation.

f. Hair Styles. Many hairstyles are acceptable, as long as they are neat and conservative. Hair will be neatly groomed. The length and bulk of hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Lines or designs will not be cut into the hair or scalp. If dyes, tints, or bleaches are used, colors used must be natural to human hair and not present an extreme appearance. Applied hair colors which are prohibited include, but are not limited to, purple, blue, pink, green, orange, bright (fire-engine) red, and fluorescent or neon colors. It is the responsibility of instructors to use good judgment in determining if applied colors are acceptable, basedupon the overall effect on Cadets' appearance." (Note all hair colors apply to both male an female cadets)

g. **Male haircuts.** The hair on top of the head must be neatly groomed. The length and bulk of the hair may not be excessive and must present a neat and conservative appearance. The hair must present a tapered appearance. A tapered appearance is one where the outline of the Cadet's hair conforms to the shape of the head, curving inward to the natural termination point at the base of the neck. When hair is combed, it will not fall over the ears or eyebrows. It will not touch the collar, except for the closely cut hair at the back of the neck. The block-cut fullness in the back is permitted to a moderate degree, as long as the tapered look is maintained. Males are not authorized to wear braids, cornrows, twists, dreadlocks, or locks while in uniform or in civilian clothes on duty.

Hair that is clipped closely or shaved to the scalp is authorized. Haircuts with a single, untapered patch of hair on the top of the head (not consistent with natural hair loss) are considered eccentric and are not authorized. Examples include, but are not limited to, when the head is shaved around a strip of hair down the center of the head (mohawk), around a u-shaped hair area (horseshoe), or around a patch of hair on the front top of the head (tear drop). Hair that is completely shaved or trimmed closely to the scalp is authorized.

(1) Sideburns. Sideburns are hair grown in front of the ear and below the point where the top portion of the ear at-taches to the head. Sideburns will not extend below the bottom of the opening of the ear. Side-burns will not be styled to taper, flair, or come to a point. The length of the individual hairs of the sideburn will not exceed 1/8 inch when fully extended.

(2) Facial hair. Males will keep their face clean-shaven when in uniform, or in civilian clothes on duty. Mustaches are permitted. If worn, males will keep mustaches neatly trimmed, tapered, and tidy. Mustaches will not present a chopped off or bushy appearance, and no portion of the mustache will cover the upper lip line, extend sideways beyond a vertical line drawn upward from the corners of the mouth, or extend above a parallel line at the lowest portion of the nose. Handlebar mustaches, goatees, and beards are not authorized. If appropriate medical authority allows beard growth, the maximum length authorized for medical treatment must be specific. For example, "The length of the beard cannot exceed 1/4 inch" (see TB Med 287). Cadets will keep the growth trimmed to the level specified by the appropriate medical authority, but are not authorized to shape the hair growth (examples include, but are not limited to goatees, "Fu Manchu," or handlebar mustaches).

h. **Female haircuts and hairstyles.** The illustrations below are intended only to clarify language regarding authorized hair lengths and bulks. The requirements for hair regulations are to maintain uniformity within a military population for female Cadets while in uniform, or in civilian clothes on duty, unless otherwise specified. Female hairstyles may not be eccentric or faddish and will present a conservative, professional appearance. For the purpose of these regulations, female hairstyles are organized into three basic categories: short length, medium length, and long length hair. (See CCR 670-1 for full descriptions).

(1) Additional hairstyle guidelines. Faddish and exaggerated styles, to include shaved portions of the scalp other than the neckline, designs cut in the hair, unsecured ponytails (except during physical training), and unbalanced or lop-sided hairstyles are prohibited. Hair will be styled so as not to interfere with the proper wear of all uniform headgear. All headgear will fit snugly and comfortably around the largest part of the head without bulging or distortion from the intended shape of the headgear and without excessive gaps. When headgear is worn, hair should not protrude at distinct angles from under the edges. Hairstyles that do not allow the headgear to be worn in this manner are prohibited.

(2) Devices. Hair holding devices are authorized only for the purpose of securing the hair. Cadets will not place hair holding devices in the hair for decorative purposes. All hair holding devices must be plain and of a color as close to the Cadet's hair as is possible or clear. Authorized devices include, but are not limited to, small plain scrunchies (elastic hair bands covered with material), barrettes, combs, pins, clips, rubber bands, and hair/head bands. Such devices should conform to the natural shape of the head. Devices that are conspicuous, excessive, or decorative are prohibited.

(3) Braids, cornrows, twists, and locks. Medium and long hair may be styled with braids, cornrows, twists, or locks (see glossary for definitions). Each braid, cornrow, twist, or lock will be of uniform dimension, have a diameter no greater than 1/2 inch, and present a neat, professional, and well-groomed appearance. Each must have the same approximate size of spacing between the braids, cornrows, twists, or locks. Each hairstyle may be worn against the scalp or loose (free-hanging). When worn loose, such hairstyles must be worn per medium hair length guidelines or secured to the head in the same manner as described for medium or long length hair styles. Ends must be secured inconspicuously. When multiple loose braids, twists or locks are worn, they must encompass the whole head. When braids, cornrows, twists, or locks are not worn loosely and instead worn close to the scalp, they must stop at one consistent location of the head and must follow the natural direction of the hair when worn back, which is either in general straight lines following the shape of the head or flowing with the natural direction of the hair when worn back with one primary part in the hair. Hairstyles may

not be styled with designs, sharply curved lines, or zigzag lines. Only one distinctive style (braided, rolled, twisted, or locked) may be worn at one time. Braids, cornrows, twists, or locks that distinctly protrude (up or out) from the head are not authorized.

i. Earrings: Female cadets may wear one plain gold, silver, white pearl, or diamond stud in each ear. The earrings will not exceed 6mm or ¼ inch in diameter and must be unadorned and spherical. No earrings will be worn while in the Operational Camo Pattern (OCP) or Army Physical Fitness Uniform.

j. Hygiene and Tattoos. Cadets are expected to maintain good hygiene while in uniform. Tattoos are authorized except in areas of the body which would cause the tattoo to be exposed while in Class A uniform. Tattoos or brands that are extremist, indecent, sexist, or racist are prohibited, regardless of location on the body, as they are prejudicial to good order and discipline within the unit, the school, and the community.

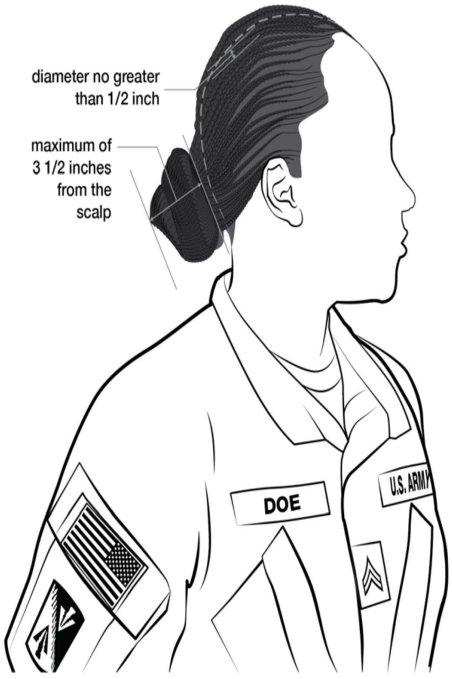
k. Cosmetics.

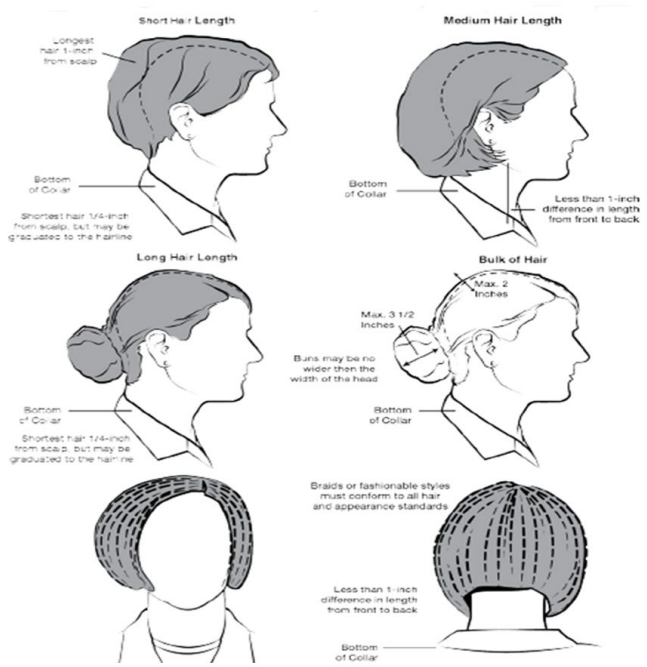
(1) Standards regarding cosmetics are necessary to maintain uniformity and to avoid an extreme or unprofessional appearance. Males are prohibited from wearing cosmetics, except when medically prescribed. Females are authorized to wear cosmetics with all uniforms, provided they are applied modestly and conservatively, and that they complement both the Cadet's complexion and the uniform. Leaders at all levels must exercise good judgment when interpreting and enforcing this policy.

(2) Eccentric, exaggerated, or faddish cosmetic styles and colors, to include makeup designed to cover tattoos, are inappropriate with the uniform and are prohibited. Permanent makeup, such as eyebrow or eyeliner, is authorized as long as the makeup conforms to the standards outlined above. Eyelash extensions are not authorized unless medically prescribed.

(3) Females will not wear shades of lipstick that distinctly contrast with the natural color of their lips, that detract from the uniform, or that are faddish, eccentric, or exaggerated.

l. Fingernails. All personnel will keep fingernails clean and neatly trimmed. Males will keep nails trimmed so as not to extend beyond the fingertip unless medically required and are not authorized to wear nail polish. Females will not exceed a nail length of inch as measured from the tip of the finger. Females will trim nails shorter if the PMS determines that the longer length detracts from a professional appearance, presents a safety concern, or interferes with the performance of duties. Females may only wear clear polish when in uniform or while in civilian clothes on duty. Females may wear clear acrylic nails, provided they have a natural appearance and conform to Army
standards.





Chapter 4 - Cadet Uniform and Insignia

4.1. General. Reference CCR 145-2, All JROTC cadet uniforms and accessories, including footwear, are issued without charge to cadets and are property of the U.S. Government. Uniform items are retained by the cadet until the end of the school year, or until the cadet graduates or withdraws form the JROTC program. Each cadet is responsible for the care and safeguard of uniform items worth approximately $650. Parents and guardians are financially liable for the cost to replace any items lost or damaged through the fault or neglect of the cadet. They are required to sign a written statement to that effect, prior to issuance of uniform items.

4.2. Issue and Turn-In. Each cadet will be properly fitted and issued freshly laundered uniform items at the opening of the school year.

a. All issues and turn-ins of uniform items are recorded on the cadet's clothing records and authenticated with the cadet's signature and date. Any item(s) not returned at the close of the school year or upon the cadet's withdrawal from the JROTC program must be paid by the parent or guardian in the form of a money order made payable to the Treasurer of the United States.

b. Alterations and repairs of uniform items are provided by the JROTC Department at no expense to the cadet. The only exception is that cadets can sew on buttons and make minor repairs.

4.3. Proper Care and Wear of the Uniform. Proper wear of the cadet uniform is mandatory. The highest standards of neatness are required when the uniform is worn and is in keeping with the fact that the cadet is privileged to wear the uniform of the United States Army Junior ROTC. The uniform is worn to and from school and during school hours on the day weekly inspections are conducted. The uniform is worn on special occasions as directed by the SAI. Any cadet wishing to wear his or her uniform on an occasion not directed by the SAI/AI must first obtain permission.

4.4. Uniform Parts and Accessories.

a. Standard Issue. Each cadet will be issued the following uniform articles:

- Beret, Gray with gold & blue Flash
- Gray Shirt, Short Sleeve
- Black Tie (males) or Neck-Tab (female)
- Blue Coat, Army Service Uniform (ASU)
- Blue Trousers, ASU
- Shoes, Black
- Socks, Black
- Belt, Black w/ Buckle
- Beret Insignia (Brass JROTC or Rank)
- Shoulder Epaulette with Rank
- Nameplate
- Honor Unit Star (as issued)
- Unit Crest
- Authorized Rank, Ribbons and Awards
- *Windbreaker, Black w/ Liner
    - May not be issued initially
- T-shirt, White Crew-neck

b. Special Issue, Army Combat Uniform (ACU). Cadets on the Raiders squad or participating in JROTC Cadet Leadership Challenge (JCLC), or other military skills training will be issued the following:

- Jacket, Army Combat Uniform (ACU/OCP)
- Trousers, ACU
- Boots, Combat, Tan
- T-Shirt, Crew-Neck, Tan
- Belt, Tan w/ Buckle
- Socks, Boot
- Cap, Patrol, ACU
- Nametape, Tupelo HS
- Nametape, JROTC
- Nametape, Individual
- Rank, Velcro
- Rank, Cap, Pin-on

c. Special Issue, Drill & Ceremony. Cadets on the drill squads or on the color guard may be issued additional uniform items and equipment as required for the conduct of ceremonies, competitions and performances.

