AZ-862 CADET HANDBOOK

15 July 2026

"Developing Citizens of Character "

AFJROTC CADET CODE

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

AIR FORCE CORE VALUES

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

THE AIR FORCE SONG

by Robert Crawford

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

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

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

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

AIRMAN'S CREED

I am an American Airman.
I am a warrior.
I have answered my nation's call.

I am an American Airman.
My mission is to fly, fight, and win.
I am faithful to a proud heritage,
A tradition of honor,
And a legacy of valor.

I am an American Airman,
Guardian of freedom and justice,
My nation's sword and shield,
Its sentry and avenger.
I defend my country with my life.

I am an American Airman;
Wingman, leader, warrior.
I will never leave an Airman behind,
I will never falter,
And I will not fail.

NATIONAL LEADERSHIP

President, Commander-in-Chief _____

Vice President _____

Secretary of State _____

Secretary of Defense _____

Chairman, Joint Chiefs of Staff _____

Secretary of the Air Force _____

Chief of Staff, US Air Force _____

Chief Master Sergeant of the Air Force _____

Chief of Space Operations _____

Chief Master Sergeant of the U.S. Space Force _____

Commander, AETC _____

Commander, Air University _____

Commander, Holm Center _____

Director, AFJROTC _____

Secretary of the Navy _____

Chief of Naval Operations _____

Master Chief Petty Officer of the Navy _____

Commandant of the Marine Corps _____

Sergeant Major of the Marine Corps _____

Secretary of the Army _____

Chief of Staff of the Army _____

Sergeant Major of the Army _____

Secretary of Homeland Security _____

Commandant of the Coast Guard _____

Master Chief Petty Officer of the Coast Guard _____

AZ-862 Faculty and Cadet Staff

Senior Aerospace Science Instructor _____

Aerospace Science Instructor _____

Cadet Group Commander _____

Cadet Group Deputy Commander _____

Group Senior Enlisted Leader/Command Chief _____

Mission Support Squadron Commander _____

Operations Squadron Commander _____

Community Relations Squadron Commander _____

BY ORDER OF HEADQUARTERS, AFJROTC **AZ-862 CADET HANDBOOK**

This Cadet Handbook provides a standard of performance expected of the cadets of AZ-862, Air Force Junior Reserve Officers Training Corps (AFJROTC). It assists the entire cadet corps in working toward common goals that will earn pride in achievement and make our unit the best AFJROTC unit in the nation. It also serves as a reference for the myriad tasks a cadet may encounter on a day-to-day basis.

Cadets are responsible for the information in this handbook.

To be an integral part of the **BEST AFJROTC UNIT** in the country, you should read and fully understand the contents of this handbook, then place into practice the standards it contains.

SUMMARY OF REVISIONS

Revised material is highlighted in yellow. All previous editions are obsolete.

OPR: ASI (MSgt Driver) Certified by: SASI (Lt Col Kline)

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PART 1 – CADET CORPS OPERATIONS

Chapter 1

PROGRAM OVERVIEW

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

1.2. Mission.

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

1.2.2. At the AFJROTC level: ***Developing Citizens of Character.***

1.3. Objectives.

1.3.1. Develop respect for duly constituted authority.

1.3.2. Promote patriotism and an obligation toward national service.

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

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

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

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

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

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

1.4. AFJROTC Course.

1.4.1. The Aerospace Science Department at Hamilton High School is organized under the office of the school Principal. Cadets are enrolled from Arizona College Prep and Hamilton HS. The Senior Aerospace Science Instructor (SASI) is responsible for coordinating and supervising all department activities. The Aerospace Science Instructor (ASI) is directly responsible to the SASI.

1.4.2. The designation AZ-862 identifies this unit as the second unit, established in 1986, in the state of Arizona. The unit was originally at Chandler HS until 1999, when it was moved to Hamilton.

1.4.3. Any cadet who joins AZ-862 will be enrolled in the course series taught for that year. Exceptions: Juniors and seniors may request to enroll in Aviation Ground School. **Returning seniors assigned to the group staff will be enrolled in the Cadet Management course.**

1.4.4. Table 1.1 describes the areas of study for a cadet during any given year of AFJROTC

TABLE 1.1 AFJROTC COURSE OVERVIEW

100 Series Courses	AS-100 Milestones in Aviation History	Exploring Flight	Developing Flight	The Evolution of the Early Air Force	Commercial and General Aviation Take Off
		The US Air Force is Born	The Modern Air Force		
	LE-100 Traditions, Wellness, and Foundations of Citizenship	Introduction to JROTC Programs	Personal Behavior	Making Safe, Drug-Free Decisions	The Foundations of United States Citizenship
			Be Health Smart		
200 Series Courses	AS- 200 Science of Flight	How Airplanes Fly	Working Through Flight Conditions	Flight and the Human Body	Flying From Here to There
	LE-200 Communication, Awareness, and Leadership	Learning, Communication and Personal Development	Building Personal Awareness	Understanding Groups and Teams	Preparing for Leadership
300 Series Courses	AS-300 Exploring Space	Space Environment	Exploring Space	Manned & Unmanned Space Flight	Space Technology
	LE-300 Life Skills and Career Opportunities	Charting Your Financial Course	Managing Your Resources	Career Opportunities	Aiming Towards a College Degree
		Charting Your Course	Applying for Jobs	Working for the Federal Government	Developing Your Career Skills
400 Series Courses	AS-400 Management of the Cadet Corps	Manage Corps Functions	Plan/Supervise/ Execute Corps Events		
	AS-410 Survival	Elements of Surviving	Personal Protection	Necessities to Maintain Life	Orientation and Traveling
	AS-450 Aviation Honors Ground School	**Instructor approval needed to enroll in course**			
	LE-400 Principles of Management	Introduction to Management	Planning	Organizing	Leading
NOTE:	**All** courses will include a Wellness program and Drill/Ceremonies as part of the curriculum				

1.5. Conditions for Enrollment and Disenrollment.

1.5.1. For a student to enroll in AFJROTC they must be:

1.5.1.1. Eligible to enroll in a regular course of instruction at Hamilton High School.

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

1.5.1.3. In grades 9-12 (or equivalent for homeschooled students).

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

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

1.5.2. Grounds for disenrollment from AFJROTC:

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

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

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

1.6. Credit toward graduation:

1.6.1. Two forms of credit are currently given for completed AFJROTC coursework. Students enrolled in AFJROTC satisfy the PE credit graduation requirement after completing three semesters. When not applied toward a PE credit, Aerospace Science is an elective course of instruction, and one (1) elective credit will be received toward graduation for each year successfully completed.

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

1.7. Certificate of Completion.

1.7.1 An AFJROTC Certificate of Completion is presented to each cadet who satisfactorily completes three or more years of the program.

1.7.2. A Training Certificate is presented to each cadet who satisfactorily completes two years of the program.

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

1.8. Academic Grading. Hamilton High School uses a letter grading system, which applies to the AFJROTC program as follows:

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

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

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

1.8.2. **NOTE: Attendance at the following activities is required for grading purposes, as determined by the SASI: Dining-Out/Dining-In, Awards Night, participation in two Color Guards per semester, Formal Retreat, Parade, Change of Command. Attendance at the following activities may be required for grading purposes: Military Ball, Field Day and certain community service projects. The SASI determines the time and date for these functions.**

1.9. Extra Credit & Academic Work. For those cadets who have a low grade and would like to raise it to a more desirable level, the SASI or ASI may assign extra credit academic work upon student request. Monitor your progress so that if you need extra credit, you will have time to complete it before the established deadline. Specific information and instructor policies regarding extra credit, late work, and makeup work is listed in your course syllabus.

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

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

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

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

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

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

CHAPTER 2

ORGANIZATION OF THE CADET CORPS

2.1. Cadet Group Organization

2.1.1. Based on unit size, AZ-862 is designated as a Cadet Group and is organized in similar fashion to an Air Force Group structure. Other AFJROTC units may or may not use the same model.

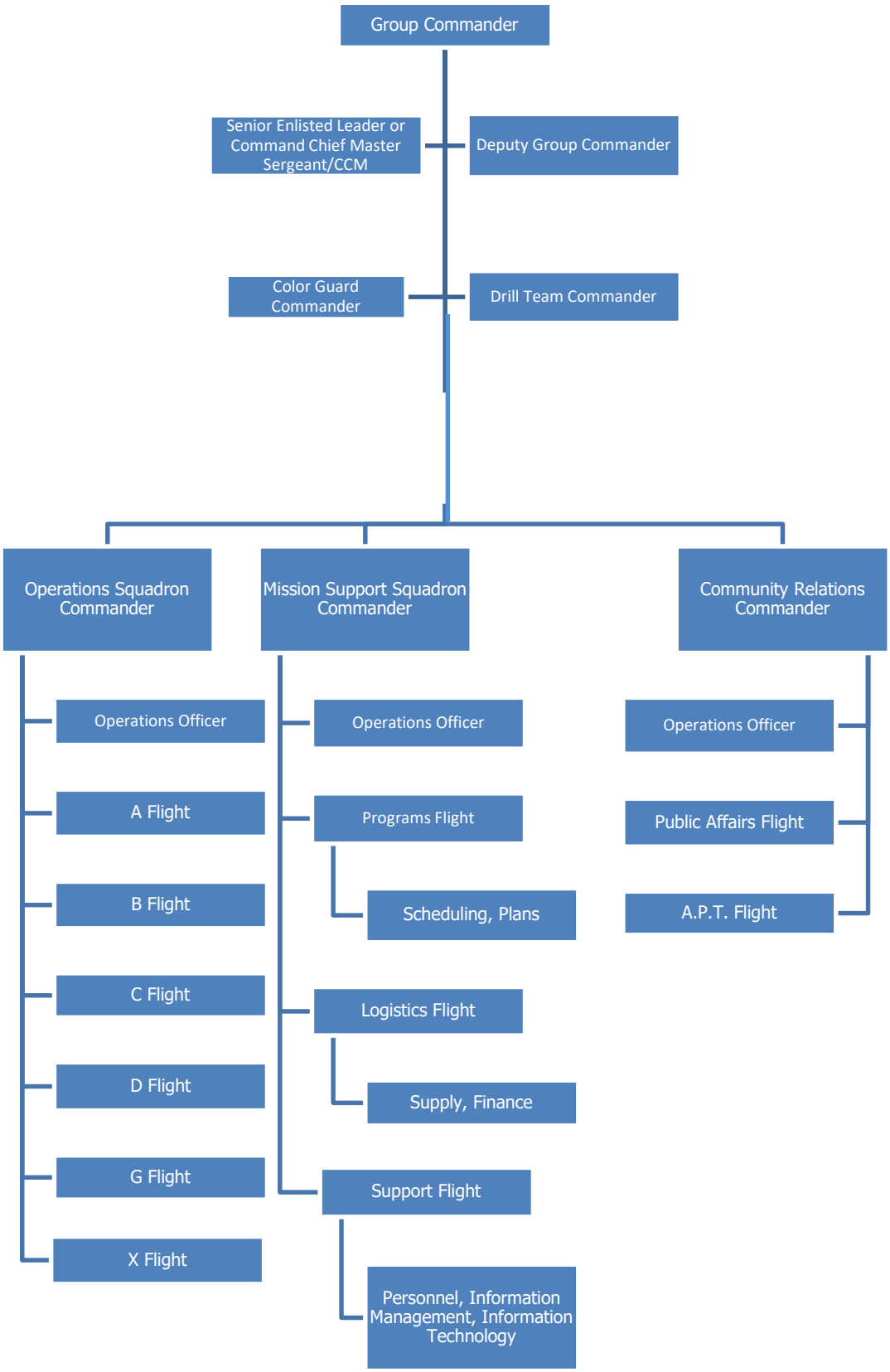
2.1.2. The following table identifies the job position and the authorized grade for each. Some positions are authorized a Non-Commissioned Officer in Charge (NCOIC).

Table 2.1. Manning

POSITION	MAX AUTHORIZED GRADE	AUTHORIZED AN NCOIC
Group Staff		
Commander	C/Colonel	NO
Deputy Commander	C/Lieutenant Colonel	NO
Senior Enlisted Leader or Command Chief Master Sergeant (as applicable)	C/Chief Master Sergeant	NO
Mission Support Squadron		
Commander	C/Lieutenant Colonel	NO
First Sergeant	C/Senior Master Sergeant	NO
Operations Officer	C/Major	NO
Programs Flight Commander	C/Major	YES
Scheduling Element	C/First Lieutenant	NO
Plans Element	C/First Lieutenant	NO
Logistics Flight Commander	C/Major	YES
Supply Element	C/First Lieutenant	NO
Finance Element	C/First Lieutenant	NO
Support Flight Commander	C/Major	YES
Personnel Element	C/First Lieutenant	NO
Information Management Element	C/First Lieutenant	NO
Information Technology Element	C/First Lieutenant	NO
Operations Squadron		
Commander	C/Lieutenant Colonel	NO
First Sergeant	C/Senior Master Sergeant	NO
Operations Officer (as required)	C/Major	NO
Flight Commander	C/Major	YES (1)
Community Relations Squadron		
Commander	C/Lieutenant Colonel	NO
First Sergeant	C/Senior Master Sergeant	NO
Operations Officer (as required)	C/Major	NO
Public Affairs Flight Commander	C/Major	YES
Awareness Presentation Team Flight Commander	C/Major	YES

NOTE 1: The NCOIC in this instance is the Flight Sergeant (FS). Element Leaders work directly for the FS.

2.2. Cadet Group Organizational Chart:



2.3. Cadet Rank. Each cadet shall be appointed a permanent rank based on his/her high school year group: Cadets who wear the Professional Citizen Attire (PCA) will be C/Airman Basic as long as they wear the PCA; Freshmen cadets will be C/Airman Basic(AB); Sophomore cadets will be C/Airman(Amn); Juniors will be C/Airman First Class(A1C); and Seniors will be C/Senior Airman(SrA). Cadets promoted above the rank associated with their year group will retain the highest rank achieved unless demoted for cause. Cadets selected to serve in a staff or flight position will be promoted to a rank commensurate with the position. Normally, the initial rank will be one or two grades lower than that authorized for the position. The ranks listed for each position will normally be the highest rank to which the cadet in that position can be promoted. However, in order to reward superior performance, exceptions may be granted by the SASI. Ideally, all cadet officer positions will be held by 3rd and 4th year cadets, and all Senior NCO positions will be held by 2nd, 3rd, or 4th year cadets.

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

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

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

2.5.1. Resignation: Cadets assigned to staff or flight positions may request to resign by submitting a letter of resignation to the Group Commander citing reasons for the request. Cadets whose resignations are accepted will automatically revert to the rank held prior to accepting the position. Cadets who have held cadet officer rank for two or more semesters may revert to the rank of C/2d Lt at the discretion of the SASI.

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

2.5.2.1. Failure to perform duties of the assigned position.

2.5.2.2. Failure to attend squadron staff meetings or corps meetings.

2.5.2.3. Academic failure in Aerospace Science.

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

2.5.2.5. Insubordination or abuse of cadet authority.

2.5.2.6. Failure to maintain required grooming standards.

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

2.5.2.8. Failure to maintain acceptable retention standards.

2.6. Staff Duties and Responsibilities.

2.6.1. Group Commander (CG/CC) will:

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

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

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

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

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

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

2.6.1.7. Ensure that Deputy Commander assumes command when required.

2.6.1.8. Directly supervise the group staff officers and Group Senior Enlisted Leader/Command Chief.

2.6.1.9. Serve as the rating official for the Drill Team and Color Guard Commanders and the Group Senior Enlisted Leader/Command Chief Master Sergeant.

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

2.6.2. Deputy Commander (CG/CD) will:

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

2.6.2.2. Assist the group commander as directed.

2.6.2.3. Preside over cadet boards as required.

2.6.2.4. Chair the community service committee.

2.6.2.5. Coordinate group activities related to participation in community projects, parades and ceremonies and local, state, and national contests concerning aerospace.

2.6.2.6. Oversee the plans and activities of all corps teams and clubs (Color Guard, Drill Team, Sabre Team, KAS, Model Rocketry, Orienteering, Modeling, etc) and ensure team commanders/club leaders have necessary resources, are properly conducting activities, and are consistently and accurately reporting LDR and community service hours through MSS/XPP.

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

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

2.6.3. Group Senior Enlisted Leader/Command Chief Master Sergeant (CG/CCF [CCM]) will:

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

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

2.6.3.3. Monitor and maintain merit/demerit listings.

2.6.3.4. Attend Evaluation/Disciplinary Boards and other meetings which affect enlisted cadets.

2.6.3.5. Form/drill/train cadets as necessary.

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

2.6.3.7. Monitor the Sharp Looker Program for proper execution.

2.6.3.8. Manage the "Cadet of the Month" and "Cadet of the Semester" programs. Serve as president of the enlisted selection board; select additional board members as required; assign question areas to board members; meet with board to ensure adequacy and clarity of questions prior to interviewing the candidates; notify candidates of date, time, and location of their interview; assure SASI or ASI have interview schedule.

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

2.6.4. Mission Support Squadron

2.6.4.1. Commander (MSS/CC) will:

2.6.4.1.1 Oversee the Programs, Logistics, and Support functions within the squadron. Ensure each officer is trained and performing the job according to requirements.

2.6.4.1.2. Conduct regular squadron staff meetings to issue and follow-up on job assignments.

2.6.4.1.3. Delegate tasks or projects to the Operations Officer (DO) (if assigned) as desired. Ensure DO is making regular reports on squadron activities and progress on assigned tasks.

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

2.6.4.1.5. Perform periodic informal inspections of flights/elements in preparation for formal inspections by the Deputy Commander.

2.6.4.1.6. Perform other duties as directed by the Group Commander.

2.6.4.1.7. Serve as the rating official for DO, assigned flight commanders, and first sergeant.

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

2.6.4.2. Operations Officer (MSS/DO) will:

2.6.4.2.1. Assume the roles and responsibilities of MSS/CC when they is unable to do so. Close coordination with the commander is critical to ensure squadron operations run smoothly.

2.6.4.2.2. Monitor functions of all flights and provide flight commanders with feedback on effectiveness and efficiency of the work being accomplished. Support flight commanders by assisting with challenging tasks/situations. Keep MSS/CC informed.

2.6.4.3. First Sergeant (MSS/CCF) will:

2.6.4.3.1. Advise the squadron commander of morale and welfare of the squadron. Assist flights/elements as necessary, especially during periods of high workload.

2.6.4.3.2. Enforce proper grooming, efficiency, and training standards of squadron's enlisted cadets.

2.6.4.3.3. Monitor merit/demerit program. Ensure merits and demerits are properly documented and routed through appropriate channels (refer to Chapter 5 of this handbook). Attend Evaluation/Disciplinary Boards and other meetings which affect enlisted cadets.

2.6.4.3.4. Work closely with the squadron commander and staff officers to ensure problems are resolved and recognition is afforded in a timely manner. Assist Group Senior Enlisted Leader in managing the "Cadet of the Month" and "Cadet of the Semester" Programs. Serve on selection boards as required.

2.6.4.4. Programs Flight

2.6.4.4.1. Commander (MSS/XP) will:

2.6.4.4.1.1 Oversee the Cadet Group's Scheduling and Planning functions for all events, co-curricular activities and LDRs. Exercise administrative control (ADCON) over operations flight liaisons assigned to XP (S-3s).

2.6.4.4.1.2 Assume command of the Mission Support Squadron in the absence of the MSS commander.

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

2.6.4.4.2. Scheduling Element (MSS/XPS) will:

2.6.4.4.2.1. Develop and maintain the monthly Cadet Group calendar to include group, squadron, Color Guard, Drill Team, and school activities, and other pertinent data.

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

2.6.4.4.3. Plans Element (MSS/XPP) will:

2.6.4.4.3.1. Input LDR and community service activities data into WINGS within one week of the completion of each such activity. Work directly with all teams, clubs, event OPRs, flight commanders, and project officers to obtain the details for each activity/event. Develop a reporting system to ensure all activities are accounted for and input into WINGS accurately. Maintain a working knowledge of the unit's LDR and community service hour totals and keep the Programs Flight Commander informed of such.

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

2.6.4.4.3.3. Develop, control, and update plans and checklists for various corps activities such as dining-in/out military ball, awards night, etc.

2.6.4.5. Logistics Flight

2.6.4.5.1. Commander (MSS/LG) will:

2.6.4.5.1.1. Oversee the Supply functions. Provide guidance to the cadet staff on proper resource management. Report directly to the ASI on matters of procurement, inventory, issue, and turn-in of all Air Force and school resources. Exercise administrative control (ADCON) over operations flight liaisons assigned to LS (S-4s).

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

2.6.4.5.2. Supply Element (MSS/LGS) will:

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

2.6.4.5.2.2. Keep the supply room secure and clean at all times. Operations flight liaisons assigned to this element are S-4s.

2.6.4.5.3. Finance Element (MSS/LGF) will:

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

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

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

2.6.4.6. Support Flight

2.6.4.6.1. Commander (MSS/DP) will:

2.6.4.6.1.1. Oversee the Personnel, Information Management, and Information Technology functions. Ensure timelines for all element activities are being met. Exercise administrative control (ADCON) over operations flight liaisons assigned to PP (S-1s) and IM (S-2s).

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

2.6.4.6.2. Personnel Element (MSS/DPP) will:

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

2.6.4.6.2.2. Compile and document merit/demerit and service points for each cadet.

2.6.4.6.2.3. Provide flight S-1s guidance on performing records review with each flight member once a semester. Perform spot-checks of individual records to ensure compliance and accuracy.

2.6.4.6.2.4. Serve as subject matter expert for the cadet promotion system. Prepare for and execute all promotion boards.

2.6.4.6.2.4.1. Prepare all promotion board documents for each board. Ensure accurate pre-board rank for each cadet on the master roster. Prepare post-board documents in accordance with SASI/ASI direction and ensure accuracy prior to submission.

2.6.4.6.2.5. Prepare all special orders (promotion, awards, etc) IAW established procedures. Include DPM in the process as necessary.

2.6.4.6.3. Information Management Element (MSS/DPM) will:

2.6.4.6.3.1. Maintain the squadron organizational chart.

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

2.6.4.6.3.3. Publish agenda for Group Staff meetings at least 2 days prior to scheduled meetings. Prepare and maintain Group Staff meeting minutes and committee meeting reports.

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

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

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

2.6.4.6.4. Information Technology Element (MSS/DPT) will:

2.6.4.6.4.1. Maintain all unit computer and media systems, ensuring up-to-date operating systems and electronic protection programs (like anti-virus, anti-malware, etc).

2.6.4.6.4.2. Ensure frequently used programs are loaded properly and perform as expected. Diagnose problems and repair programs as necessary.

2.6.4.6.4.3. Keep MSS/DP and group leadership up-to-date on health of IT systems and recommend software/hardware purchases in the best interest of the group and safe/effective system performance.

2.6.5. Operations Squadron

2.6.5.1. Commander (OS/CC) will:

2.6.5.1.1. Ensure each Operations Flight Commander and Flight Sergeant is trained in all aspects of drill and ceremony, customs and courtesies, and dress and appearance.

2.6.5.1.2. Conduct regular squadron staff meetings to issue and follow-up on job assignments.

2.6.5.1.3. Delegate tasks or projects to the Operations Officer (DO) (if assigned) as desired. Ensure DO is making regular reports on squadron activities and progress on assigned tasks.

2.6.5.1.4 Ensure any required disciplinary action is taken in a timely manner and the demerit/merit system is properly maintained.

2.6.5.1.5. Follow up on projects assigned to operations flights.

2.6.5.1.6. Perform other duties as required by the Group Commander.

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

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

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

2.6.5.1.10. Perform periodic informal inspections of flights/elements in preparation for formal inspections by the Deputy Commander.