4.5. Prescribed Uniforms. The following uniforms will be worn during the conduct of the JROTC Program.

a. Class A. The Class A, Army Service Uniform (ASU), is comprised of the Army blue coat and trousers, a gray short-sleeve shirt, a black four-in-hand necktie (for males) or black neck-tab (for females), gray beret, black shoes, black socks, all authorized insignia, ribbons, and accoutrements. See Figures 4-1 and 4-2.

b. Class B. The Class B uniform is comprised of Army blue trousers and gray short-sleeve shirt, white crew-neck T-shirt, gray beret, black shoes, and black socks. The windbreaker may be worn with this uniform as an outer garment. Wear of ribbons and accoutrements is optional with the Class B uniform. See Figures 4-1 and 4-2.

c. Operational Camouflage Patter. The OCP is comprised of the OCP shirt and pants, tan crew neck T-shirt, tan combat boots, tan belt, OCP cap, school and individual nametapes, and rank. See Figure 4-3.

4.6. Wearing of Ribbons, Medals, Badges, and Insignia. See also Figure 4-1, Figure 4-2, and Figure 4-3.

a. Nameplate.

(1) Male. On the Class A coat and Class B shirt, the name plate is worn on the flap of the right breast pocket, centered between the top of the button and the top of the pocket flap.

(2) Female. On the Class A coat, the name plate is worn 1 to 2 inches above the top button of the coat and centered horizontally on the wearer's right side. On Class B shirt, the name plate is worn in a comparable position.

b. JROTC Letter Insignia. JROTC letters will be worn only by the Cadet Officers in Class A. The letters will be centered on the upper lapels of the Army blue coat, parallel to the inside edge of the lapel and placed so that the bottom edge is 5/8 inch above the notch of the lapel.

c. Corps Insignia (Torch of Knowledge). Worn only on the Class A coat.

(1) Cadet Officer. The torch is centered on the lower lapels of the Army Blue Coat, parallel to the inside edge of each lapel, and placed so that the top edge is 1¼ inches below the JROTC insignia, with the centerline of the insignia bisection the JROTC Letter Insignia and parallel to the inside edge of the lapel.

(2) Cadet NCO and Enlisted. The torch is centered on the upper lapels of the Army blue coat parallel to the inside edge of each lapel, and placed so that the bottom of the torch is 1 inch (male) or 5/8 inch (female), above the notch of the lapel.

d. Honor Unit Insignia (Star). The star is centered 1/4 inch above the right breast pocket (male) or nameplate (female) with one point of the star up, or centered on the plate attachment if worn with the Academic Wreath.

e. Academic Achievement Wreath Insignia. The wreath is centered immediately above the right pocket (male) or nameplate (female). If the Honor Unit Insignia (Star) is worn, the star is worn centered in the wreath.

f. Unit Crest. The unit crest will be worn centered ¼ inch above the Honor Unit or Academic Achievement Wreath Insignia, if worn, or ¼ inch above the right breast pocket (male) or ¼ inch above the nameplate (female).

g. Rank Insignia.

(1) Class A Coat. Pin-on rank insignia will be worn on the epaulets of the ASU coat, centered on the shoulder loop, 5/8 inch from the outside shoulder seam.

(2) Class B Shirt. Cloth rank insignia will be worn on both shoulder loops of the Army Gray shirt and the Black Utility Jacket.

(3) Beret. Worn only by Cadet Officers, pin-on metal rank insignia will be centered on the flash of the beret. Cadet Officer and Enlisted, see JROTC Beret Insignia, below.

(4) OCP. Velcro rank insignia is worn centered on the chest of the OCP coat. Pin-on metal rank insignia is worn centered on the front of the patrol cap.

h. ROTC Beret Insignia. Worn only by enlisted cadets, it is centered on the flash the Army gray beret.

i. Ribbons. Authorized ribbons will always be worn on the Class A coat and are authorized for wear on the Class B shirt. Ribbons are worn in the order of precedence from the wearer's right in one or more rows or a 1/8-inch space between rows or flush (no space). The first (or bottom) row will have three ribbons before beginning a second row. All rows will have three ribbons before beginning a new, or higher, row. Any row with less than three ribbons will be centered on the lower row.

(1) Male. Ribbons are worn centered 1/8 inch above the left breast pocket. Medals and badges are worn centered on the left pocket 1/8 inch from the top of the pocket flap with the highest medal to the wearer's right.

(2) Female. Ribbons are worn centered on the wearer's left side, with the bottom row of ribbons parallel to the bottom edge of the name plate. Medals and badges are worn centered on the bottom row of ribbons, 1/8 inch below the ribbons, with the highest medal to the wearer's right.

j. Arc Pins. Arc Pins are authorized for wear on both the Class A or Class B uniforms.

(1) Male. Arc pins will be worn centered on the right pocket, centered between the bottom of the pocket flap and the bottom of the pocket. If more than one pic is worn, they are spaced 1/8 inch apart.

(2) Female. Arc pins will be worn centered on the right side worn approximately 1 inch below the nameplate. If more than one pic is worn, they are spaced 1/8 inch apart.

k. Shoulder Cords. Shoulder Cords will be used to designate participation in integrated-curricular activities. No more than one cord will be worn on each shoulder. The higher precedent cord, or sole cord if only one has been awarded, will be worn on the right shoulder. Cadets awarded more than three cords may choose which ones they wear. The order of precedence is as follows:

- National Honor Society (Gold)
- Color Guard (White)
- Drill Activities (Red)
- Raiders Squad (Black)
- JCLC Summer Camp Completion (Blue & White)
- Orienteering (Green)
- Staff (Blue)
- Rifle Team (Tan)
- Physical Fitness (Orange)

l. Cadet Challenge Patches. Patches awarded for performance on the Cadet Challenge Physical Fitness Test are authorized for wear on the Class C T-shirt centered, 1-inch below the front, left-breast design.

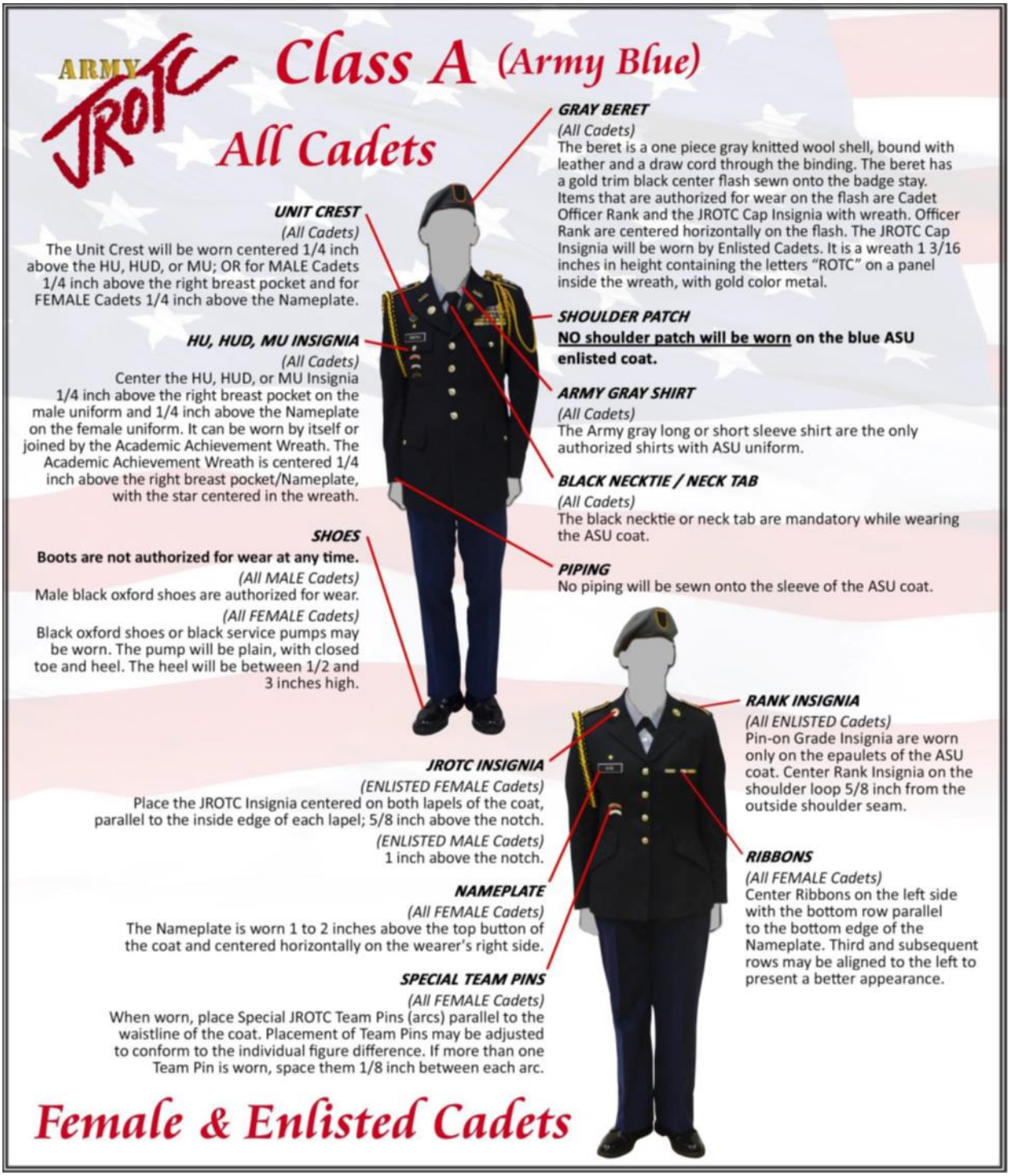


Figure 4.1a – The JROTC Army Service Uniform

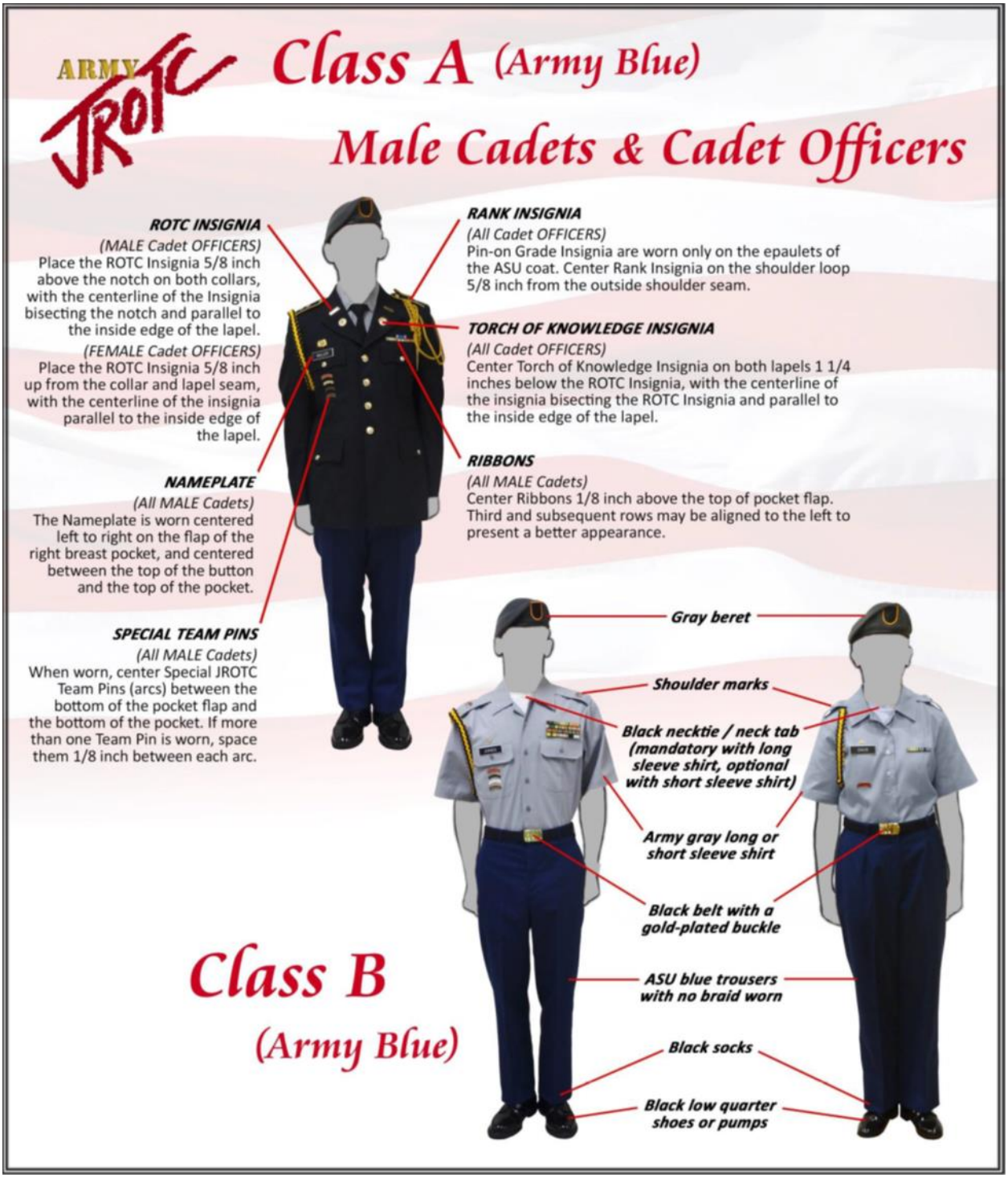
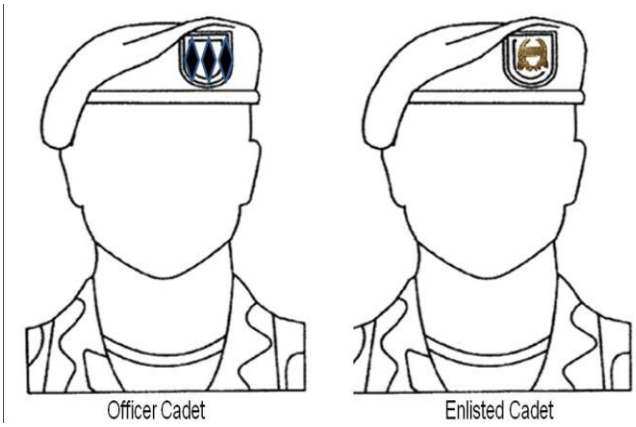
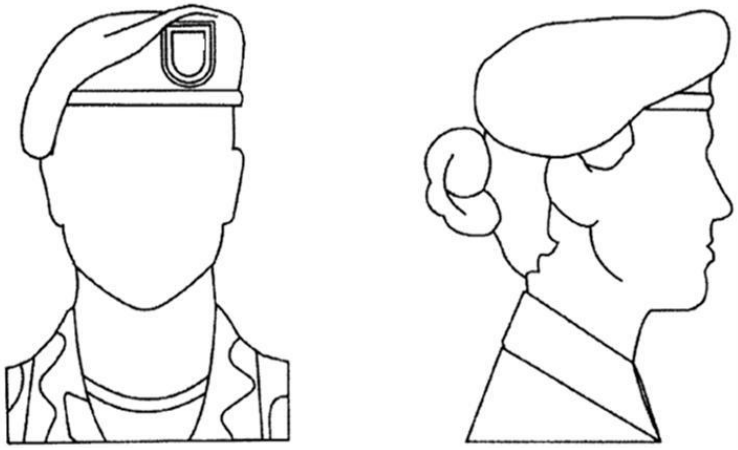


Figure 4.1b – The JROTC Army Service Uniform



The beret is a one piece Gray knitted wool shell bound with leather and a draw cord through the binding. The beret has a Gold trim Black center flash sewn onto the badge stay. Items that are authorized for wear on the flash are Cadet Officer Rank and the JROTC cap insignia with wreath. Officer Rank will be centered left to right. The JROTC cap insignia will be worn by Enlisted Cadets. It is a wreath 1 3/16th inches in height containing the letters "ROTC" on a panel inside the wreath, in gold color metal.