2.6.5.1.11. Serve as the rating official for DO, assigned flight commanders, and first sergeant.

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

2.6.5.2. Operations Officer (OS/DO) will:

2.6.5.2.1. Assume the roles and responsibilities of OS/CC when they is unable to do so. Close coordination with the commander is critical to ensure squadron operations run smoothly.

2.6.5.2.2. Monitor functions of all flights and provide flight commanders with feedback on effectiveness and efficiency of the work being accomplished. Support flight commanders by assisting with challenging tasks/situations. Keep OS/CC informed.

2.6.5.2.3. Perform additional tasks and duties as assigned by OS/CC.

2.6.5.3. First Sergeant (OS/CCF) will:

2.6.5.3.1. Advise the squadron commander of morale and welfare of the squadron. Assist flights as necessary, especially during periods of high workload.

2.6.5.3.2. Monitor the Sharp Looker Program for proper execution. Enforce proper grooming, efficiency, and training standards of squadron's enlisted cadets.

2.6.5.3.3. Monitor merit/demerit program. Ensure merits and demerits are properly documented and routed through appropriate channels (refer to Chapter 5 of this handbook). Attend Evaluation/Disciplinary Boards and other meetings which affect enlisted cadets.

2.6.5.3.4. Work closely with the squadron commander and flight commanders to ensure problems are resolved and recognition is afforded in a timely manner. Assist Group Senior Enlisted Leader in managing the "Cadet of the Month" and "Cadet of the Semester" Programs. Serve on selection boards as required.

2.6.5.3.5. Serve as the Cadet Group PT Monitor (CG/PTM additional duty). The CG/PTM will develop, by the first week of each term, a semester-long PT plan consisting of weekly sessions to be executed at the OS flight level by Flight PTLs. Each semester's plan should contain varied exercise routines and sports activities designed to realize unit fitness goals by assisting cadets in meeting personal fitness goals. Each semester's PT plan will be routed for approval through the OS/CC, GC/CC, and ASI/SASI.

2.6.5.4. Operations Flights

2.6.5.4.1. Commanders (OS/DO*X)* will:

2.6.5.4.1.1. Ensure proper appearance, discipline and efficiency of the flight and the proper conduct of members in the classroom. Oversee all flight training functions.

2.6.5.4.1.2. Act as an advisor to the First Sergeants, Squadron Commanders, Group Commander, SASI and ASI on matters pertaining to their flight members.

2.6.5.4.1.3. Lead and direct the flight at all group, squadron, and flight functions. Document all flight activities performed before/after school (co-curricular activities and LDRs) and submit to MSS/XPP in accordance with established procedures.

2.6.5.4.1.4. Advise the squadron commander of problems that require higher echelon attention.

2.6.5.4.1.5. Serve as the rating official for assigned members not holding positions in other squadrons.

2.6.5.4.1.6. From members of the flight, select a Flight Sergeant, Element Leaders, and Flight PT Leader

2.6.5.4.2. Flight Sergeants will:

2.6.5.4.2.1. Form cadets into ranks for events/training (drill, retreat, parade, inspections, etc).

2.6.5.4.2.2. Prepare the flight for inspections and assist the Flight Commander as required.

2.6.5.4.2.3. Act in the absence of the Flight Commander.

2.6.5.4.2.4. Train cadets in drill and ceremonies, Color Guard procedures, customs and courtesies, etc.

2.6.5.4.3. Element Leaders will:

2.6.5.4.3.1. Assist the Flight Commander and Flight Sergeant.

2.6.5.4.3.2. Record attendance and uniform wear of element members.

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

2.6.5.4.4. Flight PT Leader (PTL) will:

2.6.5.4.4.1. Obtain weekly PT plans for the semester from the Group PT Monitor and advise Flt/CC.

2.6.5.4.4.2. Lead all flight PT sessions IAW guidance from Group PT Monitor and Flt/CC. In the absence of specific guidance, determine suitable physical activities to progress toward unit PT goals.

2.6.6. Community Relations Squadron

2.6.6.1. Commander (CR/CC) will:

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

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

2.6.6.1.3. Delegate tasks or projects to the Operations Officer (DO) (if assigned) as desired. Ensure DO is making regular reports on squadron activities and progress on assigned tasks.

2.6.6.1.4. Keep the Group Commander and staff informed on retention/recruitment.

2.6.6.1.5. Serve as the rating official for DO, assigned flight commanders, and first sergeant.

2.6.6.1.6. Perform other duties as required by the Group Commander.

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

2.6.6.2. Operations Officer (CR/DO) will:

2.6.6.2.1. Assume the roles and responsibilities of RS/CC when they is unable to do so. Close coordination with the commander is critical to ensure squadron operations run smoothly.

2.6.6.2.2. Monitor functions of all flights and provide flight commanders with feedback on effectiveness and efficiency of the work being accomplished. Support flight commanders by assisting with challenging tasks/situations. Keep RS/CC informed.

2.6.6.2.3. Brief HHS and feeder schools on the AFJROTC program prior to registration for classes.

2.6.6.2.4. Perform additional tasks and duties as assigned by RS/CC.

2.6.6.3. First Sergeants (CR/CCF) will:

2.6.6.3.1. Advise the squadron commander of morale and welfare of the squadron. Assist flight commanders and other squadron functions as necessary, especially during periods of high workload.

2.6.6.3.2. Enforce proper grooming, efficiency, and training standards of squadron's enlisted cadets

2.6.6.3.3. Monitor merit/demerit program. Ensure merits and demerits are properly documented and routed through appropriate channels (refer to Chapter 5 of this handbook). Attend Evaluation/Disciplinary Boards and other meetings which affect enlisted cadets.

2.6.6.3.4. Work closely with the squadron commander and staff officers to ensure problems are resolved and recognition is afforded in a timely manner. Assist Group Senior Enlisted Leader in managing the "Cadet of the Month" and "Cadet of the Semester" Programs. Serve on selection boards as required.

2.6.6.4. Awareness Presentation Team Flight Commander (CR/APT) will:

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

2.6.6.4.2. Promote healthful choices such as saying "no" to drugs and alcohol and focusing on fitness.

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

2.6.6.4.4. Perform other community/school services as desired or directed by the RS commander.

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

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

2.6.6.5. Public Affairs Flight Commander (CR/PA) will:

2.6.6.5.1. Provide the local newspapers, school newspaper, year book, TV, and radio stations with information on corps' activities and accomplishments. Document all activities performed before/after school and submit to MSS/XPP in accordance with established procedures.

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

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

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

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

2.6.6.5.6. Perform other duties as determined by the RS commander.

2.6.7. Color Guard Commander (HG/CC) will:

2.6.7.1. Coordinate with OS/CC to select/notify members for Color Guard performances.

2.6.7.2. Develop a training program to ensure all AZ-862 cadets are familiar with and able to execute all Color Guard procedures and team duties. Coordination with the OS/CC, OS/CCF, OS Flt/CCs is essential.

2.6.7.3. Maintain a record of the commander/team members and associated details for all practices and performances and provide to MSS/XPP immediately after each activity.

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

2.6.8. Drill Team Commander (DT/CC) will:

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

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

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

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

2.7. Command and Staff

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

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

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

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

2.8. Cadet Non-Commissioned Officers (NCOs):

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

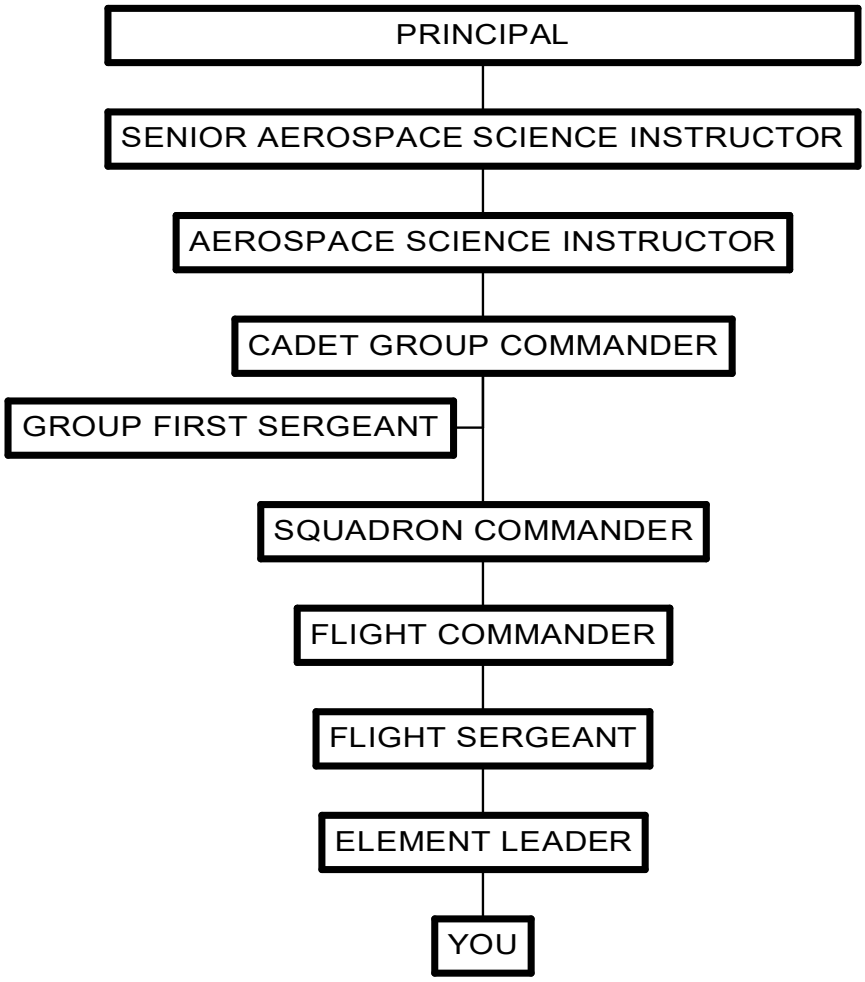
2.8.2. All reasonable orders of cadet NCOs must be obeyed by those of lower rank. Cadet NCOs who fail to discharge their responsibilities or to report misconduct or infractions of rules and regulations may be reduced in rank by the SASI/ASI.

2.9. The Chain-of-Command

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

2.9.2. Figure 2.2. shows the Cadet Group Chain of Command. To address issues or solve problems, start at the lowest echelon, rather than "jumping over" a step in the chain of command. It is professional courtesy (and expected by your superiors) to let those at each step try to rectify a perceived wrong. **Note: Cadets may go directly to the SASI/ASI for matters not directly related to the operation of the corps.**

Figure 2.1. AZ-862 Chain of Command



2.10. Orders

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

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

2.10.3. One of the primary purposes of AFJROTC training is to develop leadership ability and the capacity to command. To lead, one must first learn to follow. The well-trained cadet is respectful of the wishes of his/her superiors, regardless of how informally they may be expressed. The ideal cadet is a person who finds no task too large or too small to be faithfully performed, is honest, dependable and courteous.

2.11. Military Discipline

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

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

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

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

2.12. Conduct and Military Courtesy

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

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

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

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

2.13. AFJROTC Cadet Roles and Relationships

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

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

2.13.2.1. New Cadet Officers should be warned against over-familiarity and striving for personal popularity with subordinates. The leader who presents an "old buddy" image to his/her subordinates may be well-liked but will have trouble when they wants to assign a difficult or unpopular task. The opposite approach, an overbearing leadership style, will also lead to problems when subordinates fail to perform due to feeling disrespected or underappreciated.

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

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

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

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

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

2.13.2.4. Cadet Officer- Cadet Junior Officer Relationship: Your relationship with your junior officers is the same as with your NCOs.

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

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

CHAPTER 3

THE AFJROTC UNIFORM

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

3.1.1. The Air Force philosophy is that the uniform be plain, distinctive and standardized.

3.1.2. Pride in a cadet's personal appearance and uniform wear greatly enhances the esprit-de-corps essential for an effective organization. Therefore, it is extremely important for all cadets to maintain a high standard of dress and personal appearance.

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

3.2. The Cadet and the Uniform

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

3.2.1.1. **Figures 3.1 through 3.15 located at the end of this chapter, illustrate AFJROTC uniforms, uniforms items, and the correct placement of items on the uniform.**

3.2.1.2. **Table 3.2. explains the grading criteria for uniform wear.**

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

3.2.3. The shirt shall be tucked neatly into the pants with the shirt facing aligned with the fly of the pants and the edge of the belt buckle (gig line). This does not include the "Princess Cut" service shirt or the Operational Camouflage Pattern (OCP) coat.

3.2.3.1. When wearing the service tie (mandatory with long sleeve) the tip of tie must cover a portion of the belt buckle but cannot extend below the bottom of belt buckle.

3.2.3.2. **Figure 3-14** details instructions on how to tie a tie.

3.2.4. The pants are designed to be worn at the wearer's navel. The pants rest on the top of the shoe. There is to be a slight break in the crease in the front and the back is 7/8 of an inch longer than the front.

3.2.5. Button all buttons, except for the top button of the short sleeve shirt when not wearing a tie. Zip the OCP coat all the way up.

3.2.5.1. On the Flight Duty Uniform (FDU); the centerline zipper will be closed to no lower than even with the middle of the nametag. All other zippers will be completely closed. ***Exception***: The flight cap may be stored in either lower leg pocket without that pocket being fully zipped. A small portion of the cap may be exposed while in the pocket. If the hat is not in the pocket the pocket is zipped.

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

3.2.7. Place no bulky objects in pockets.

3.2.8. Low quarters (shoes) must be shined, including heels, welt, and the outer edge of the sole. Coyote Brown Boots are worn with the OCP/FDU. Sage Green boots may be worn with the OCP, when authorized by the SASI.

3.2.8.1. When wearing low quarters, black socks or hosiery must be worn. Black socks will be at least crew length, without designs. Hosiery will be plain commercial, sheer, nylon in neutral, dark brown, black, off black, or dark blue shades. Patterned hosiery is not authorized to be worn with any uniform. Socks worn with OCP/FDU will be Brown or Sage Green.

3.2.9. Headgear

3.2.9.1. The service hat (male and female) is worn squarely on the wearer's head.

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

3.2.9.3. The beret is worn squarely on the wearer's head. With the insignia over the left eye and the fold to the right.

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

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

3.2.12. When the skirt is worn, it will hang naturally over the hips from the waist with a slight flare. Skirt length will be no shorter than the top of the kneecap and no longer than the bottom of the kneecap. **DO NOT WEAR SOCKS WITH THE SKIRT.** Choose sheer nylon hosiery (thigh high or pantyhose) in a neutral, dark brown, black, off-black, or dark blue shade that complements the uniform and your skin tone.

3.2.13. When wearing the OCP or ABU, the sleeves of the coat may be rolled up; however, the cuffs will remain visible, no interior sleeve fabric will be in sight, and the sleeve will rest at, or within 1 inch of the forearm when the arm is bent at a 90-degree angle. The OCP or ABU coat may be removed in the immediate work area as determined by your flight commander or other supervising cadet; however, the OCP or ABU coat will be worn while in transit to and from classes and during lunch.

3.2.13.1. The flight duty uniform (FDU) sleeves may be rolled under or pulled up; if rolled under or pulled up (using Velcro to hold in place), the sleeves will end at, or within 1 inch of, the natural bend in the elbow, when the wearer's arms are hanging naturally at their side.

3.2.14. Jewelry:

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

3.2.14.2. A conservative wristwatch may be worn.

3.2.14.3. A conservative bracelet no greater than 1/2" in width may be worn, but not on the same wrist as the watch. Bracelets must not be plastic/rubber, leather, cloth, or string

3.2.14.4. Necklaces will not be visible at any time.

3.2.14.5. Earrings/Nose Rings/Other Body Piercings:

3.2.14.5.1. Males will not wear any type of earring while in uniform.

3.2.14.5.2. When in uniform, females may wear one matching set of earrings at the bottom of ear lobe (one per lobe). Earrings must be small, conservative, not exceeding 6 mm, round or square; gold, silver, white pearl or white diamond.

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

3.2.14.5.4. Cadets may wear transparent piercing spacer(s) in the lowest opening of the earlobe when in uniform.

3.2.15. Nail Polish: if worn, will be a single color that does not distinctly contrast with the female cadet's complexion, detract from the uniform, or be an extreme color. American/French-tip manicures can only be clear on the lower with white,off white, or cream tips. Males **will not** wear nail polish.

3.2.16. Hair (male and female). Will be clean, well-groomed, present a professional appearance, allow proper wear of headgear. Will not contain excessive amounts of grooming aids (e.g. gel, mousse, pomade, or moisturizer), appear lopsided, touch either eyebrow, or end below an imaginary line across the forehead at the top of the eyebrows that is parallel to the ground. If applied, dyes, tints, bleaches and frostings must result in natural hair colors. Examples of natural hair colors are brown, blonde, brunette, natural red, black or grey. Prohibited examples (not all inclusive) are burgundy, purple, orange, fluorescent or neon colors.

3.2.16.1 Male Hair Standards:

3.2.16.1.1 Tapered appearance on both sides and the back of the head, both with and without headgear so that when viewed from any angle the member's hair conforms to the shape of the head, curving inward to the natural termination point without eccentric directional flow, twists, or spiking. A block-cut is permitted with tapered appearance. Hair will not exceed 2 ½ inches in bulk, regardless of length and 1/4-inch at natural termination point; allowing only closely cut or shaved hair on the back of the neck to touch the collar. However, hair will not touch the ears. The hair in front will be groomed so that it is not lower than the top of the eyebrows and will not protrude below the band of properly worn headgear. In no case will the bulk or length of hair interfere with the proper wear of the issued headgear. Males may not wear extensions. Hairstyle will not be faddish (e.g. mohawk or fauxhawk, etched designs). Cleanly shaven heads, military high-and-tight or flat-top cuts are authorized.

3.2.16.1.2. Sideburns, if worn, will be neatly trimmed in the same manner as the hair. They will not extend below the opening of the ear; and will end with a clean-shaven horizontal line.

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

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

3.2.16.2. Female Hair Standards:

3.2.16.2.1. Hair-Female. No minimum hair length, to a maximum bulk of 4 inches from scalp and allows proper wear of headgear. Hair will end above the bottom edge of collar and will not extend below an invisible line drawn parallel to the ground, both front to back and side to side unless worn in authorized ponytail or long braid(s). One or two braids or a single ponytail may be worn down the member's back with bulk not exceeding the width of the head and length not extending below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades. The braid(s) or ponytail cannot be worn over the shoulder or pulled in front of the body. It must go down the member's back. Bangs, or sideswiped hair, may touch eyebrows but will not touch or cover eyes. **Exception:** While wearing the PT uniform, long hair will be secured but may have loose ends and may extend below a horizontal line running between the top of each sleeve inseam at the under arm through the shoulder blades.

3.2.16.2.2. Locs, braids, twists, micro-braids, French braids, Dutch braids and cornrows are authorized. If adding additional hair, it must be a natural-looking color, similar to the individual's hair color. It must be conservative (moderate, being within reasonable limits; not excessive or extreme) and not present a faddish appearance. Hair will be styled to permit the proper wear of the issued headgear.

3.2.16.2.3. All locs braids/twists, when worn will be of uniform dimension, no wider than one inch, with natural spacing between the locs, braids/twists and must be tightly interwoven to present a neat, professional and well-groomed appearance. When worn, multiple locs/braids shall be of uniform dimension, small in diameter (approx. ¼ inches), show no more than ¼ inch of scalp between the braids and must be tightly fused/interwoven to present a neat, professional appearance. A loc, braid/twist must continue to the end of the hair without design and following the contour of the head and may be worn loose or in a secured style within hair standards. ***Exception***: Micro-braids or twists are not required to continue to the end of the hair. If wigs or extensions are worn, they will conform to the rules for natural hair.

3.2.16.2.4. Hair accessories. If worn, (e.g., fabric scrunchies, hairpins, combs, clips, headbands, elastic bands, barrettes, etc.) will match the hair color. Black hair accessories are authorized regardless of hair color. Headbands or fabric scrunchies will not exceed two inches in width. Ornaments are not authorized.

3.2.17. Good personal hygiene habits are expected of each cadet. Hair and fingernails are to be clean. Fingernails shall be no longer than functional when typing. Undergarments and socks, **MUST BE WORN,** and be replaced when unserviceable.

3.3. Uniform Wear Policies and Schedule

3.3.1. The schedule for the uniform of the day (UOD) will be published well in advance of the prescribed uniform wear day. Cadets who wear a uniform that is not the prescribed UOD will receive a lower grade.

3.3.2. Flight Caps/Patrol Caps /Berets: Will not be worn indoors except by cadets who are under arms and/or participating as part of a Drill/Saber Team or Color Guard, or during inspections that are conducted indoors. Wear of headgear is mandatory outdoors. Berets are authorized for wear with service uniforms and OCPs by cadets in good standing with the AFJROTC activity authorizing the beret. Cadets will wear mini "Hap Arnold" insignia on beret. Berets WILL NOT be worn with the FDU.

3.3.3. Service Caps: May be worn by cadet officers and the Cadet Group Senior Enlisted Leader (if caps are available) in lieu of the fight cap/beret. The "Hap Arnold" insignia is worn on the service cap by all cadets. Drill Team members may use service caps during drill events. Color Guard service caps are only worn during ceremonies.

3.3.4. Ascots: Will not be worn unless approved for special events by the SASI/ASI.

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

3.3.6. Designated day for uniform wear: All cadets will wear the prescribed uniform all day on the scheduled uniform-wear day each week. There may be other times during the school year when cadets will wear their uniform. These days will be prescribed by the SASI/ASI. These are the only times the uniform will be worn unless specific approval is obtained from the SASI/ASI.

3.3.6.1. Cadets who fail to wear the uniform on the prescribed day will be required to wear it the next day on which they attend AFJROTC class, will lose 40 points toward their uniform grade (if unexcused), and may receive demerits. **Failure by a <u>FRESHMAN</u> to wear the uniform for three (3) scheduled uniform days or failure by <u>ANY OTHER CADET</u> to wear the uniform for two (2) scheduled uniform days within the semester may be grounds for removal from AFJROTC and awarding a grade of F for the semester.**

3.3.6.2. The standard uniform for AZ-862 is the OCP uniform. Certain days, special events, or functions may warrant the wear the service dress, service, FDU, or Professional Citizen Attire (PCA) as authorized by the SASI. The Cadet Group Commander will specify the uniform to be worn on designated uniform days. The uniform-wear schedule will be published and posted before the first uniform wear day of each semester.

3.3.7. Distinctive Uniforms: Members of Drill Teams, Saber Teams, and the Color Guard may wear a uniform of distinctive military style while performing (e.g., beret, service cap, shirt, pistol belts, slings etc.). Except for berets, distinctive uniforms and uniform items will not be worn as part of the official AFJROTC uniform worn on uniform-wear days.

3.3.8. Medals: May be worn with the service dress uniform for formal and semi-formal occasions of a limited nature (such as dining ins/outs, military ball, change of command ceremonies, awards ceremonies, picture days, or other formal events as specified by the SASI.) Ribbons **will not** be worn with medals. Medals may not be worn on regular uniform days. Place medals in the proper order of precedence

3.3.9. Name Tag: All cadets are required to wear the standard Air Force blue, clutch design name tag on Class B Uniforms. The USAF metal name tag is the only name tag authorized for wear on the service coat. When wearing the OCP/FDU cadets must wear the appropriate name patch(es).

3.3.10. Optional items: Cadets may purchase and wear any authorized optional items as listed in AFI 36-2903, at their own expense. Optional items may not be worn when a specific uniform is prescribed for wear.

3.3.11. Flight Suits (FDU): The FDU is only authorized for wear by cadets as specified by the SASI. Cadets who complete FAA certifications via written or practical (flight) exams should consult the SASI to determine if FDU wear is authorized.

3.3.12. Ribbons: Wear **all or some** ribbons and devices on the Class A uniform. On the Class B uniform, wear **all some or none** of your ribbons and devices. Cadets wearing the Professional Ciitizen Attire may earn ribbons but cannot wear them on that uniform. Ribbons are worn in order of precedence from the wearer's left to right, with the highest being at the top right and the lowest at the bottom left (order of precedence is specified in table 3.1.).