The beret is worn so that the headband (edge of binding) is straight across the forehead, 1 inch above the eyebrows. The flash is positions over the left eye, and the excess material is draped over the right ear, extending to at least the top of the ear, and no lower than the middle of the ear. Personnel will knot the ribbon to adjust the beret to size and secure the free ends of the adjusting ribbon inside the edge binding at the back of the beret. When properly worn, the beret is formed to the shape of the head; therefore, cadets may not wear hairstyles that cause distortion of the beret.

Figure 4.2 – Wear of the Gray Beret

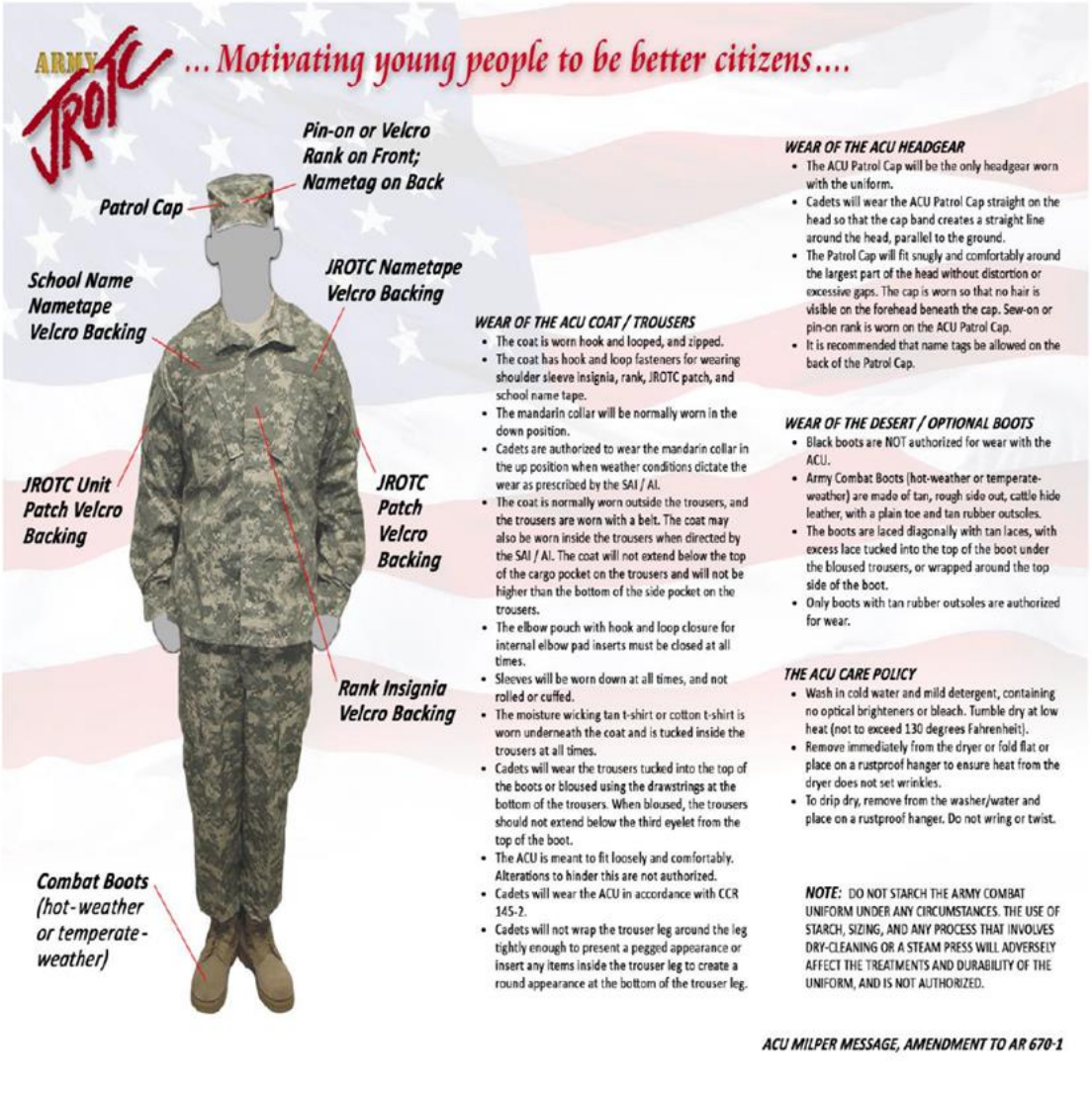


Figure 4.3 – The JROTC Army Combat Uniform

Chapter 5 – Program of Instruction and Conduct of Training

5.1. General. The JROTC Program of Instruction (POI) contains academic and vocational, core and elective subjects that are appropriate to the capabilities of the cadets and to the interests of the academic community. The curriculum is based upon a systematic progression of learning that is designed for the cadet's development at each Leadership, Education, & Training (LET) Level. The organization and conduct of training within the program strives to teach cadets to accept and have respect for designated authority. To accomplish this, certain rules and regulations have been established that each cadet is expected to follow.

5.2. The Program of Instruction.

a. The JROTC Program is conducted in accordance with CCR 145-2, Army Regulations and in conformity with local school regulations. The course imposes no military obligation upon a cadet outside or beyond the school curriculum.

b. The major objective is to lay the foundation for intelligent citizenship by teaching the principles of leadership, respect for constituted authority, organization, courtesy and deportment.

c. In addition to the emphasis placed on citizenship, leadership, service to the community, personal responsibility, living drug-free and a sense of accomplishment, the program works to instill in cadets the values and traits of self-esteem, teamwork and self-discipline.

d. Cadets normally receive 7.5 hours of Leadership, Education, and Training instruction over each 2-week instructional period (based on the 4x4 instruction schedule).

e. Whenever possible, the "learn by doing" and "hands-on" methods of instruction are stressed. Military instructors use a great number of training aids and audio-visual equipment to aid in learning the techniques and doctrines of the course.

f. The basic textbooks will be the LET textbook, and this SOP, which cadets are issued along with their clothing and equipment. These manuals contain all the data the cadets normally need to adequately study and prepare for class.

g. Subjects included in the curriculum include:

(1) Introduction to JROTC / Spirit of American Citizenship
(2) Winning Colors (Behavior Identification and Change)
(3) Techniques of Communication
(4) Leadership Theory and Application
(5) Cadet Challenge (Physical Fitness and Testing)
(6) Leadership Lab (Drill and Ceremonies)
(7) First Aid
(8) Drug Abuse Prevention Program
(9) Map Reading / Geography / Earth Sciences
(10) Career Opportunities
(11) Role of the U.S. Army / Armed Forces
(12) High School Financial Planning Program

5.3. Mandatory Weekly Drill Assemblies (WDA).

a. The development of teamwork and leadership among the cadets as individuals and as a cohesive unit involves putting classroom instruction into action. This is done in Leadership Lab, the weekly drill assembly where cadets in formation learn to be squad, platoon, company, and battalion team members and leaders. Weekly Drill Assemblies (WDA) are conducted on Monday mornings from 7:15 – 7:45. Attendance and participation is mandatory. Wednesday is the mandatory uniform wear day for the week. During WDA cadets will receive a grade for Participation, and an Assessment grade for uniform inspection. NOTE: Failure to wear the uniform for the whole school day can result in the assessment of demerits which will reduce the cadet's academic grade.

b. Key cadet battalion leaders (battalion commander, executive officer, command sergeant major, and primary staff officers – S-1 (Battalion Adjutant), S-2 (Battalion Security Officer), S-3 (Battalion Operations and Training Officer), S-4 (Battalion Supply Officer), S-5 (Battalion Public Affairs and Media Officer), S-6 (Battalion Technology Officer) will normally participate in WDA on both days as they are responsible planning, conducting, and supervising training activities for the battalion during WDAs.

5.4. Respect for Authority and General Expectations. Cadets are required to show proper respect for authority. The maxim "He that would lead, must first learn to follow," should be taken seriously by each cadet from day-one in the program. During training as a cadet, instructors and the chain-of-command will insist on perfection in what may seem to be minor details (uniform, grooming, posture, etc.). Cadet performance is expected to be of the highest standards both on and off school grounds. Cadets are held to a higher standard than other high school students and are expected to conduct themselves in a manner that reflects favorably on them, their parents, the school, and the Cadet Corps. Cadet Officers, Cadet NCOs, and the military instructors will correct deficiencies as they are noted. Basic expectations are:

a. Cadets are expected to be punctual to every class, formation, or function.

b. Cadets are expected to obey all lawful orders from persons in authority.

c. Cadets do not offer excuses or alibis, and take responsibility for their actions. Explanations may be offered if invited or with proper permission.

5.5. Authority of the Cadet Leadership. Cadet Officers and Cadet NCOs are duly appointed representatives of the official military staff. Their lawful orders and instructions are to be obeyed by all cadets subordinate to them. If a cadet feels they are being subjected to an injustice, they are to follow the simple rule" "Obey first, protest later." Cadets are required to obey lawful orders regardless of their personal feeling toward the leader issuing the order.

5.6. Responsibility of the Cadet Leadership. All cadet leaders have large responsibilities place on them when they assume their rank. At all times they must be fair, impartial, and impersonal in giving orders. Cadet who misuse the authority delegated to them will be considered unfit for the rank and reduced. Cadet leaders must exercise every means of positive leadership to accomplish results and should use disciplinary means as a last resort.

5.7. Military Courtesy. Some customs are traditional within the military services and are included within the JROTC program. With this in mind, cadets are expected to observe these customs, particularly when in uniform or participating in JROTC activities.

a. Rank. Rank is important because it reflects experience, knowledge, ability, and responsibility. Cadets are expected to learn the rank structure and to show respect for those senior to them. Examples include:

(1) Using the correct titles (Major, Sergeant Major, Corporal, etc).

(2) Walking to the left to the senior officer or NCO.

(3) Using "Sir/Ma'am" and standing at a position of 'attention' when addressing or having a conversation with an officer, teacher, or any adult.

(4) Using "Sergeant" or the appropriate NCO title and standing at a position of 'parade rest' when addressing or having a conversation with an NCO.

c. Military Honors. Cadets are expected to render honors (salute) to the colors (US flag) and to the National Anthem whether in uniform or civilian clothes.

d. Reporting.

(1) Indoors. Knock on the door. When given permission to enter, move to a position one step in from of the desk, salute and state "Sir/Ma'am, Cadet Smith reports." Hold your salute until it is returned. Remain at attention and state your business. When dismissed, take one-step to the rear, salute, execute an about face, and depart.

(2) Outdoors. When called by an officer or instructor, double time to a position two steps in front of the person then follow the same procedure as for indoors.

5.8. Classroom Procedures and Rules of Conduct.

a. The cadet company leadership are in charge and are responsible for the accountability and conduct of the company during all JROTC activities.

b. Senior cadets (those senior in rank) will assist in maintaining order during class / JROTC activities.

c. All cadets are expected to bring a pencil/pen, notebook, and all appropriate books to all classes.

d. Sleeping in class is not authorized (even during study periods). Cadets who are tired are permitted to stand at the rear of the classroom.

e. Cadets must have a pass, signed by an instructor, anytime they leave the classroom.

f. Food (with the exception of water) are not permitted in the classroom. However food may be permitted by the approval of the instructor.

g. Talking during instruction or formations is rude and not permitted

h. The supply room, arms room, and SAI office are not to be entered without permission with the exception of the staff principals in the conduct of their duties.

i. Cadets will not leave books or personal items in the JROTC classroom/area. Staff members may leave items in their assigned desk.

j. Staff desks must remain un-locked to permit access to general staff/battalion information in the absence of the staff primary. Data of a personal nature is not to be maintained in staff desks but rather secured in a lockable file cabinet.

k. Vulgar or profane language, gestures, insulting or degrading remarks are not permitted. Cadets will not wear clothing that is offensive to others.

l. Horseplay or boisterous conduct in the JROTC classrooms, area or formations will not be permitted.

m. At the end of the class period, cadets will ensure that desks are straightened and their area is policed/clean of all trash and debris. Cadets designated by the leadership to assist in performing this objective will do so without argument.