3.3.13. Shoulder Cords: Cadets are authorized to wear **one shoulder cord (double knot, single cord – no aiguillettes or citation cords)** on the left shoulder. This will be a single "infantry" style cord, without metal tips, no more than 1-inch wide. Wear the shoulder cord only with the class A/B uniforms. The SASI will designate criteria for who may wear shoulder cords. On the **service dress coat**, the cord will be grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. On the **service shirt**, the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. **Table 3-3** details the shoulder cords authorized for this unit.

3.3.14. Service Coat/Lightweight Blue Jacket: When wearing the service coat or lightweight blue jacket, cadets may remove it during class. The service shirt must have cadet rank and name tag on it, even when wearing the service coat. Cadets will ensure that coats or jackets are hung on chairs or placed in a manner that will prevent them from touching the floor or becoming soiled or wrinkled. When wear of the service coat is specified, it will be worn at all times when outside the classroom. When wearing the coat, all buttons will be buttoned. The zipper of the lightweight blue jacket will be closed at least halfway when it is worn. The lightweight blue jacket is authorized for wear with the Class B uniform only and **will not** be worn during uniform inspections.

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

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

3.3.17. Male cadets must wear a plain white V-neck or "muscle" shirt at all times with the blue short-sleeved shirt when the collar is open. Crew (round) neck plain white T-shirts may only be worn with the long sleeve shirt. Female cadets may wear white undershirts, with the service uniform, that meet the same standard as males. All cadets will wear the brown crew neck T-shirts with the OCP/FDU.

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

3.3.19. Earphones (buds, pieces, etc.) are only authorized for wear in uniform when riding on public transportation (school bus, field trip) and when seated during lunch at school.

3.4. Alternate Uniform Wear-Professional Citizen Attire- Policies

3.4.1. First year cadets may opt out of wearing the standard AFJROTC uniform during their first year. First year cadets who opt out of uniform and grooming requirements are still considered cadets and must participate in all required activities just as uniform wearing cadets do. Cadets in this category of uniform wear do not have to maintain grooming standards similar to uniform wearing cadets, but must abide by the following rules:

3.4.2. Cadets who opt out of uniform wear must wear the Professional Citizen Attire (PCA)which consists of a unit Polo Shirt with a pair of full-length pants and close-toed shoes, as specified in the Alternate Uniform Contract, on the prescribed uniform wear day each week. This is a mandatory requirement for this class. **Failure to wear the PCA three times during one semester will result in the student receiving a grade of "F" for their class and the student can be dropped from AFJROTC.**

3.4.3. Students who do not wear the PCA on the scheduled uniform wear day must wear the PCA on the next school day that they have their Aerospace Science class. Students who have been excused from an ***entire*** week of school do not have to make up the previous week's uniform wear. The SASI will render a decision on make-up uniform wear on a case-by-case basis.

3.4.3.1. The following is the standard of wear for the PCA.

3.4.3.1.1. Cadets will wear their hair, so it is not in their face when wearing the PCA

3.4.3.1.2. Hats are not authorized for wear indoors with the PCA

3.4.3.1.3. Pants must be full length and will not have rips or holes in them. Cannot be athletic pants, yoga pants, or pants of that kind. Pants will not sag

3.4.3.1.4. Shoes must be closed-toed with a full back. No "Crocs", slides, sandals, flip flops. or slippers.

3.4.3.1.5. When wearing the PCA cadets will not hide or cover up the attire

3.4.3.1.6. Cadets will not wear the PCA on non-uniform wear days

3.4.3.2. Cadets will participate in corps activities where a uniform is not required.

3.4.3.3. Cadets wearing the PCA cannot enroll in Competitive Drill.

3.4.3.4. May "upgrade" to wearing the standard uniform at any time in the first semester or prior to the second week of the second semester.

3.4.3.5. Cadets that opt to wear the standard uniform cannot switch to the PCA after the first uniform wear.

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

	AWARD	CRITERIA	DEVICES
1.	Gold Valor Award	Sel. by HQ, Self-sacrifice and bravery beyond call of duty	clusters
2.	Silver Valor Award	Sel. by HQ, heroism not meeting Gold Award criteria	clusters
3.	Cadet Humanitarian Award	Sel. by HQ, rendered aid in catastrophic event	clusters
4.	Silver Star Community Service with Excellence Ribbon	Given to select cadets in the top 5% of units who have the highest "per cadet average" community service hours	silver star
5.	Comm Svc w/Excellence Ribbon	Sel. by HQ, Individual award for exemplary service	clusters
6.	Air Force Association Award	Sel. by SASI, 3rd year, pos. attitude, appearance, initiative	none
7.	Daedalian Award	Sel. by SASI, 3rd year, top 10% AS class/25% school class, desire for military career	none
8.	Daughters of the American Revolution Award	Sel. by SASI, 4th year, top 25% AS & school class, dependable, good character military discipline	none
9.	American Legion Scholastic Award	Sel. by SASI, 3rd/4th year, top 25% AS class/ 10% school class, leadership, participation in activities	none
10.	American Legion General Military Excellence Award	Sel. by SASI, 3rd or 4th year, top 25% AS class, leadership, character, discipline citizenship	none
11.	Reserve Officers Association Award	Sel. by SASI, 4th year, top 10% AS class/25% school class, contributed most to advancing objectives of AFJROTC	none
12.	Military Officers Association of America Award	Sel. by SASI, a junior and a 3rd year cadet, good academic standing, loyalty to unit, school and country	none
13.	Veterans of Foreign Wars Award	Sel. by SASI 3rd or 4th year, "B" in AS, "C" in all, positive attitude toward AF, leadership, 1 other extracurricular	none
14.	National Society, United States Daughters of 1812	Sel by SASI for academic excellence, leadership, military discipline, dependability, patriotism and upright character in speech and habits	none
15.	National Sojourners Award	Sel. by SASI, 2nd or 3rd year, top 25% class, Americanism	none
16.	Scottish Rite, Southern Jurisdiction Award	Sel. by SASI, 3rd year, active participation, top 25% of class, citizenship, patriotism, character	none
17.	Military Order of the Purple Heart Award	Sel. by SASI, 1st, 2nd, 3rd year, in a leadership position, "B" in all classes, positive attitude toward corps	none
18.	Sons of the American Revolution Award	Sel. by SASI, 3rd year, top 10% AS class/25% school class, excellence in AFJROTC leadership, military bearing	none
19.	Military Order of World Wars Award	Sel. by SASI, given to cadet committed to continue next year who has had outstanding accomplishments in AFJROTC	none
20.	American Veterans Award	Sel. by SASI, "A" in AS, good academic standing, officer potential, positive attitude toward Air Force	none
21.	Air Force Sergeants Association	Sel. by SASI 3rd/4th year, top 10% of AFJROTC class, Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.	none
22.	Tuskegee Airmen Incorporated Air Force JROTC Cadet Award	Sel. by SASI, Not a 4th year cadet, participated in at least 50% of service programs, "B" in AS (two cadets/year)	none
23.	The Retired Enlisted Association Award	Sel. by SASI, awarded to enlisted cadet for outstanding leadership through course of school year	none
24.	Celebrate Freedom Foundation Awd	Sel. by SASI, 1st or 2nd year, outstanding academics/activities	none
25.	Air Commando Association Award	Sel. by SASI. One-page essay on AF Spec Ops Mission w/criteria	none
26.	Distinguished Unit Award W/Merit	Sel. by HQAFJROTC, DUA & Exceeds Standards UE	clusters
27.	Distinguished Unit Award	Sel. by HQAFJROTC	clusters
28.	Outstanding Organization Award	Sel. by HQAFJROTC	clusters
29.	Outstanding Flight Ribbon	CG/CC determines outstanding flight each academic term	clusters
30.	Top Performer Award	Selected by HQ AFJROTC during UE, nominated by SASI	clusters
31.	Outstanding Cadet Ribbon	Academic/military excellence, potential. One per grade level	clusters
32.	Leadership Ribbon	Consistently displays outstanding leadership above peers	clusters
33.	Superior Performance Ribbon	10% of corps each year, outstanding achievement/service	clusters
34.	Achievement Ribbon	Significant achievement in AFJROTC/other activities/events	clusters

Table 3.1. AFJROTC Awards and Ribbons (cont)

	AWARD	CRITERIA	DEVICES
35.	Academic Ribbon	Overall grade of "B" and an "A" in AFJROTC (annually)	clusters
36.	Cadet Leadership Course Ribbon	Attend CLC. Top performer authorized silver star	bronze star
37.	Special Teams Placement Ribbon	Placing 1st, 2nd or 3rd in Air Force or Joint Service Comp	clusters
38.	All Services National Competition (Medal/Ribbon)	Competed at a Joint/All Service national-level competition	clusters
39.	Air Force Nationals Competition (Medal/Ribbon)	Competed at an Air Force only national-level competition	clusters
40.	Orienteering Ribbon	Participating in 4 Orienteering meets	clusters
41.	LDR Leadership Ribbon	Exemplary leadership in achieving LDR objectives through the coordinated effort of others	clusters
42.	Drill Team Ribbon	Perform on a team in 75% of events during the academic year. No unexcused events	clusters
43.	Color Guard Ribbon	Participating in 10 Color Guard events (cumulative)	clusters
44.	Saber Team Ribbon	Participating in 4 Saber Team events (cumulative)	clusters
45.	Marksmanship Team Ribbon	2 Competitions during academic year	clusters
46.	Joint Service Academic Bowl (JLAB) Ribbon*	*If team is established, award criteria will be added	
47.	Cyber Patriot Ribbon	Cadets must be a member of the Cyber Patriot team and have competed in at least 3 competitions	clusters
48.	StellarXplorers Ribbon*	*If team is established, award criteria will be added	
49.	Raiders Team Ribbon*	*If team is established, award criteria will be added	
50.	Military Model Building Team Ribbon	Cadets must be a member of the team and have completed 2 1/72 scale models (or larger) to club standards	clusters
51.	Unmanned Aircraft Systems (UAS) Ribbon	Cadets must be a member of the UAS team and have completed all required training to proficiency standards	clusters
52.	Robotics Ribbon*	*If team is established, award criteria will be added	
53.	Good Conduct Ribbon	Annual award, No suspensions no adverse reports	clusters
54.	Service Ribbon	Accumulation of 15 service points or distinctive performance in school/community/corps service	clusters
55.	Health and Wellness Ribbon	Sustained participation in locally developed program. Score 75% Bronze Star, 85% Silver Star, 95% Gold Star	clusters
56.	Recruiting Ribbon	Directly contributed to the recruitment of two new members	clusters
57.	Activities Ribbon	At least two LDR activities other than those that award a ribbon	clusters
58.	Attendance Ribbon	≤3 excused absences, no unexcused absences (annually)	clusters
59.	Dress and Appearance Ribbon	90% or higher average on weekly uniform grades no missed wears	clusters
60.	Longevity Ribbon	Awarded for each year completed	clusters
61.	Bataan Death March Memorial Hike Ribbon	Complete locally developed 14-mile hike (or documented completion of national-level event) to honor Bataan victims	clusters
62.	Patriotic Flag Ribbon	Participating in 25 non-Color Guard flag events	clusters
63.	AFJROTC Resiliency Ribbon	Award criteria determined by SASI	clusters

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

Table 3.2 Uniform-Wear Rubric

0 points assessed*	Up to 10 points assessed	Up to 20 points assessed	Up to 30 points assessed	40 points assessed	At least 50 points assessed	100 points assessed
- Wearing the prescribed uniform of the day - No missing uniform items - Hair well within standards - Wearing all ribbons, badges and awards - All buttons buttoned - Uniform extremely well pressed and cleaned - Shoes highly shined - No discrepancies	- Wearing the prescribed uniform of the day - No missing uniform items - Hair well within standards -Wearing all ribbons, badges and awards - All buttons buttoned - Uniform well pressed and cleaned - Shoes well shined - Discrepancies are difficult to discern	- Wearing the prescribed uniform of the day - One uniform item missing - Hair within standards - Uniform pressed and cleaned - Shoes are shined - Might have missed a button - One or two obvious discrepancies	- Wearing a uniform - Missing uniform items - Hair meets standards - Wearing the uniform improperly - Shoes not shined - Multiple discrepancies	- This is the automatic grade for first missed uniform wear - Barely wearing the uniform correctly - Hair out of standards - Missing multiple uniform items - Numerous discrepancies, some of which are repeated from last uniform wear	- The leadership grade for the week is automatically assessed 80 - 100 points for the second missed uniform-wear - Not wearing the uniform correctly at all - Missing multiple uniform items - Hair way out of standards - Uniform looks like it was slept in	- Did not wear the uniform all week -Automatic grade given for changing out of uniform before the end of the cadet's last class of the day

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

Table 3.3 Authorized Shoulder Cords

ACTIVITY	COLOR	AUTHORIZED WEAR	UNAUTHORIZED WEAR
CADET OF THE MONTH	MAROON AND BLACK	Worn on Semi Formal, Class A, and Class B uniforms. Cadet of the Month and Sharper Looker cord are only worn during the time period awarded	Cords are not authorized on the Lightweight Blue Jacket, the OCP or the FDU. Cords are not worn on the right shoulder
CYBER PATRIOT	INFANTRY BLUE		
DRILL TEAM	DARK BLUE		
DRILL/COLOR GUARD	DARK AND ROYAL BLUE		
COLOR GUARD	ROYAL BLUE		
ORIENTEERING	KELLY GREEN		
SABER TEAM	BLACK		
SHARP LOOKER	MAROON		

Figure 3.1 AFJROTC Rank and Insignia

AFJROTC RANK INSIGNIA

Pay Grade*	E-9	E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1
Insignia									**No Insignia**
Title	C/Chief Master Sergeant [1,3]	C/Senior Master Sergeant [1,2]	C/Master Sergeant [1,2]	C/Technical Sergeant	C/Staff Sergeant	C/Senior Airman	C/Airman 1st Class	C/Airman	C/Airman Basic
Description	Chevron of 8 stripes, 3 are inverted	Chevron of 7 stripes, 2 are inverted	Chevron of 6 stripes, 1 is inverted	Chevron of 5 stripes	Chevron of 4 stripes	Chevron of 3 stripes	Chevron of 2 stripes	Chevron of one stripe	

Pay Grade*	O-6	O-5	O-4	O-3	O-2	O-1
Insignia						
Title	C/Colonel	C/Lieutenant Colonel	C/Major	C/Captain	C/First Lieutenant	C/Second Lieutenant
Description	Chevron of 3 inverted stripes, 1 double wide 2 regular	Chevron of 2 inverted stripes, 1 double wide 1 regular	Chevron of one double wide inverted stripe	Chevron of three inverted stripes	Chevron of two inverted stripes	Chevron of one inverted stripe

* Although the rank names and job positions match those of the Air Force, the term "pay grade" is not used in JROTC, as the cadets are not serving members of the military and receive no pay.

1. May have the job title First Sergeant
2. May have the job title Senior Enlisted Advisor
3. May have the job title Command Chief

Figure 3.2. AFJROTC Badges

Figure 3.2. AFJROTC Badges (Continued)

AUTHORIZED AIR FORCE JROTC BADGES AND INSIGNIA

Marksmanship Badges – Wear Only One

CMP Awarded Badges

MARKSMANSHIP SHARPSHOOTER EXPERT

Unit Awarded Badges

If earned choose only one – *CADETS MAY ONLY WEAR ONE on their uniform*. Place directly underneath ribbons. Cadets may NOT wear Marksmanship Shield (see below) with Marksmanship Badge. Do not wear Marksmanship badges with medals

Marksmanship Shield

Choose either the APT or Marksmanship Shield and a Marksmanship Badge. Only one may be worn.

Males and females may wear the marksmanship badge (may only wear one) below the ribbons on the blue shirt or service dress uniform or

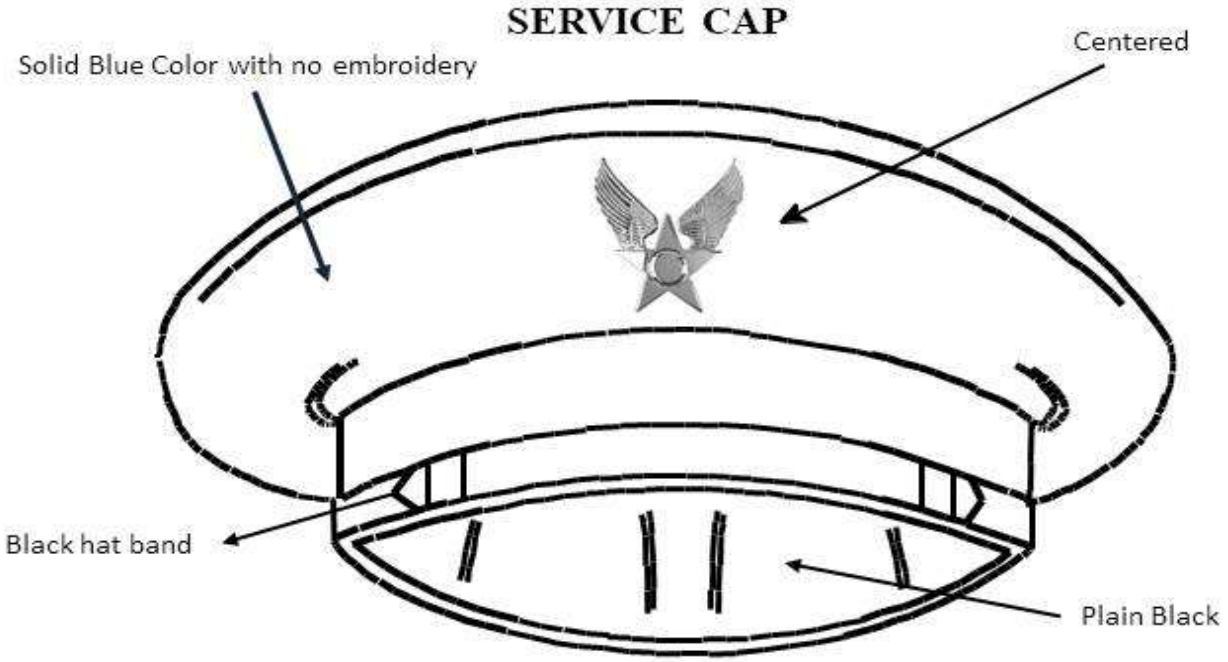
Marksmanship badges will not be worn with medals.

Badges/Insignia not listed here are unauthorized for wear.

Figure 3.3. Male Headgear

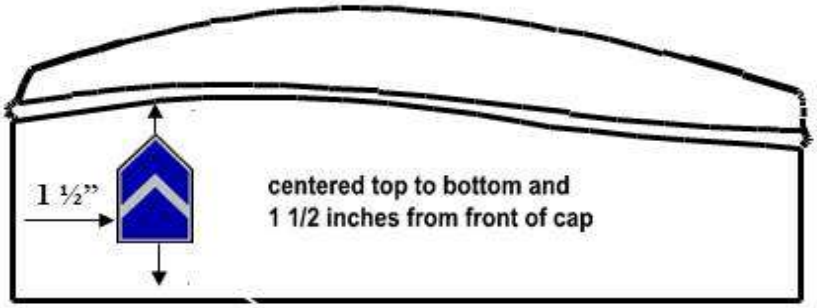
CADET MALE HEADGEAR

SERVICE CAP



Service Cap – Solid dark Air Force blue color only. Cadet officers may wear the AFJROTC officer hat insignia or the large Hap Arnold Wings insignia. Enlisted cadets may only wear the large Hap Arnold Wings insignia

FLIGHT CAP

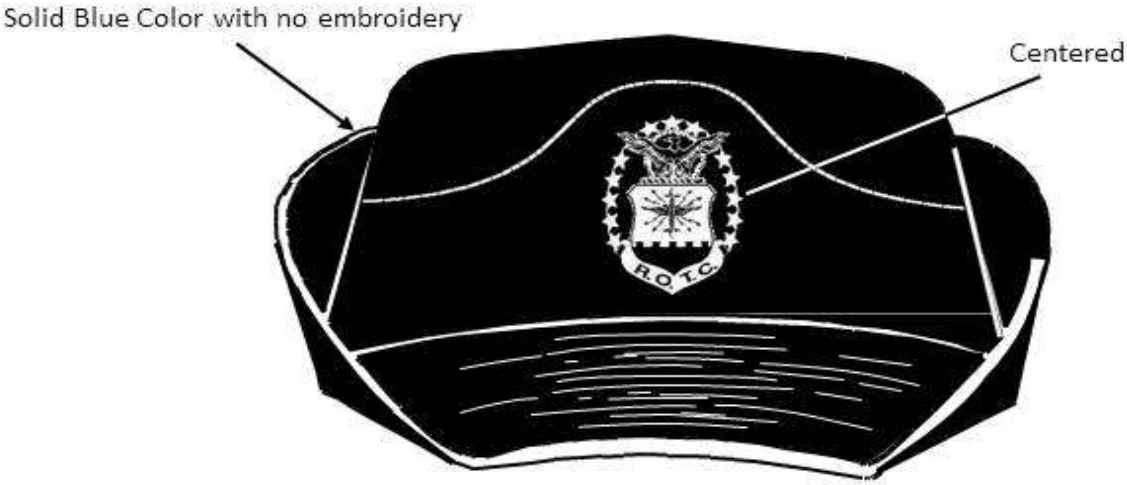


- Enlisted Ranks will have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.

Figure 3.4. Female Headgear

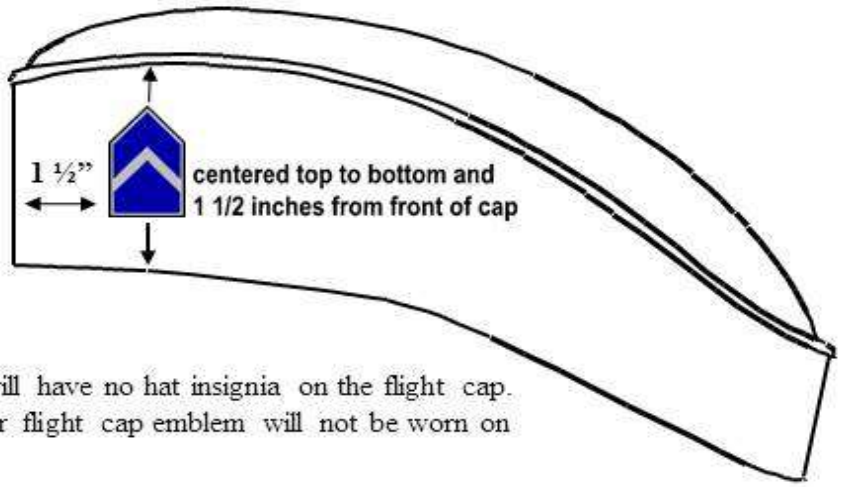
CADET FEMALE HEADGEAR

SERVICE CAP



Service Cap - Solid dark Air Force blue color only. Cadet officers may wear the AFJROTC officer hat insignia or the large Hap Arnold Wings insignia. Enlisted cadets may only wear the large Hap Arnold Wings insignia.