Chapter 6 – Merit and Demerit System

6.1. General. The merit/demerit system is a traditional military system of awarding rewards for good conduct and assessing punishment for infractions of rules and regulations. Merits are awarded for outstanding performance of duties, superior personal appearance, exceptional participation in and out of the classroom, and for commendable individual accomplishment. Demerits are awarded for substandard military performance and infractions/violations of the rules.

a. Cadets who are in leadership position (First Sergeant, Platoon Leader, Platoon Sergeant, Squad Leader, etc.) may award merits and demerits only to those cadets who are under their control. Other cadet leaders may recommend merits and demerits be given to a cadet through that cadet's leadership.

b. Cadets will be counseled after every merit/demerit received using a DA Form 4856, General Counseling Form (see Chapter 10). Before being posted in the cadet's records, merits/demerits will be approved by the military staff (SAI/AI) and will be considered when reviewing cadets for possible promotions, leadership positions, and awards. Company XOs/Clerks are responsible for entry of awarded merits/demerits into JUMS.

c. The Command Sergeant Major and First Sergeants will manage the merit and demerit system. Platoon Sergeants will record and maintain a merit/demerit list for each cadet in their platoon which is reportable, thru their First Sergeant, to the Battalion Command Sergeant Major.

d. Merits and demerits will be reviewed by the Battalion Command Sergeant Major and reported to the Battalion Commander on a periodic, at least quarterly, basis to ensure uniformity and impartiality across the Battalion. Results of the period review are directly reportable to the SAI.

6.2. Demerits

a. Demerit Issuing Guidance. The following table provides guidance for the issuing of demerits and is not meant to be wholly prescriptive. The number of demerits awarded will increase for incidents of repeated offenses. Cadets are held accountable for and can earn demerits for actions outside of JROTC. All offenses are handled on a case by case basis amongst the leadership with consideration for past performance, previous corrective actions, as well as the seriousness of the offence.

Tardiness	1 Demerit
Eating in class	1 Demerit
Failure to follow Tupelo High School or JROTC policies	2 Demerits
Failure to maintain haircut/shave	2 Demerits
Not wearing uniform (Includes not wearing the uniform for the full day on inspection dates; exception for cadets in physical fitness classes)	2 Demerits
Insubordination/Disrespect	2-3 Demerits
Failing to report for assigned duties and extracurricular activities	3 Demerits
Skipping Class	4 Demerits
Lying, Cheating, Stealing	6 Demerits

b. Appeal. Cadets who receive demerits have the opportunity to appeal. Cadet's wishing to appeal demerits must submit a written letter to the SAI and the Battalion Commander within one (1) day of the received demerit. A conference with the SAI, BN CDR, chain of command, and the cadet who issued the demerits (if different than the chain of command) will be scheduled to resolve the dispute.

c. Consequence Scale and Accumulation of Demerits. For the purpose of determining if increased consequences are warranted, demerits will accumulate at full-value for the current semester and at half-value for the previous semester (e.g. A cadet who was awarded 2-demerits in February and who had previously received 2-demerits in September would be considered as having a total of 3-demerits). The following table depicts the probable consequences for the accumulation of demerits.

4 Demerits	Lunch Detention
6 Demerits	Counseling with the AI
8 Demerits	Counseling with the SAI
10 Demerits	Instructor – Parent Contact
12 Demerits	1 Week Additional Duty (e.g. Cleaning JROTC Classroom)
14 Demerits	Demotion in Rank / Removal from Leadership Position (Grade/position to be determined by the SAI)
16 Demerits	Removal from the Battalion

6.3. Merits

a. Merits are managed similarly to demerits; however Merits will cancel ***previously earned*** demerits at a ratio of 1:1.

b. Merit Issuing Guidance. . The following table provides guidance for the issuing of merits and is not meant to be wholly prescriptive.

10 hours of service 1 x Merit per hour of service	10 Merits
Perfect Inspection	2 Merit
Strongly contributes to classroom meaningful discussion	2 Merit
Stepped forward as a leader	2 Merit
Tutored another cadet	2 Merit
Strongly displayed on of the Seven Army Values	2 Merit

Department of the Army
Tupelo High School JROTC
4125 Golden Wave Drive
Tupelo, MS 38801

THS -AJROTC
Date:_____

Merit/Demerit Worksheet, Cadet _____

Date	Type of Incident / Event	Award	Balance
00-Jan-00	(Ex)Tutoring Cadet Smith in Math	1 Merit	D: 0 / M: 1

Chapter 7 – Appointment and Promotion of Cadet Leaders

7.1. General. Promotion and appointment of deserving cadet officers, noncommissioned officers, and enlisted personnel are based on recommendations of the chain of command, superior performance, and the needs of the battalion. All promotions and duty appointments are subject to approval of the Senior Army Instructor. The JROTC program is designed to recognize the individual contributions by cadets and consider each cadet for promotion and duty assignments based on his or her overall performance.

7.2. Policy.

a. The following policies are established to provide a reasonably fair system of promotion and to provide an orderly flow of experienced cadets.

(1) LET 1 (First Year) Cadets. LET 1 Cadets can expect to be assigned as a member-of-squad and will have the rank of Cadet Private through Cadet Private First Class. An average cadet can expect to advance to Cadet Corporal after successfully completing one year in JROTC. LET 1 Cadets who demonstrate outstanding military bearing, leadership qualities, and academic performance may be considered for advancement to Cadet Sergeant or Cadet Staff Sergeant.

(2) LET 2 (Second Year) Cadets. LET 2 Cadets will typically achieve the rank of Cadet Corporal or Cadet Sergeant and fill team leader/assistant squad leader and junior NCO positions within the companies. Staff Leadership may be selected in the Spring prior to break for the following year.

(3) LET 3 (Third Year) Cadets. LET 3 Cadets can expect to serve in mid-to-senior NCO positions with the rank of Cadet Staff Sergeant to Cadet Command Sergeant Major Typical positions for LET 3 cadets are as squad leaders or company staff NCOs. Cadets who have demonstrated an exceptional level of performance may be selected to serve as a Battalion Primary Staff NCO or Company Executive Officer. Primary Battalion Staff will be selected during the Spring.

(4) LET 4 (Forth Year Cadets). LET 4 Cadets will serve as the senior-level leadership at both the company and battalion levels and will hold ranks commensurate with those positions (see Chapter 2). LET 4 cadets typically fill the position of Platoon Sergeant, Platoon Leader, First Sergeant, or Company Commander at the company-level and all primary staff officer and leadership positions at the battalion-level.

b. The policy listed in paragraphs (1) through (4) above is not all comprehensive and subject to change based upon cadet enrollment and the limitations and/or needs of the battalion organizational structure. NOTE: PROMOTIONS AND SELECTION TO POSITIONS MAY BEGIN DURING LET 2 YEAR BASED OFF THE NEED.

7.3. Promotion Criteria.

a. Cadets are promoted based upon their demonstrated ability and evaluation by the military staff. Recommendations for promotion may be submitted may be submitted through channels by any of the cadet leaders for personnel under their command.

b. Cadets in good academic and disciplinary standing may expect to be promoted once each year, typically in the Spring or at the end of the year. The rank and number of promotions will depend upon the needs of the battalion.

(1) "Good Academic Standing" is defined as an average of B (80%) or better in JROTC with C-average (2.0 GPA) in all other courses.

(2) "Good Disciplinary Standing" is defined as no disciplinary actions and three or less demerits.

LET 1 cadets in good academic and disciplinary standing at the end of the first term, may be promoted to Cadet Private Second Class (C/PV2) or Cadet Private First Class (C/PFC) as well as be considered for promotion at the end of the year.

c. Promotion and position assignment are two distinct actions. Cadets may not necessarily be promoted to the authorized rank of a position just because he or she is assigned to assume that role.

7.4. Duty Appointments.

a. Appointment as a cadet officer or cadet noncommissioned officer is a demonstration of trust and confidence that the military staff has in the cadet. The appointment is made only after the cadet has demonstrated his or her leadership ability and worthiness for that rank. While the rank of cadet officer carries many honors and privileges, there are added responsibilities that each cadet officer or noncommissioned officers must shoulder.

b. The military staff will hold a promotion/appointment board for selection of the following year's battalion leadership. Selection for individuals to compete on the battalion-level board will be at the discretion of the military staff.

c. Temporary staff appointments, from within the existing company structure, will be made during the last month of the year to fill vacancies left upon the departure of the graduating class. During that period every cadet will be closely observed and evaluated. Temporary appointment does not ensure permanent appointment to any rank or position.

7.5. Authority. Final decisions on duty appointments and promotions will be made by the SAI.

Chapter 8 – Relief form Duty Position and Demotion

8.1. General. Three of the basic objectives of the JROTC program are to develop character and self-discipline, to teach respect for authority, and to develop individual leadership capabilities. Cadets who fail to meet the basic standards of performance that support these objectives may be demoted or relieved from their duty position.

8.2. Policy. All cadets should be honest, self-reliant, and have a sense of personal and social responsibility in performing unit and academic assignments. They must exhibit self-discipline and respect for authority through the observance of laws, rules, and regulations; by prompt regular attendance at school; and in their general demeanor. Cadets failing to exercise proper decorum and adhere to JROTC rules, regulations, and standards may be removed from their leadership position and/or reduced in rank. Every effort will be made by the chain of command and cadre to support a misbehaving cadet prior to imposing a relief from duty or reduction in rank. The following are typical behaviors that would warrant relief or demotion in rank:

a. Demonstrating an inability to serve as a leader in that rank/position.

b. Inefficiency or neglect of duty.

c. Conduct improper for a person holding that rank, to included suspension from school or in-school suspension for serious reasons.

d. Quitting a position of responsibility.

e. Continuous unexcused failure to wear the uniform as required.

f. Violations of the rules, regulations, and procedures outlined in this SOP.

g. Receipt of a failing grade in JROTC during any marking period or receipt of a “D” grade in JROTC for any two marking periods during a school year.

h. Failure to maintain academic grades in classes outside of JROTC.

i. Demonstrating a bad attitude, defiant or insubordinate behavior towards members of the school.

j. Receipt of fourteen (14) or more demerits.

8.3. Procedure. The cadet chain of command will adhere to the following procedures prior to a reduction in rank or relief from duty position. These procedures ensure that appropriate support and guidance is provided to cadets in reference to unwarranted behaviors prior to disciplinary actions.

a. Step 1: Verbal counseling by the cadet’s immediate supervisor. A record of the counseling will be made and provided to the company chain of command for inclusion in the cadet’s records.

b. Step 2: Written counseling by company commander or, if the cadet is a member of the battalion staff, the battalion executive officer.

c. Step 3: A review of the cadet's entire record and JROTC performance and written counseling session by the battalion commander. After a careful review of all available data, the battalion commander may:

(1) Admonish and warn the cadet in writing that any future infractions will immediate precipitate a recommendation to the SAI for immediate reduction and/or relief from duty.

(2) Recommend to the SAI that a cadet's reduction in rank and/or removal from duty position be suspended for a period not to exceed sixty (60) days.

(3) Recommend to the SAI that the cadet be reduced one or more ranks and/or be removed from their assigned duty position. Prior to forwarding the case to the SAI for action, the battalion commander will ensure that all aspects of the case are thoroughly documented including dates, witnesses, written records of counseling, and any other data deemed appropriate. Any recommendations substantiated by generalities will be returned without action.

(4) The SAI will review all aspects of the case and act on the battalion commander's recommendations. After weighing all aspects of the case, the SAI reserves the right to impose more lenient or stringent punishment than recommended by the battalion commander.

8.4. Authority. Final decisions on relief from duty and demotions will be made by the SAI.

a. Additionally, the SAI and AIs (with concurrence of the SAI) reserve the right to make exceptions to and/or circumvent the procedures listed in paragraph 3 above for more serious or flagrant violations. The SAI/AIs may:

(1) Immediately impose a reduction in rank and/or removal from duty position.

(2) Suspend a reduction in rank or relief from duty position.

(3) Lower the cadet's academic grade.

(4) Recommend that the cadet be eliminated from the JROTC program.

b. Cadets who are relieved from leadership positions or reduced in rank will be considered to be on JROTC probation. Cadets on probation will be considered for removal from the JROTC program, at the conclusion of the school year or upon any subsequent infraction, if it is deemed that their behaviors continue to run counter to the goals of the program and are negatively affecting other members of the battalion.

Chapter 9 – Awards and Decorations

9.1. General. Awards are presented to deserving cadets to recognize individual, team, and unit achievement. Criteria for authorized ribbons and medals are summarized below.

9.2. Presentations.

a. The Battalion S1, working in conjunction with the company executive officers, will publish and maintain permanent orders for awards and decorations as cadets become eligible.

b. Awards will be presented at ceremonies to ensure the widest publicity for the cadets and the JROTC program.

9.3. Policy. Army Cadet Command Regulation 145-2 establishes the awards available for presentation to deserving cadets who meet the required criteria. The awards authorized for Tupelo HS JROTC are listed below in the order of precedence in which they are to be worn. Medals for which a ribbon is also provided will not be worn together (ie. cadet may choose to wear the medal or the ribbon for a given award but not both). No more than three medals will be worn at any one time.