FLIGHT CAP



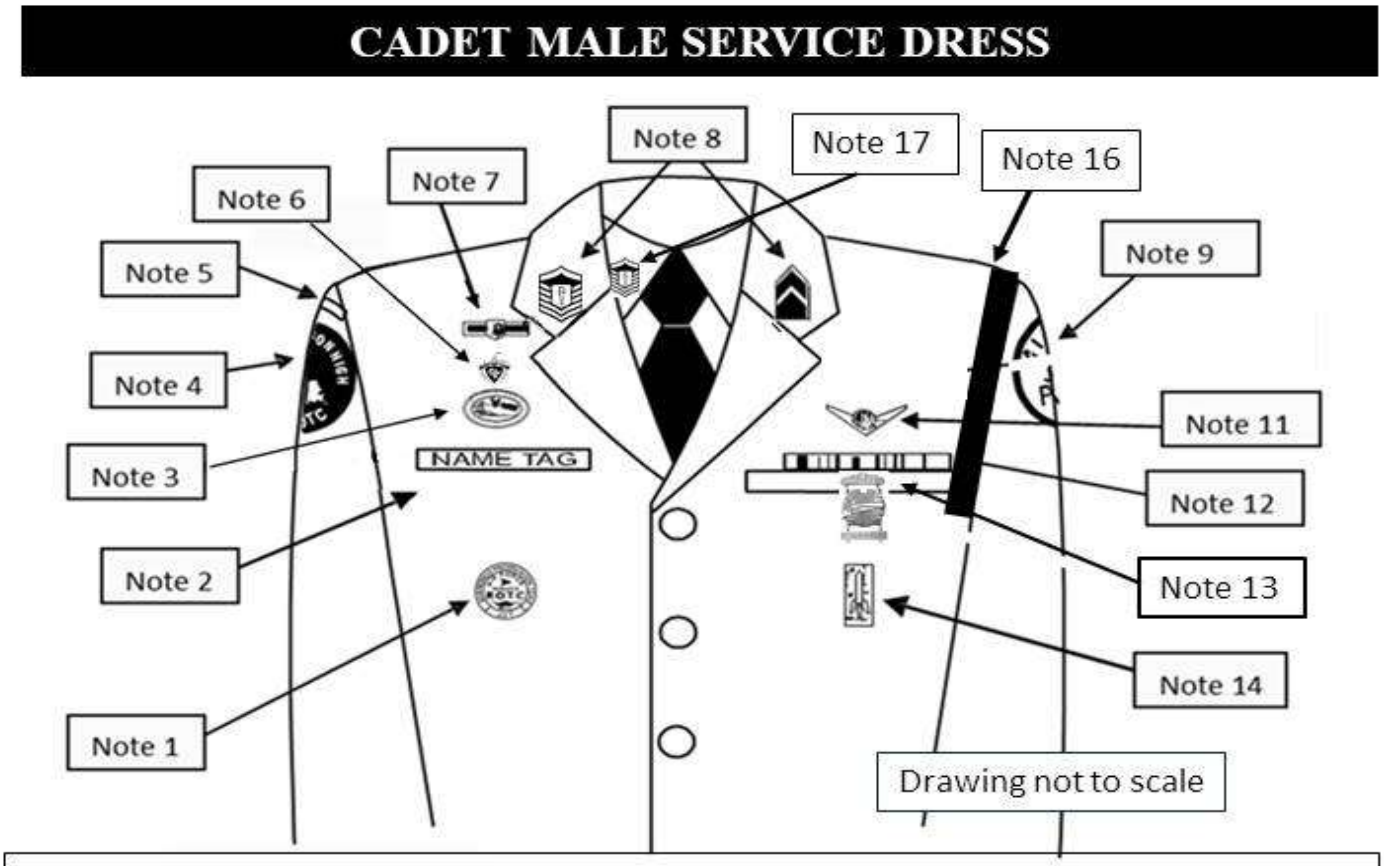
- Enlisted Ranks will have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.

Figure 3.5. Beret

BERET

During normal uniform wear, cadets will wear the miniature "Hap Arnold" insignia on the beret. It is centered left to right and top to bottom on the stiffener of the beret.

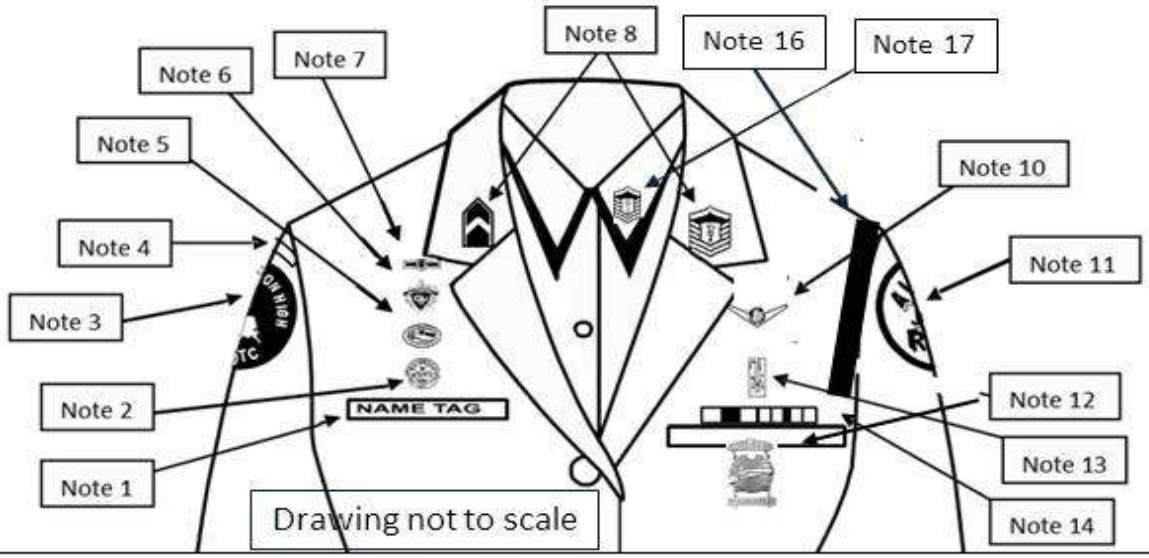
Figure 3.6. Male Service Dress



1. Awareness Presentation Team (APT) Badge. Centered 3 inches below the bottom of the silver name tag.
2. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge parallel to top of welt pocket.
3. Kitty Hawk Badge. See Note 15 below.
4. Unit patch. Place ½ to inch below shoulder seam and centered.
5. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. # 1 See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam.
10. Deleted.
11. Cadets will only wear one of the following badges, Aviation Ground School/Unmanned Aircraft Badge, Flight Solo Badge and/or Flight Certificate Badge.
12. Ribbons, mandatory. Centered and on (but not below) top edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
13. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the AFJROTC uniform (may only wear one) positioned below and centered on lowest row of ribbons. **Marksmanship badges will not be worn with medals.**
14. Model Rocketry Badge. Worn 2 inches below the pocket.
15. Except marksmanship badge. Wear first badge placed ½ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge and lastly the CyberPatriot National Finalist Badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the service dress.
18. **Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.**

Figure 3.5. Female Service Dress

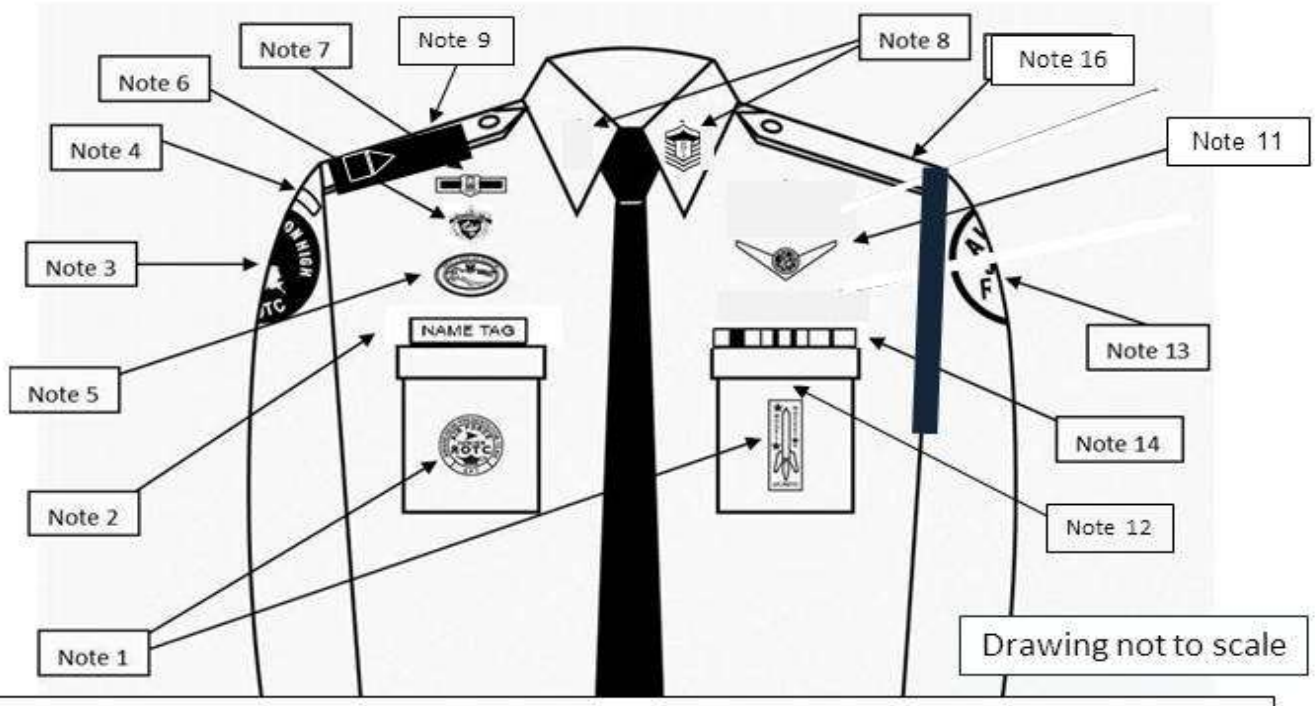
CADET FEMALE SERVICE DRESS



1. Silver Name tag, mandatory. Center on the wearer's right between the sleeve seam and lapel with bottom of the name tag parallel to and even with the lowest row of ribbons.
2. Awareness Presentation Team Badge. See Note 15 below.
3. Unit patch. Center ½ to 1 inch below shoulder seam
4. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam
5. Kitty Hawk Badge. See Note 15 below.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. Deleted
10. Cadets will only wear one of the following badges, Aviation Ground School/Unmanned Aircraft Badge, Flight Solo Badge and/or Flight Certificate Badge.
11. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam.
12. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the AFJROTC uniform (may only wear one) positioned below and centered on lowest row of ribbons. **Marksmanship badges will not be worn with medals.**
13. Model Rocketry Badge. See Note 15.
14. Ribbons, mandatory. Center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
15. Except marksmanship badge, wear first badge placed ½ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge. Order of precedence for badges are as show on the diagram. Right side: Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge , then the Awareness Presentation Team Badge and lastly the CyberPatriot National Finalist Badge. Left side: Flight Badge (one only), then the Model Rocketry Badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the service dress.
18. **Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.**

Figure 3.8. Male Service Uniform

CADET MALE BLUE SHIRT

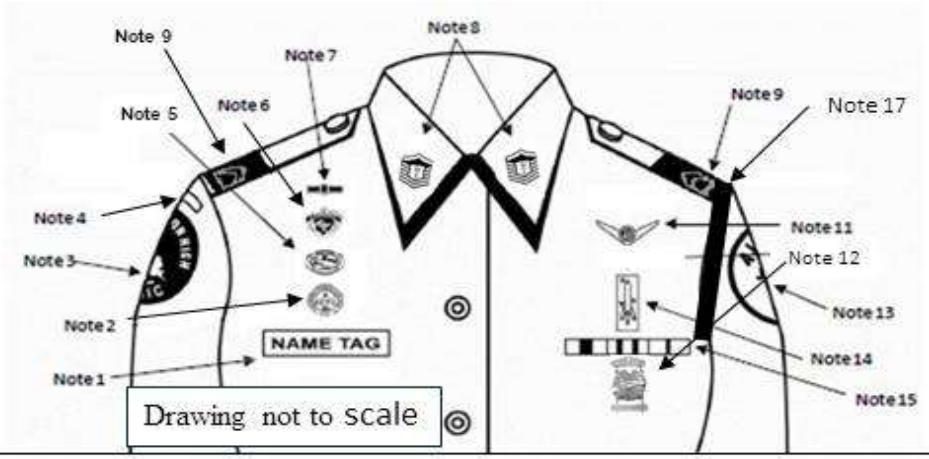


1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name Tag: Mandatory wear. Blue Plastic with white letters. Must be centered and grounded on (but not below) top seam of wearer's right pocket.
3. Unit patch. Centered ½ to 1 inch below the shoulder seam.
4. Shoulder tab. Centered between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge. See Note 15.
6. Aerospace Education Foundation (AEF) Badge. See Note 15.
7. Distinguished Cadet Badge. See Note 15.
8. Enlisted cadet grade insignia, mandatory, worn on both left and right collar, centered with bottom corners of emblem resting on the left and right white thread seams near tip of collar. Bottom point of torch points towards the point of the collar.
9. Cadet officers wear cloth rank on epaulets - place as close as possible to shoulder seam. (Use larger male epaulets only).
10. Deleted
11. Cadets will only wear one of the following badges, Aviation Ground School/Unmanned Aircraft Badge, Flight Solo Badge and/or Flight Certificate Badge.
12. Marksmanship Badge. May only wear one, positioned below and centered on lowest row of ribbons. **Marksmanship badges will not be worn with medals.**
13. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam.
14. Ribbons are optional. Wear all, some or no ribbons earned. If worn, ribbons will be centered and on (but not below) top seam of pleated pocket on the wearers left.
15. Except marksmanship badges. First badge placed ½ inch above name tag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then AEF Badge, then Kitty Hawk Badge, and finally the CyberPatriot National Finalist Badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under epaulet. May be solid or multi-colored.
17. **Medals are not authorized for wear on this uniform.**

WEAR OF THE TIE IS MANDATORY WITH THE LONG SLEEVE SHIRT.
SHORT SLEEVE SHIRT WITH OR WITHOUT TIE IS CONFIGURED THE SAME.