(National & County Level Awards)

- **Medal of Heroism.** Department of the Army (DA) award to a JROTC Cadet who performs an act of heroism.
- **Superior Cadet (SAI's Award).** Department of the Army (DA) award to one outstanding Cadet in each LET level in each JROTC; selected/nominated by the SAI.
- **Outstanding Cadet (AI's Award)**. JROTC award to one outstanding Cadet in each LET level; selected/determined by the Army Instructors.
- **Command Sergeant Major Award**. **(SAI/AI nominated)** Awarded to one cadet in each LET level in recognition of their outstanding leadership and contribution to the JROTC Program in the tradition of Command Sergeants Major.
- **Warrant Officer Association Award**. Awarded to one exceptional cadet in each LET level in recognition of their outstanding performance and potential.
- **Daedalian JROTC Award**. Awarded to a cadet for demonstrated patriotism, love of country, and service to our nation and who has indicated the potential and desire to pursue a military career; candidates must rank in the top 10% of their JROTC class and top 20% of their overall class.
- **Sons of American Revolution (SAR) Award.** Awarded to a LET-3 Cadet who exhibits a high degree of merit with respect to leadership qualities, military bearing, all-around excellence in JROTC activities, and community service; candidates must be in the top 10% of JROTC their class and top 25% of their overall class.
- **Daughters of American Revolution Award.** Awarded to a senior cadet who has demonstrated qualities of dependability and good character, adherence to military discipline, leadership ability, and a fundamental and patriotic understanding of the importance of JROTC; candidates must be in the top 25% of their JROTC and overall class.
- **American Legion Post (Academic) Award.** Awarded to a LET 3 cadet who has actively participated in related student activities such as student organizations, constructive

activities, or sports; candidate must be in the top 10% of their class for non-JROTC subjects and in the top 25% for JROTC.

- **American Legion Post (Military)**. Awarded to a LET 3 cadet for demonstrated outstanding qualities in military leadership, discipline, character, and citizenship; candidates must be in the top 25% of their class in both JROTC and non-JROTC subjects.
- **US Army Recruiting Command (USAREC) Award**. Awarded to a LET 3 cadet who has demonstrated outstanding leadership traits and possess the potential for assuming positions of increased responsibility through participation in integrated-curricular activities that foster both scholastic and military excellence; candidates must be in the top 25% of their academic class.
- **National Sojourners Award**. Awarded to a LET 2 or LET3 cadet who has encouraged and demonstrated the ideals of Americanism by deed and/or conduct and has demonstrated a potential for outstanding leadership; candidates must be in the top 25% of their class.
- **Scottish Rite of Freemasonry Award**. Awarded to a LET 3 cadet who has contributed the most among Cadets on campus to encourage and demonstrate Americanism, by deeds or conduct during participation in integrated-curricular activities or community projects; candidates must be in the top 25% of their academic class.
- **Non-Commissioned Officer Association (NCOA) Award**. Awarded to a cadet NCO who has consistently exhibited the best military bearing, personal appearance, deportment, and leadership ability in his/her unit.
- **Military Officers Association of America (MOAA) Award**. Awarded to a LET 3, cadet officer who demonstrates a high degree of loyalty to the unit, school, and the country and exceptional potential for military leadership.
- **Reserve Officers Association (ROA) Award**. Awarded to a LET 3 cadet in recognition of outstanding achievement, exceptional leadership ability, and demonstrated loyalty to the unit, school, community, and country.
- **The Retired Enlisted Association (TREA) Award**. Awarded to a LET 3 cadet who demonstrates exceptional potential military leadership as evidenced by good academic standing, outstanding military bearing in and out of uniform, and a high degree of loyalty to the unit, school, community and the country.
- **Association of US Army (AUSA) Award**. Awarded to a cadet who most exemplifies the JROTC principles as demonstrated through outstanding leadership and academic achievement.
- **Veterans of Foreign Wars (VFW) Award**. Awarded to a LET 2, LET 3, or LET 4 cadet in recognition of outstanding achievement and exceptional leadership ability as demonstrated by outstanding military bearing and conduct in and out of uniform, personal attributes, patriotism, courtesy, and growth potential.
- **Military Order of World Wars (MOWW) Award**. Awarded to a LET 1, LET 2 or LET 3 cadet who is in good standing in all military aspects and scholastic grades and has indicated by military and scholastic grades, integrated-curricular activities, or individual endeavor a desire to serve his or her country.
- **National Guard Recruiting Award**. Awarded to a cadet in recognition of their improvement and dedication to the Army values.
- **Military Order of Purple Heart (MOPH) Award**. Awarded to a cadet in a leadership position for overall excellence in school and community affairs; candidates must have grades of “B” better in all subjects.

- **American Veterans (AMVETS) Award**. Awarded to a LET 3 cadet for outstanding leadership, community/school involvement and academic achievement.
- **Celebrate Freedom Foundation/ Embry-Riddle Aeronautical U. Award**. Awarded to a LET 2 cadet in recognition of their positive attitude; outstanding personal appearance; exceptional personal attributes such as initiative, judgment, and self-confidence; courteous demeanor; and growth potential.

(Institutional Level, Academic Awards)

- **Distinguished Cadet Award** for Scholastic Excellence (N-1-1). Awarded annually to one Cadet who exhibits the degree of excellence in scholastics.
- **Academic Excellence Ribbon** (N-1-2). Awarded annually each cadet achieving the highest academic grades (internal unit change exception for each all 'A' student)
- **Academic Achievement Ribbon** (N-1-3). Awarded annually to those Cadets who maintain a grade of "A" and "B" in all subjects (Internal unit change for all A & B in all subjects)
- **Perfect Attendance Ribbon** (N-1-4). Awarded to Cadets with no unexcused absences during each quarter/semester.
- **Student Government Ribbon** (N-1-5). Elected to a student government office.
- **Leadership Development Service Ribbon** (N-1-6). Awarded to Cadets successfully completing first quarter/semester of training of each LET year.
- **TPSD Superintendent Award** (N-1-7). Awarded to cadets for overall academics, Community Service and Leadership excellence who possess a ≥3.0 GPA Submit paragraph
- **National Honor Society** (N-1-8). Awarded to cadets who are members of the National Honor Society.
- **THS Principal's Award** (N-1-9). Awarded to Cadets for academic and leadership excellence with a ≥2.5 GPA Submit paragraph about how JROTC has helped the student/cadet
- **Army Instructor Award** (N-1-10). Awarded to cadets leadership & exhibit the Army Values.

(Institutional Level, Military Awards)

- **Directors of Army Instruction/Senior Army Instructor Leadership Ribbon** (N-3-1). Awarded annually to the one Cadet in each LET level & Company who displays the highest degree of leadership.
- **Personal Appearance Ribbon** (N-3-2). Awarded annually to Cadets who consistently present an outstanding appearance.
- **Proficiency Ribbon** (N-3-3). Awarded annually to those Cadets who have demonstrated an exceptionally high degree of leadership, academic achievement, and performance of duty.
- **Drill Team Ribbon** (N-3-4). Awarded annually to drill team members.
- **Orienteering Ribbon** (N-3-5). Awarded annually to Cadets who are members of the orienteering teams.
- **Color/Honor Guard Ribbon** (N-3-6). Award annually to members of color/honor guard.
- **Marksmanship Team Ribbon** (N-3-7). Awarded annually to rifle team members.
- **Adventure Team Ribbon** (N-3-8). Awarded annually to Cadets who are members of adventure training type units.
- **Commendation Ribbon** (N-3-9). Awarded to Cadets whose performance of duty exceptionally exceeds that expected of Cadets of their grade and experience.
- **Good Conduct Ribbon** (N-3-10). Awarded annually to Cadets who have demonstrated outstanding conduct throughout the school.
- **JCLC Participation Ribbon** (N-3-11). Awarded to Cadets for JCLC participation.
- **First Aid Award** (N-3-12). Awarded to cadets who are first aid & CPR certified.

- **Mentorship Ribbon** (N-3-13). Awarded for mentorship of Cadets and younger youth in leadership.
- **Guidon Bearer / Flag Detail** (N-3-14). Awarded to those cadets who have been designated as guidon bearers for their unit or part of the flag detail for the school for at least one semester.
- **Rappelling** (N-3-15). Awarded to cadets who successfully rappel.

(Institutional Level, Athletics Awards)

- **Varsity Athletic Ribbon** (N-2-1). Awarded annually to Cadets in varsity sports.
- **Physical Fitness Excellence Ribbon** (N-2-2). Awarded annually to Cadets who maintain excellent physical fitness. The ribbon will be presented to Cadets receiving an 85% or better in all 5 Cadet Challenge events.
- **JROTC Athletic Achievement Ribbon** (N-2-3). Awarded annually to Cadets who maintain a basic, yet challenging level of physical fitness. The ribbon will be presented to Cadets receiving a 50% or better in all 5 Cadet Challenge events.
- **Raider Challenge** (N-2-4). Awarded to cadets to are on the Raider Team.
- **STEM/Drone Team** (N-2-5). Awarded annually to cadets who are on the STEM/DRONE Team.

(Institutional Level, Miscellaneous Awards)

- **Parade Ribbon** (N-4-1). Awarded to Cadets who have participated in local community parades; for example, Veterans' Day, Memorial Day, etc.
- **Recruiting Ribbon** (N-4-2). Awarded to Cadets who recruit students into the JROTC program each quarters/semester.
- **Spirit Award** (N-4-3). Awarded to cadets who participate in the sports motivation team.
- **Best Company Award**(N-4-4). Awarded to cadets who are members of the Best Company, evidenced by leadership, academics and participation by company.
- **Community Support** (N-4-5). Awarded to cadets actively involved in community activities (as demonstrated by participation in 3 or more community service/supporting events in a year).
- **Service Learning Ribbon** (N-4-6). Awarded annually to Cadets who participate in service learning projects.
- **Excellent Staff Performance Ribbon** (N-4-7). Awarded annually to Cadet Staff Officers for excellent performance.

9.4. Other Medals and Awards. Cadets will not wear any medal or award unless authorized by the SAI.

a. Cadets transferring from other JROTC programs may continue to wear individual awards they have documented on permanent orders. Incoming cadets who do not have permanent orders will not wear awards until authorized by the SAI.

b. Awards may be accepted by cadets at ceremonies unless considered inappropriate by the SAI/AI. If the award includes a ribbon or medal, the award may be worn during the day of presentation.

9.5. Appurtenances. Subsequent awards of the same decoration will be annotated with a bronze (2nd), silver (3rd), or gold (4th) lamp for wear on the ribbon. There will be no more than four awards of the same ribbon or medal. Awards are worn according to the order to merit as listed below.

9.6. Honor Unit Insignia (Star). This award is presented by the United States Army Cadet Command to units designated as JROTC Programs of Excellence and consists of a gold star. All members of the cadet battalion wear the star regardless of whether they were in the unit for the period in which it was awarded.

9.7. Academic Achievement Wreath. Cadets with at least a "B" average is all subjects and an "A" average in JROTC are authorized to wear the Academic Achievement insignia consisting of a gold wreath in addition to the receiving the Academic Achievement Ribbon.

9.8. Arc Pins. Arc pins are used to designate participation in various JROTC activities. Once awarded, unless otherwise noted, cadets may continue to wear the arc pin even if ongoing participation in that event ceases. The following arc pins, listed in the order of precedence as worn, are authorized for wear in the Tupelo HS NDCC/JROTC program:

- Color Guard - awarded to members of the color guard teams
- Drill Activities – awarded to members of the drill teams
- Raiders Squad – awarder to members of the Raiders teams
- Academic Team – awarded to members of the academic & leadership teams
- Staff – awarded to members assigned to the battalion staff
- JCLC – awarded to cadets successfully completing JCLC summer training
- Cadet Challenge – awarded to cadets achieving 85% or better in all five cadet challenge events. (Performance must be maintained on subsequent tests for continued wear).

9.9. Shoulder Cords. Shoulder cords are worn to designate current involvement in integrated-curricular activities. The following shoulder cords, listed in the order of precedence as worn, are authorized for wear in the Tupelo HS JROTC program:

- National Honor Society (Gold)
- Color Guard (White)
- Drill Activities (Red)
- Raiders Squad (Black)
- JCLC Summer Camp (Blue & White)
- Staff (Blue)
- Orienteering (Green)

9.10. Cadet Challenge Awards. The following awards designate exceptional performance on the Cadet Challenge Physical Fitness Test. Continued wear of the arc pins and patches require maintenance of the standard for which the device is awarded on subsequent tests.

a. Cadets who achieve an 85% or better in all 5 Cadet Challenge events are authorized to wear:

(1) Physical Fitness Excellence Ribbon (N-2-2).

(2) The Cadet Challenge Arc Pin.

(3) The Presidential Physical Fitness Award Patch.

b. Cadets who achieve an 50% or better in all 5 Cadet Challenge events are authorized to wear:

(1) JROTC Athletic Achievement Ribbon (N-2-3).

(2) The National Physical Fitness Award Patch.



Figure 9.1 – Tupelo HS JROTC Ribbons and Awards



Figure 9.1a – Tupelo HS JROTC Ribbons and Awards

Chapter 10 – Counseling

10.1. General. Regular counseling of cadets is necessary to correct academic and military performance deficiencies and to reinforce superior achievement. Cadet leaders are expected to develop counseling skills by counseling subordinate cadets.

10.2. Procedures.

a. Whether formal (written) or informal (verbal), a record of counseling will be made on DA Form 4856, General Counseling Form, below. Counseled cadets will be required to sign the form when formally counseled. If a cadet refuses to sign the form, an appropriate remark to that effect will be made by the leader conducting the counseling.

b. The company chain of command (XO, 1SG, and CO) will receive and maintain records of counseling by cadets within their unit. Records of counseling by the instructors will be maintained separately.

c. In accordance with the guidance published in Chapter 6, Merit and Demerit System, the Company Commander will ensure that a cadet in the chain of command counsels any cadet receiving demerits/merits and that the counseling is forwarded to the military staff (SAI/AI) for approval.

10.3. Academic Counseling. The SAI or AI will formally counsel any cadet with an average JROTC grade of "D" or lower, or an overall average GPA less than 2.0 at least mid-way through the year. Parents will be notified of the cadet's below average academic performance and potential for removal from the JROTC program.

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DEVELOPMENTAL COUNSELING FORM

For use of this form, see ATP 6-22.1; the proponent agency is TRADOC.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY:	5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army.
PRINCIPAL PURPOSE:	To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES:	The DoD Blanket Routine Uses set forth at the beginning of the Army's compilation of systems or records notices also apply to this system.
DISCLOSURE:	Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name *(Last, First, MI)*	Rank/Grade	Date of Counseling

Organization	Name and Title of Counselor

PART II - BACKGROUND INFORMATION

Purpose of Counseling: *(Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.)*

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment *(other than rehabilitative transfers)* , separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Plan of Action *(Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below)*

Fill Out If Warranted:

Session Closing: *(The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.)*

Individual counseled: ☐ I agree ☐ disagree with the information above.
Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: *(Leader's responsibilities in implementing the plan of action.)*

Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: *(Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)*

As Appropriate:

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Chapter 11 – Extracurricular Activities

11.1. General. All cadets are encouraged to participate in extracurricular JROTC activities throughout the school year. Activities are planned to provide additional training as well as recreation. Participants earn community service hours for some events and may be eligible for merits, awards, and consideration for advanced promotion.

11.2. School and Community Support Missions. Frequently the JROTC battalion is called upon to support events with ushers, escorts, set up crews, and etc. Cadets are asked to work at military balls, receptions, fundraisers, and other highly visible community functions. JROTC cadets usually participate as a group in uniform. These activities are important to the program because not only do they provide a means through which to contribute to the community, but also aid in establishing the reputation of the cadets involved.

11.3. JROTC Competitive Teams. The JROTC program sponsors several teams that build upon the skills taught in the program. Members of the teams are all volunteers, though team size may limit the number selected to represent the battalion and school in competitions. Cadets not selected for a particular team are encouraged to continue to build their skills and/or seek involvement in another team. Cadets are able to participate in more than one team as scheduling permits.

a. Color Guard. The Color Guard represents Tupelo High School at many competitions, formations, parades, athletic events, civic activities and school activities. The Color Guard team consists of a Challenge Team, and Master Team, and a Ceremony detail – both the Challenge Team and Master Team compete against other JROTC programs. The Challenge Team is composed of LET 1 cadets while the Master and Ceremony Teams draw their cadets from experienced Color Guard members from previous years.

b. Drill Teams. The drill teams are composed of volunteers who excel in both marching and precision. They compete against other JROTC programs as well as perform at athletic events, school assemblies and other activities as requested throughout the year. There are two types of drill teams, armed and unarmed. The armed team conducts their drill while carrying/using the JROTC parade rifle while the unarmed team is unarmed. For each type of drill team, armed and unarmed, there is both a regulation and an exhibition squad. The regulation squads conduct their drill in accordance with the prescribed Army regulations, while the exhibition squads are much less restricted in their authorized movements and performance. Cadets in all grades are encouraged to try out for one of the drill teams.

c. Raider Team. Members of the Raider Team are selected from cadets who excel in physical fitness and military skills. They participate in military skills competitions against other JROTC programs throughout the year. The number and composition of competition squads, each of 8-10 cadets, will be determined based upon cadet interest. On average, we look for three squads on the Raider Team. Cadets in all grades, both male and female, are encouraged to try out for the Raiders Team.

d. Inspection Teams. The inspection teams are composed of cadets who excel in appearance and military knowledge. Similar to the Drill Team, the Inspection Team consists of both armed and unarmed squads however the amount of marching/movement is limited. Each inspection squad consists

of 13 cadets and is comprised of cadets from all grades. The Inspection Squads are an ideal starting point for cadets looking to get further involved JROTC teams.

e. JROTC Leadership and Academic Bowl (JLAB) Team. The JLAB Team consists of two squads, an Academic squad and a Leadership squad, each with 4-6 cadets. The JLAB teams compete against all other JROTC programs across the globe using an internet-based system in order to earn an invite to travel to the national-level competition. The Academic Squad focuses on general high-school level information and SAT/ACT and Current Events knowledge; the Leadership Squad focuses on information specifically from within the JROTC curriculum. Each squad is composed of cadets from grades 9-11 (no seniors) and cannot have crossover between squads.

11.4. Fund Raisers. All cadets are expected to fully support and participate in fundraisers held throughout the year. Cadets may participate either in actively running the event (for which service credit may be awarded) and/or by attending the event. Funds raised are used to directly support the JROTC program and activities.

Chapter 12 – Useful Information for Cadets

12.1. General. Cadets will be required to know several items of information in order to better perform their duties and to better understand military terminology.

12.2. JROTC Military Rifle. The cadet battalion maintains a number of non-firing, demilitarized rifles / rifle replicas which will be kept in the JROTC Arms Room. The M1903 Springfield Rifle was first used in large numbers during World War I. Facts about the rifle include:

a. The US Rifle, Caliber .30 M1903A3 (generally known as the Springfield rifle) was a lightweight, manually operated, bolt action, shoulder fired weapon with a five-round, stagger row, non-removable magazine.

b. It weighs 8.69 pounds empty, is 43 inches in length, had a muzzle velocity of 2,805 feet per second, a maximum effective range of 460 meters, and a maximum range of 5,029 meters.

NOTE: Even though this weapon cannot fire live ammunition, it is still to be treated as a real weapon. Neither it nor any other weapon used in JROTC will be pointed at any person at any time.

12.3. Phonetic Alphabet. The military services use the International Phonetic Alphabet when pronouncing letters. This alphabet is not used when writing. For example: "A" Company is spoken as "ALPHA Company."

a. The phonetic alphabet is:

A – ALPHA	H – HOTEL	O – OSCAR	U – UNIFORM
B – BRAVO	I – INDIA	P – PAPA	V – VICTOR
C – CHARLIE	J – JULIET	Q – QUEBEC	W – WHISKEY
D – DELTA	K – KILO	R – ROMEO	X – X-RAY
E – ECHO	L – LIMA	S – SIERRA	Y – YANKEE
F – FOXTROT	M – MIKE	T – TANGO	Z – ZULU
G – GOLF	N – NOVEMBER		

b. Numbers are written and pronounced as:

Number	Pronounced as …	Number	Pronounced as …
0	Zero	10	Ten (or) Wun Zero
1	Wun	44	Fow-er Fow-er
2	Too	90	Nin-er Zero
3	Tree	100	Wun Hundred (or) Wun Zero Zero
4	Fow-er	500	Fife Hundred (or) Fife Zero Zero
5	Fife		
6	Six		
7	Sev-en		
8	Ait		
9	Nin-er		

12.4. Months. The months are abbreviated in the military as:

January – JAN	May – MAY	September – SEP
February – FEB	June – JUN	October – OCT
March – MAR	July – JUL	November – NOV
April – APR	August – AUG	December – DEC

12.5. Military Time. The military time system is similar to the European time systems, a 24-hour designator system. This is used to avoid confusion between before noon (AM) and afternoon (PM) times. The 24-hours system clearly and unmistakably designates the hours.

a. Civilian to Military Time Conversion Chart:

Civilian Time	Military Time	Civilian Time	Military Time
12:00 AM (Midnight)	2400 hours	12:00 PM (Noon)	1200 hours
1:00 AM	0100 hours	1:00 PM	1300 hours
2:00 AM	0200 hours	2:00 PM	1400 hours
3:00 AM	0300 hours	3:00 PM	1500 hours
4:00 AM	0400 hours	4:00 PM	1600 hours
5:00 AM	0500 hours	5:00 PM	1700 hours
6:00 AM	0600 hours	6:00 PM	1800 hours
7:00 AM	0700 hours	7:00 PM	1900 hours
8:00 AM	0800 hours	8:00 PM	2000 hours
9:00 AM	0900 hours	9:00 PM	2100 hours
10:00 AM	1000 hours	10:00 PM	2200 hours
11:00 AM	1100 hours	11:00 PM	2300 hours

b. Increments of time after the hour are always written cumulatively. For example: five minutes before 11:00 AM is written (and spoken) as 1055 hours. Five minutes before midnight is 2355 hours.

12.6. Dates. In the military dates are always written as Day, Month, Year. For example: 20 MAR 13 or 20 March 2013. If time of day is to be included as part of the date, the four digit time designator is used between the day and month designator to form a date-time group. For example: 10:00 AM, November 8, 2014 becomes 081000 NOV 14.

The Pledge of Allegiance

I pledge allegiance to the flag of the United States of America
And to the republic for which it stands
One nation, under God, indivisible,
With liberty and justice for all.

The Army JROTC Creed

I am an Army Junior ROTC Cadet.
I will always conduct myself to bring credit to my family, country, school and the Corps of Cadets.
I am loyal and patriotic. I am the future of the United States of America.
I do not lie, cheat or steal and will always be accountable for my actions and deeds.
I will always practice good citizenship and patriotism.
I will work hard to improve my mind and strengthen my body.
I will seek the mantel of leadership and stand prepared to uphold the Constitution and the American way of life.
May God grant me the strength to always live by this creed.

Army Values

L OYALTY - to bear true faith and allegiance to the U.S. Constitution...your peers
D UTY - to fulfill your obligations
R ESPECT - to treat people as they should be treated
S ELFLESS SERVICE - to put the welfare of the nation...before your own
H ONOR - to live up to all values
I NTEGRITY - to do what is right, legally and morally
P ERSONAL COURAGE - to face fear, danger, or adversity

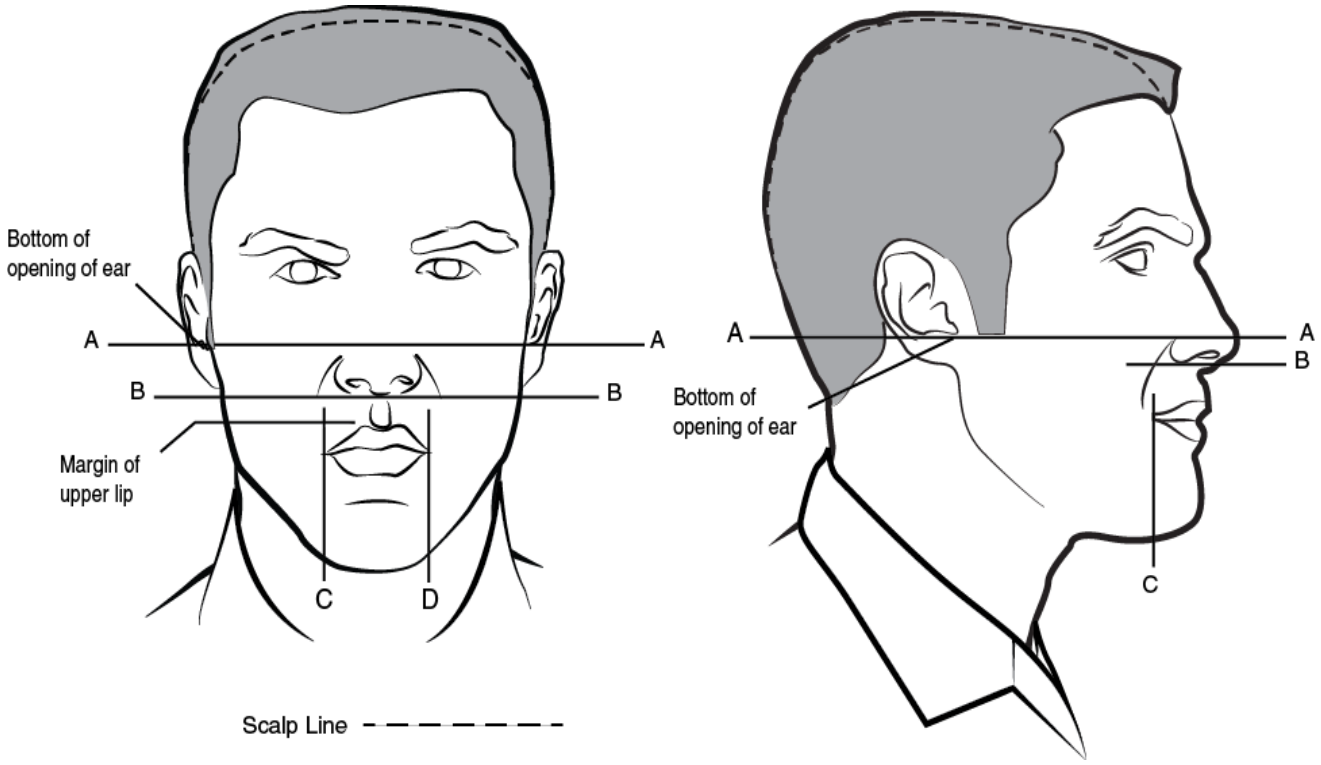
Warrior Ethos

I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.

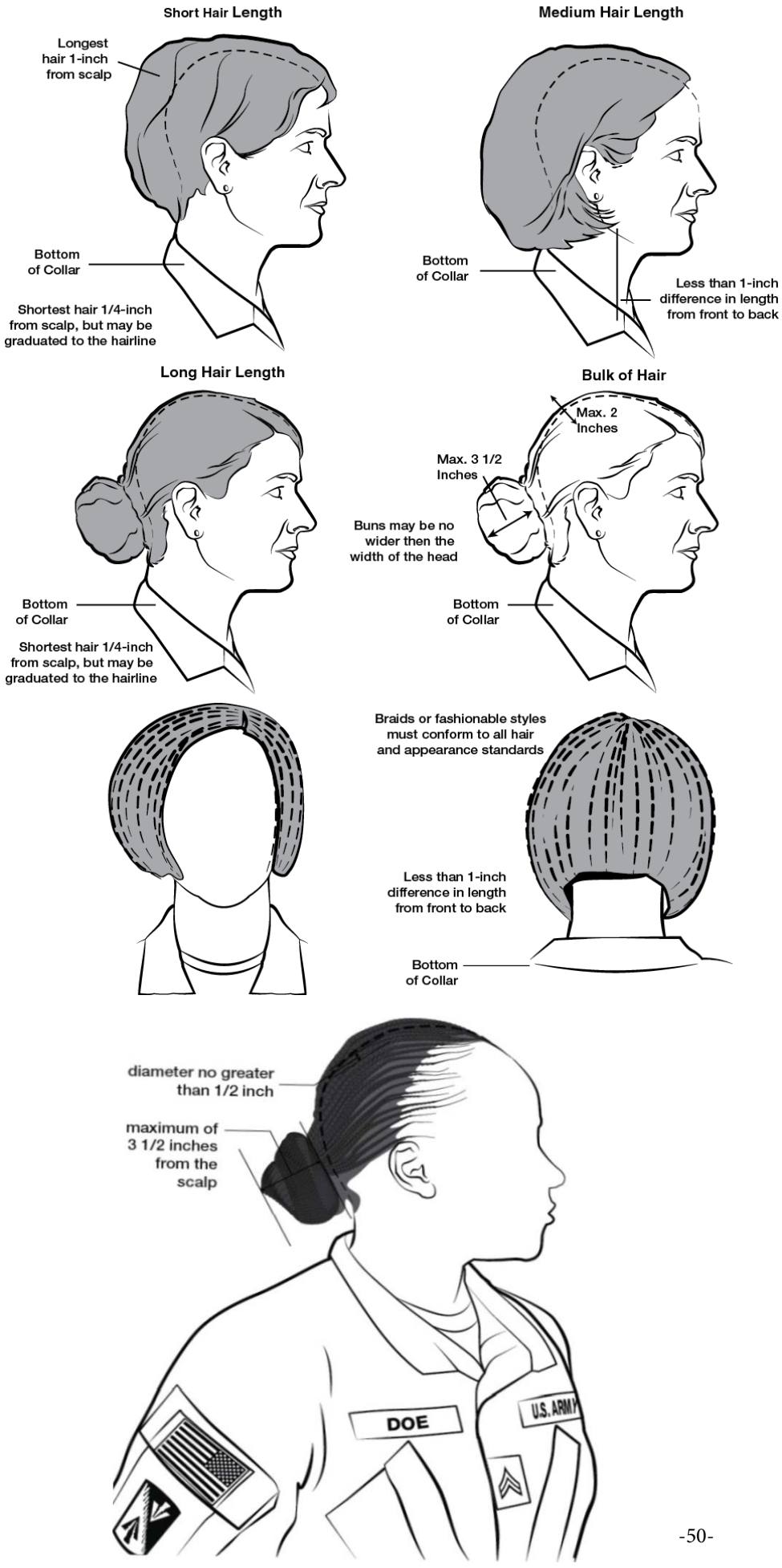
REFERENCE CCR 145-2 CHAPTER 11 AND USACC Reg and AR 670-1, CHAPTER 2 & 3, respectively APPEARANCE AND GROOMING POLICIES.

12-7

GROOMING – MALES



1. Hair must be neatly groomed and not bulky.
2. The hair must present a tapered appearance.
3. When the hair is combed, it will not fall over the ears or eyebrows, or touch the collar.
4. Males are not authorized to wear braids, cornrows, twists/coils, dreadlocks, or locks.
5. No "Mohawk".
6. No lines of any kind cut in hair.
7. Sideburns will not fall below the opening of the ear. (A)
8. Mustaches are authorized, but must be neatly trimmed, tapered, and tidy. No portion will extend past the corners of the mouth or cover the upper lip. (C-D)
9. No necklaces or bracelets should ever be visible in Class A or B uniform. One ring per hand and a wrist watch are the only items authorized to wear.
10. **REFERENCE CHAPTER 3 ABOVE**



GROOMING – FEMALES

1. Females must not cut hair shorter than ¼ inch from the scalp.
2. Bangs may not fall below the eyebrow, and will not show underneath the front of the headgear.
3. Medium length hair may not fall below the bottom of the collar.
4. The bulk of the hair may not be more than 2 inches from the scalp.
5. Buns may not extend 3 ½ inches from the scalp and cannot be wider than the width of the head. (When viewed from the front, bun should not be visible.)
6. Long hair must be fastened above the bottom edge of the collar.
7. Ponytails are authorized in PT uniform. All hair must be fastened to the head.
8. Hair holding devices must be small, plain, non-decorative. No claw type clips are authorized.
9. Braids and spaces in between braids must be uniform in size, and braids must not exceed ½ inch in diameter.
10. Headgear must be worn properly with all hairstyles.
11. At no time, should a female's hair present a "messy" appearance.
12. Earrings must be small (less than ¼ inch) ROUND STUDS in gold, silver, white pearl or diamond. They must match, only one pair, and must be worn in the LOBE.
13. Makeup must be conservative. No bright colors, or winged eyeliner, etc.
14. Nail polish in uniform must be non-fadish colors. On school uniform grooming inspections only, any color may be worn. They should not be longer than ¼ inch past fingertips.
15. No necklaces or bracelets should ever be visible in uniform. One ring per hand, one pair of earrings, and a wrist watch are the only items authorized to wear.
16. **REFERENCE CHAPTER 3 ABOVE**

EXAMPLE OF A GOOD HAIR CUT



EXAMPLE OF A GREAT HAIR CUT



GOOD EXAMPLE OF FEMALE HAIR IN A BUN



BAD EXAMPLE OF HAIR PREPARATION



GRADING STANDARDS AND SCALE

The mission of NDCC/JROTC is to motivate young people to be better citizens. The cornerstone of this class is self-discipline. The cadets are expected to conduct themselves in a manner which reflects great credit upon themselves, their families, Tupelo High School and the community. The JROTC program values include character, student achievement, fitness, leadership, teamwork, personal and social responsibility, selfless service to the community and others, and American heritage and history.

1. **80 percent of the student's overall grade consists of tests, quizzes and daily grades.**

That percentage is calculated as follows:

a. **MAJOR: 50%**

Class A or B uniform Inspections can apply
Parades
Written exam and/or Essay
Marching evaluation exam
Cadet Challenge Test (GRADE IS BASED ON EFFORT)
Citizenship
Other assignments as announced by instructors (LET 1 - Intro to JROTC etc. to set the ground work)

b. **MINOR: 30%**

Written quiz
School uniform inspection
Marching evaluation quiz
Other assignments as announced by instructors
Weekly physical fitness training
Leadership/Participation- see # 4 below
Other assignments as announced by instructors

2. The remaining 20% of the cadet's grade will be from the final exam. Our final exam will most often contain a written portion as well as a performance portion. The written material will cover priority classroom work during semester, and the performance can contain a uniform inspection, drill, physical fitness, parade or other as announced by instructors. The final exam is designed for all students to be able to maintain an acceptable grade average.

A. SCHOOL UNIFORM

1. **Uniform pieces: 10 points each - NOTE: t shirt infraction will be 30 points of inspection grade until student has paid for BN shirt)**
2. **Closed toed marching shoes (20 points)**
3. **Female Hair (30 points)**
4. **Female makeup/earrings (10 points for each infraction)**
5. **Fingernails (10 points).**
6. **Male haircut (30 points - NOTE: first haircut can be up to 50 points)**
7. **Male shave (30 points)**

B. OCP Uniform:

1. **Uniform items: BN t shirt, OCP pants, OCP Belt, Combat Boots**
2. **All Army Uniform grooming standards apply (see DRESS UNIFORM grooming standards below)**

C. DRESS UNIFORM

D. Jacket with all insignia. Ribbons, nameplate, brass, ect evaluated for placement and cleanliness. (20 points)
E. Pants/belt/gigline (10 points)
F. Grey shirt/white undershirt (15 points) If Class B uniform is worn, this will be 30 points and will be graded like #1
G. Neck tie/neck tab (10 points)
H. Beret condition and wear (10 points)
I. Black dress socks (10 points)
J. Shoes condition and cleanliness (10 points)
K. Hair, male and female (20 points)
L. Shave, males (15 points)
M. Fingernails (10 points)
N. Make up, females (10 points)
O. Jewelry (10 points)
P. Failure to wear a complete uniform is a ZERO. If missing beret only, the point deduction will be 15 points.
Q. Improper Uniform outside of JROTC (Class A Jacket unbuttoned, not wearing beret, etc.) (15 points)
R. Missing a uniform wear day with an EXCUSED absence will require the cadet to wear the uniform the next school day.
S. If any student fails to wear the uniform for inspection for any other reason than absence (i.e. forgets), he/she will have ONE opportunity to make up that grade. By wearing the uniform on the next day, the student can receive UP TO 70% as a makeup grade. Any exceptions outside of this must be cleared by an instructor.

T. Weekly Leadership/Participation Grade. Each week, cadets may receive a leadership/participation grade. Each cadet will start with 100 points. Cadets will lose points for the infractions listed below (as well as others as deemed by instructors). Cadets will also be penalized under the school's discipline plan for violation of school rules. A cadet must have a minimum leadership grade of 80 to be eligible for promotion to the next rank.

a. Out of school suspension (100 points) (IAW student handbook, out of school suspension is considered as unexcused absences; therefore, cadets will not be allowed to make up any work that is missed. A zero will be given for any work/test that is missed.)

b. In school suspension (30 points for each day assigned)

c. Refusal to participate in daily training activity (100 points)

d. Reluctance to participate in daily training activities (30 points)

e. Tardy/Missing Formation (20 points and disciplined issued by the SAI or AI)

f. Talking without permission, talking in formation and disrupting class (20 points)

g. Name calling/ridiculing another cadet, (20 points)

h. Sleeping/Heads on desks (30 points)

i. Unauthorized absences from or skipping class (zero for the class period)/IAW school handbook.

E. There are certain things that will affect a cadet's grade no matter what else he or she does. The following will cause a cadet to fail the course or be referred to the school administration for further disciplinary action.

a. **Refusal to wear the uniform as directed.**

b. **Refusal to participate in mandatory training such as physical fitness and other activities without a proper excuse.**

c. **Missing uniform inspection wear day, required the cadet to wear the uniform the following school day.**

d. **Failure to meet the guidelines of the Army, Cadet Command, Tupelo High School and program SOPs.**

e. **Exhibiting or acting upon undesirable traits of lying, cheating or stealing.**

f. **Unauthorized use of any illegal or controlled or non-controlled substances and nicotine/vaping products.**

g. **Fighting with another cadet.**

h. **Bullying of any type physical or cyber or inappropriate social media conduct that may discredit the Army, Tupelo High School or the JROTC program.**

i. **Disrespecting the National Anthem or Pledge of Allegiance by not standing or rendering proper courtesies, that are not IAW Tupelo High School, Army and JROTC policies.**

LEADERSHIP

The process of influencing others to accomplish the mission by providing purpose, direction and motivation

EXECUTIVE CHAIN OF COMMAND

PRESIDENT OF THE UNITED STATES – PRESIDENT JOE BIDEN

VICE PRESIDENT OF THE UNITED STATES – VICE PRESIDENT KAMALA HARRIS

SECRETARY OF DEFENSE – HONORABLE LLOYD AUSTIN

SECRETARY OF THE ARMY – SEC. CHRISTINE WORMUTH

ARMY CHIEF OF STAFF – GENERAL JAMES McCONVILLE

TRADOC COMMANDER – GENERAL PAUL FUNK

US ARMY CADET COMMAND COMMANDER – MAJOR GENERAL JOHNNY DAVIS

6TH BRIGADE COMMANDER – COL ANTHONY MARANTE

SENIOR ARMY INSTRUCTOR – COLONEL ROGER D. JOHNSON

ARMY INSTRUCTOR - SFC MACARTHUR HILBERT

TIDAL WAVE BATTALION
LET 1-4 COMMANDS DRILL EVALUATION
(AKA 23 Commands)

DATE: _____

CADET NAME: _____ COMPANY _____

All Cadets will be graded on their ability to lead a formation using the following commands in the correct order.

CADET PERFORMANCE EVALUATION POINT TOTALS:

FALL IN	**5 4 3 2 1 0**	**REAR MARCH**	**5 4 3 2 1 0**
DRESS Right DRESS	**5 4 3 2 1 0**	**COLUMN RIGHT**	**5 4 3 2 1 0**
READY FRONT	**5 4 3 2 1 0**	**COLUMN LEFT**	**5 4 3 2 1 0**
PRESENT ARMS	**5 4 3 2 1 0**	**COLUMN LEFT**	**5 4 3 2 1 0**
ORDER ARMS	**5 4 3 2 1 0**	**ELEMENT HALT**	**5 4 3 2 1 0**
LEFT FACE	**5 4 3 2 1 0**	**LEFT FACE**	**5 4 3 2 1 0**
ABOUT FACE	**5 4 3 2 1 0**	**FALL OUT**	**5 4 3 2 1 0**
FORWARD March	**5 4 3 2 1 0**		
COLUMN LEFT	**5 4 3 2 1 0**		
LEFT FLANK	**5 4 3 2 1 0**		
RIGHT FLANK	**5 4 3 2 1 0**		
COLUMN RIGHT	**5 4 3 2 1 0**		
RIGHT FLANK	**5 4 3 2 1 0**		

LEFT FLANK 5 4 3 2 1 0 EVAL POINTS _____/115

COLUMN RIGHT 5 4 3 2 1 0 SCORE_____

REAR MARCH 5 4 3 2 1 0

TIDAL WAVE BATTALION
LET 1 DRILL EVALUATION

DATE: _____

CADET NAME: _____ COMPANY _____
All LET 1 cadets will demonstrate their ability to perform the following commands led by another cadet of higher LET level.

CADET PERFORMANCE EVALUATION POINT TOTALS:

FALL IN	**5 4 3 2 1 0**	**REAR MARCH**	**5 4 3 2 1 0**
DRESS RIGHT DRESS	**5 4 3 2 1 0**	**COLUMN RIGHT**	**5 4 3 2 1 0**
READY FRONT	**5 4 3 2 1 0**	**CHANGE STEP**	**5 4 3 2 1 0**
PRESENT ARMS	**5 4 3 2 1 0**	**COLUMN RIGHT**	**5 4 3 2 1 0**
ORDER ARMS	**5 4 3 2 1 0**	**CADET HALT**	**5 4 3 2 1 0**
LEFT FACE	**5 4 3 2 1 0**	**BACKWARDS MARCH**	**5 4 3 2 1 0**
ABOUT FACE	**5 4 3 2 1 0**	**LEFT STEP MARCH**	**5 4 3 2 1 0**
FORWARD MARCH	**5 4 3 2 1 0**	**RIGHT STEP MARCH**	**5 4 3 2 1 0**
COLUMN LEFT	**5 4 3 2 1 0**	**ABOUT FACE**	**5 4 3 2 1 0**
LEFT FLANK	**5 4 3 2 1 0**	**PARADE REST**	**5 4 3 2 1 0**
RIGHT FLANK	**5 4 3 2 1 0**	**ATTENTION**	**5 4 3 2 1 0**
COLUMN RIGHT	**5 4 3 2 1 0**	**ABOUT FACE**	**5 4 3 2 1 0**
RIGHT FLANK	**5 4 3 2 1 0**	**FALL OUT**	**5 4 3 2 1 0**
LEFT FLANK	**5 4 3 2 1 0**		
COLUMN RIGHT	**5 4 3 2 1 0**	**EVAL POINTS _____/145**	
REAR MARCH	**5 4 3 2 1 0**	**SCORE_____**	

TIDAL WAVE BATTALION
LET 1 STATIONARY MOVEMENTS EVALUATION

DATE: _____

CADET NAME: _____ COMPANY _____

PERFORMANCE TASK (S) EXECUTE STATIONARY MOVEMENTS

All LET 1 cadets will demonstrate their ability to perform the following commands led by another cadet of higher LET level.

CADET PERFORMANCE EVALUATION POINT TOTALS:

1.	FALL IN/ATTENTION	10 9 8 7 6 5 4 3 2 1 0
2.	PRESENT ARMS	10 9 8 7 6 5 4 3 2 1 0
3.	ORDER ARMS	10 9 8 7 6 5 4 3 2 1 0
4.	ABOUT FACE	10 9 8 7 6 5 4 3 2 1 0
5.	PARADE REST	10 9 8 7 6 5 4 3 2 1 0
6.	STAND AT EASE	10 9 8 7 6 5 4 3 2 1 0
7.	AT EASE/REST	10 9 8 7 6 5 4 3 2 1 0
8.	ATTENTION	10 9 8 7 6 5 4 3 2 1 0
9.	ABOUT FACE	10 9 8 7 6 5 4 3 2 1 0
10.	RIGHT FACE	10 9 8 7 6 5 4 3 2 1 0
11.	LEFT FACE	10 9 8 7 6 5 4 3 2 1 0
12.	FALL OUT	10 9 8 7 6 5 4 3 2 1 0

EVALUATOR: _____

SCORE: _____

LET 1/4 COMMON KNOWLEDGE QUESTIONS

The following questions may be asked at any time either in written material or verbally during weekly inspections. It is the responsibility of all cadets to know the following.

1. WHAT IS THE MISSION OF JROTC? **TO MOTIVATE YOUNG PEOPLE TO BE BETTER CITIZENS**

2. WHAT DOES JROTC STAND FOR? **JUNIOR RESERVE OFFICER TRAINING CORPS**

3. MEANING OF LET? **LEADERSHIP EDUCATION AND TRAINING**

4. WHAT IS THE KEY TO SUCCESS IN JROTC? **TEAMWORK**

5. WHAT IS THE ENROLLMENT CRITERIA FOR A STUDENT TO JOIN JROTC?
THE STUDENT MUST BE IN A GRADE ABOVE THE EIGHTH GRADE DURING THE SCHOOL YEAR OF ENROLLMENT

6. WHAT IS THE MEASUREMENT OF THE STAR WHEN PLACED ABOVE THE POCKET/NAME TAG OF THE CLASS A JACKET OR DRESS SHIRT? **1/4TH INCH**

7. WHAT DOES THE YELLOW FIVE POINTED STAR REPRESENT? **HONOR UNIT WITH DISTINCTION**

8. WHAT IS THE DISTANCE OF A NORMAL MARCHING STEP? **30 INCHES**

9. WHAT IS THE DISTANCE OF A HALF STEP IN MARCHING? **15 INCHES**

10. WHAT IS THE DISTANCE OF A BACKWARD MARCH IN MARCHING? **15 INCHES**

11. WHAT DOES THE TORCHES REPRESENT? **KNOWLEDGE**

12. WHAT IS THE NORMAL ARM SWING TO THE FRONT AND REAR IN MARCHING?
NINE TO THE FRONT AND SIX TO THE REAR

13. HOW MANY STEPS PER MINUTE ARE REQUIRED AT A NORMAL 30 INCH MARCHING STEP?
120 STEPS PER MINUTE

14. HOW MANY STEPS PER MINUTE ARE REQUIRED AT A DOUBLE TIME MARCH (RUNNING)?
180 STEPS PER MINUTE

15. WHAT ARE THE TWO PARTS TO A DRILL COMMAND: **PREPARATORY COMMAND AND COMMAND OF EXECUTION**

16. WHAT IS THE MEASUREMENT FOR TORCHES ON MALE ENLISTED CLASS A JACKET? **1 INCH ABOVE NOTCH**

17. WHAT IS THE MEASUREMENT FOR TORCHES ON THE FEMALE ENLISTED CLASS A JACKET?
5/8TH INCH ABOVE THE NOTCH

18. WHICH WAY DOES THE GOLD BELT END EXTEND FROM THE FEMALE BELT? **TO THE WEARER'S RIGHT**

19. WHAT IS THE MEASUREMENT FOR RIBBONS ON MALE CLASS A JACKET?
CENTERED, 1/8TH INCH ABOVE THE LEFT POCKET

20. WHAT IS THE PLACEMENT OF NAMETAG ON MALE CLASS A JACKET?
PLACED ON RIGHT POCKET, CENTERED BETWEEN TOP OF BUTTON AND TOP OF POCKET

21. WHAT IS THE PLACEMENT OF PIN-ON GRADE INSIGNIA ON ASU COAT?
PIN-ON GRADE INSIGNIA ARE WORN ONLY ON THE EPAULETS OF THE ASU COAT. CENTER RANK INSIGNIA ON THE SHOULDER LOOP 5/8TH INCH FROM THE OUTSIDE SHOULDER SEAM.

22. WHAT IS THE MEASUREMENT FOR NAMETAG ON FEMALE CLASS A JACKET?
1 TO 2 INCHES ABOVE TOP BUTTON AND CENTERED ON RIGHT SIDE OF JACKET, PARALLEL TO THE FLOOR

23. WHAT IS THE PLACEMENT OF RIBBONS ON FEMALE CLASS A JACKET?
CENTERED ON LEFT SIDE OF JACKET WITH BOTTOM OF RIBBON RACK ON SAME LINE AS NAMEPLATE

24. HOW SHOULD THE UNIFORM BE WORN?
THE UNIFORM SHOULD BE WORN WITH PRIDE

25. WHAT ARE THE TWO CATEGORIES OF RANK FOR JROTC CADETS?
THE TWO CATEGORIES ARE OFFICERS AND ENLISTED

26. WHEN YOU SALUTE DURING THE PLAYING OF THE "STAR SPANGLED BANNER", WHO ARE YOU SALUTING?
YOU ARE SALUTING THE NATION

27. WHAT ARE THE FOUR ELEMENTS OF A BATTALION ORGANIZATION?
THE BATTALION, COMPANIES, PLATOONS, SQUADS

28. BEING A GOOD FOLLOWER IS AN IMPORTANT PART OF WHAT CONCEPT?
BEING A GOOD FOLLOWER IS AN IMPORTANT PART OF BEING A GOOD LEADER

29. WHAT DOES THE POSITION OF HONOR DICTATE?
THE POSITION OF HONOR DICTATES THAT THOSE OF LOWER RANK WALK OR SIT TO THE LEFT OF THOSE WITH SENIOR RANK

30. COURTESIES TO THE NATIONAL ANTHEM WHEN OUTDOORS IN UNIFORM
FACE THE FLAG (IF THE FLAG IS NOT VISIBLE, FACE THE SOURCE OF THE MUSIC), STAND AT ATTENTION, AND RENDER THE HAND SALUTE. BEGIN YOUR SALUTE ON THE FIRST NOTE OF THE MUSIC AND HOLD THE SALUTE UNTIL THE LAST NOTE.

31. COURTESIES TO THE NATIONAL ANTHEM WHEN OUTDOORS IN CIVILIAN CLOTHES:
WHEN OUTDOORS IN CIVILIAN CLOTHES AND YOU HEAR THE NATIONAL ANTHEM, FACE THE FLAG (IF THE FLAG IS NOT VISIBLE, AGAIN FACE THE SOURCE OF THE MUSIC), STAND AT ATTENTION, AND PLACE YOUR RIGHT HAND OVER YOUR HEART. IF WEARING A HAT, REMOVE THE HAT AND HOLD IT IN YOUR RIGHT HAND OVER THE HEART.

32. YOU NORMALLY FALL-IN AND START DRILL FROM WHAT POSITION?
YOU FALL-IN AT THE POSITION OF ATTENTION

33. WHAT IS MEANT BY THE FLAG BEING POSITIONED AT HALF-STAFF?
IT IS A SIGN OF MOURNING

34. THE BLUE RECTANGLE WITH WHITE STARS ON THE FLAG IS CALLED?
THE UNION

35. WHO WAS GIVEN CREDIT FOR SEWING THE FIRST FLAG?
BETSY ROSS

36. THE 13 STRIPES ON THE FLAG REPRESENT:
THE 13 COLONIES

37. HOW MANY STARS ARE REPRESENTED ON THE UNION OF THE US FLAG?
50 STARS

38. WHAT DO THOSE STARS REPRESENT?
50 STATES

39. WHAT ARE THE THREE COLORS USED ON THE FLAG?
RED, WHITE, AND BLUE

40. WHAT DOES THE COLORS REPRESENT?
WHITE FOR HOPE, UNITY, AND INNOCENCE; RED FOR HARDINESS AND VALOR; AND BLUE (THE COLOR OF HEAVEN) FOR REVERENCE TO GOD, LOYALTY, VIGILANCE, PERSEVERANCE, AND JUSTICE.

41. WHAT ARE THREE TYPES OF FLAGS?
GARRISON FLAG, STORM FLAG, AND POST FLAG

42. HOW SHOULD A FLAG BE DESTROYED?
THE FLAG SHOULD BE DESTROYED AS A WHOLE, PRIVATELY, RESPECTFULLY, AND TRADITIONALLY BY BURNING.

43. WHO WROTE THE STAR-SPANGLED BANNER**?**
FRANCIS SCOTT KEY

44. DEFINITION OF LEADERSHIP?
LEADERSHIP IS THE ABILITY (OR PROCESS) TO INFLUENCE, LEAD, OR GUIDE OTHERS SO AS TO ACCOMPLISH A MISSION IN THE MANNER DESIRED BY PROVIDING PURPOSE, DIRECTION AND MOTIVATION.

45. WHAT ARE THE THREE STYLES OF LEADERSHIP?
DIRECTING, PARTICIPATING AND DELEGATING

46. THE ASSESSMENT TOOL, WINNING COLORS, GROUPS HUMAN BEHAVIOR INTO CATEGORIES. NAME THE FOUR BEHAVIOR CLUSTERS.
BUILDER, PLANNER, ADVENTURER, AND RELATER

47. WHAT ARE 3 ATTRIBUTES USED IN LEADERSHIP FOR IT TO BE EFFECTIVE?
1. **BE**
2. **KNOW**
3. **DO**

48. THE WAY A PERSON GATHERS AND PROCESSES INFORMATION IS DEFINED AS:
THEIR LEARNING STYLE

49. WHAT ARE THE 3 STYLES OF LEARNING
AUDITORY, VISUAL, KINESTHETIC (TACTILE)

50. EFFECTIVE SPEAKING AND ACTIVE LISTENING ARE THE SKILLS MOST NEEDED TO MANAGE **CONFLICT**.