Figure 3.9. Female Service Uniform

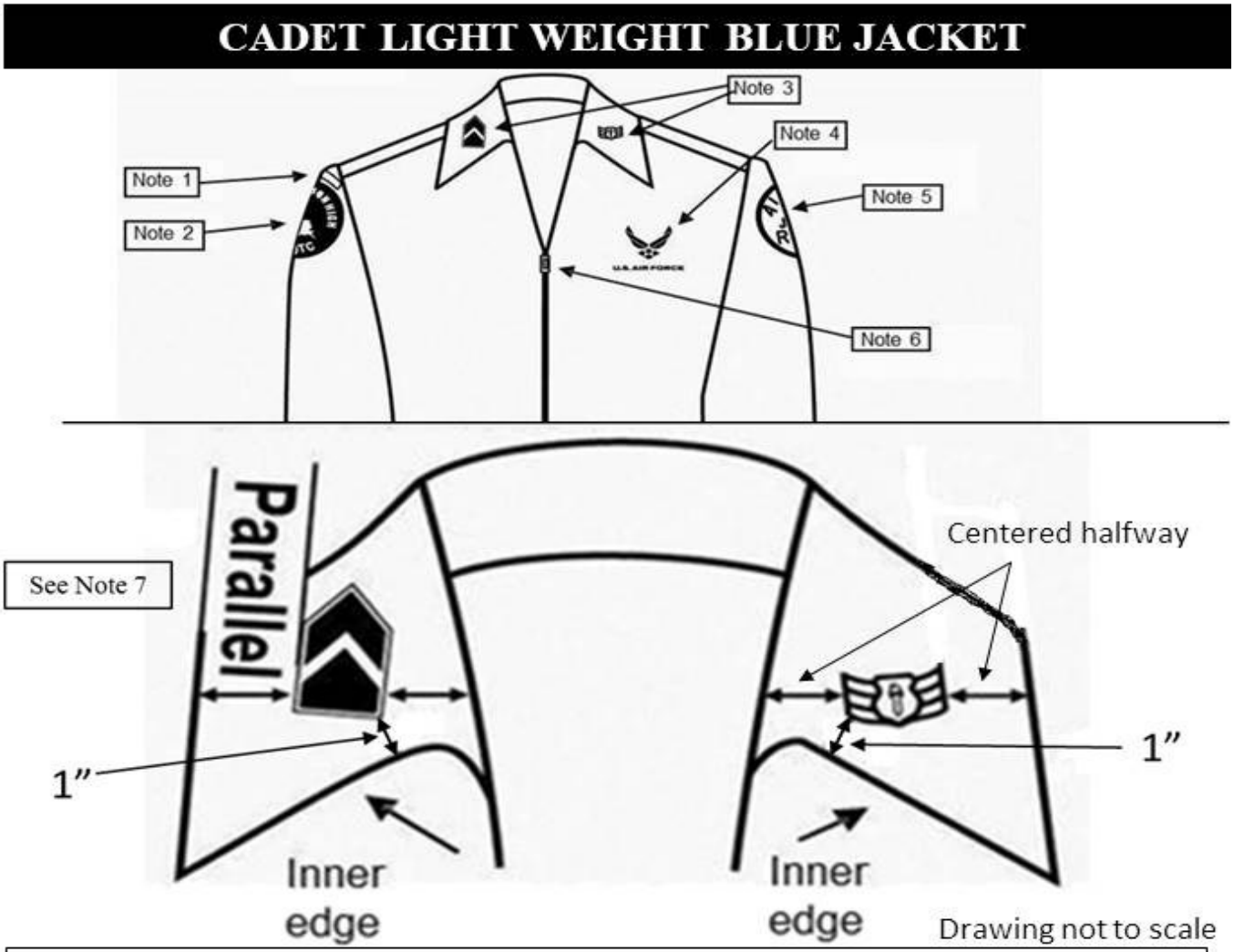
CADET FEMALE BLUE SHIRT



1. Name Tag: Mandatory wear. Blue Plastic with white letters. Centered on right side between shoulder seam and facing of the shirt, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.
2. Awareness Presentation Team (APT) Badge. See Note 16
3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) Badge. See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Enlisted cadet grade insignia, mandatory, worn on both left and right collar, centered with bottom corners of emblem resting on the left and right white thread seams near tip of collar. Bottom point of torch points towards the point of the collar.
9. Cadet officers wear cloth rank on epaulets - place as close as possible to shoulder seam. (Use smaller female epaulets only).
10. Deleted.
11. Cadets will only wear one of the following badges, Aviation Ground School/Unmanned Aircraft Badge, Flight Solo Badge and/or Flight Certificate Badge.
12. Marksmanship Badge. May only wear one, positioned below and centered on lowest row of ribbons. Marksmanship badges will not be worn with medals.
13. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam
14. Model Rocketry Badge. See Note 16.
15. Ribbons are optional. Wear all, some or no ribbons earned. If worn, center ribbons on wearer's left between the shoulder seam and the facing of the shirt, parallel with ground. Align bottom of the ribbons with the bottom of the name tag.
16. Except marksmanship badge. Wear first badge placed ½ inch above and centered over name tag or ribbons. Additional badges are placed ½ inch above previous badge. Order of precedence for badges are as show on the diagram. Right side: Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge, then the Awareness Presentation Team Badge and lastly the CyberPatriot National Finalist Badge. Left side: Flight Badge (one only), then the Model Rocketry Badge.
17. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under the epaulet. May be solid or multi-colored.
18. **Medals are not authorized for wear on this uniform.**

WEAR OF THE TAB IS MANDATORY WITH THE LONG SLEEVE SHIRT.
SHORT SLEEVE SHIRT WITH OR WITHOUT TAB IS CONFIGURED THE SAME.

Figure 3.10. Lightweight Blue Jacket



1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
2. Unit patch on right ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) will be worn on both lapels, mandatory. For placement see Note 7.
4. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam. Per AFJROTCI 36-2010, para 6.1.1.10.1. The words "U.S. Air Force" must appear directly below the symbol, or units can choose to use "AFJROTC." Embroidery expenses must be at no cost to the Air Force.
5. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam
6. Jacket will be closed to at least the halfway point.
7. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.
8. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the light weight jacket.
9. **Ascots and shoulder cords will not be worn with the lightweight blue jacket.**

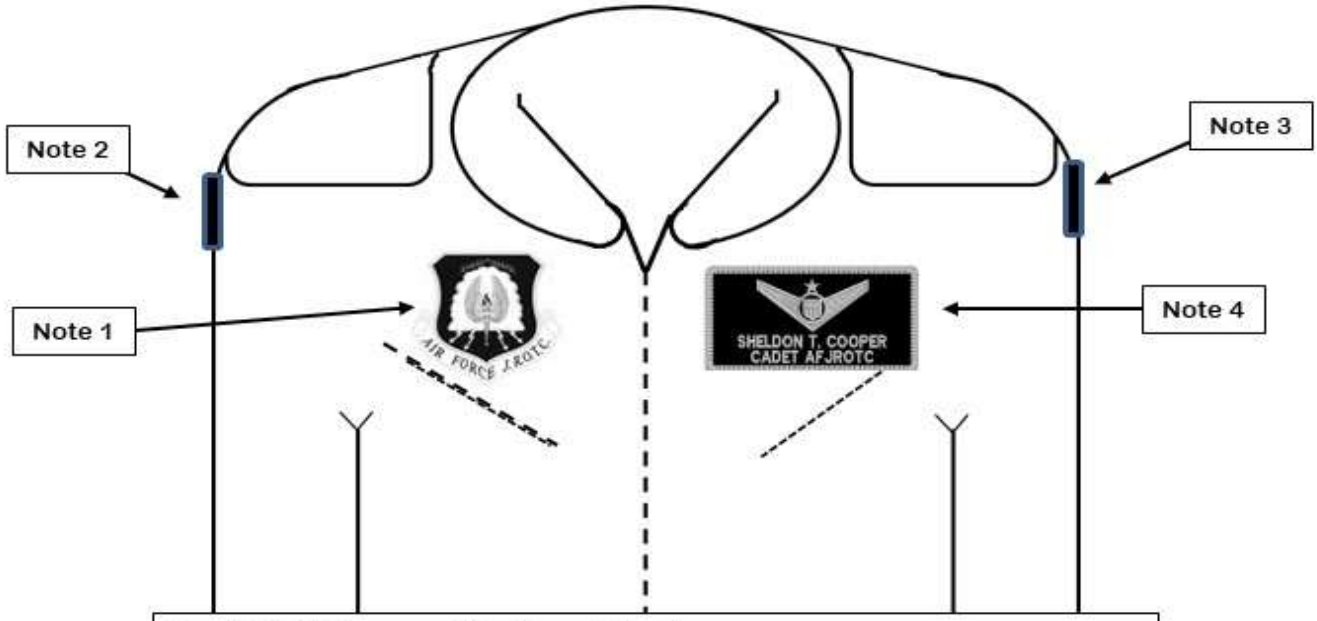
Figure 3.11. Operational Camouflage Pattern Uniform

OPERATIONAL CAMOUFLAGE PATTERN UNIFORM (OCP) (Male and Female)

1. T-Shirt. T-Shirt will be Coyote Brown
2. The American flag patch (mandatory) will be full color (cloth), will be centered on the top of the right sleeve using Velcro attachment.
3. Unit patch (optional) full color. If worn, will be placed on the right sleeve centered in the Velcro area beneath the American flag.
4. Last name tape (mandatory – must be cadets name). Letters will be spice brown for AFJROTC and dark blue for SFJROTC using Velcro attachment.
5. AFJROTC/SFJROTC tape (mandatory). Letters will be spice brown for AFJROTC and dark blue for SFJROTC using Velcro attachment.
6. Grade insignia (officer or enlisted) (mandatory). Will be standard metal rank pinned in the Velcro area in center of chest.
7. AFJROTC/SFJROTC patch (mandatory) (white/black circular lamp of knowledge patch) will be attached centered on Velcro area on left sleeve attached by Velcro.
8. Berets, ascots, and shoulder cords will NOT be worn with OCPs.
9. OCP Coyote Brown boots may be reissued to cadets. Spray boots with disinfectant before reissuing OCP boots. (Black boots will not be worn with OCPs).
10. Tan rigger belts will be worn with OCPs.
11. OCPs may be bloused; the trouser leg will not extend past the third eyelet from the top of the boot.

Figure 3.12. Flight Duty Uniform

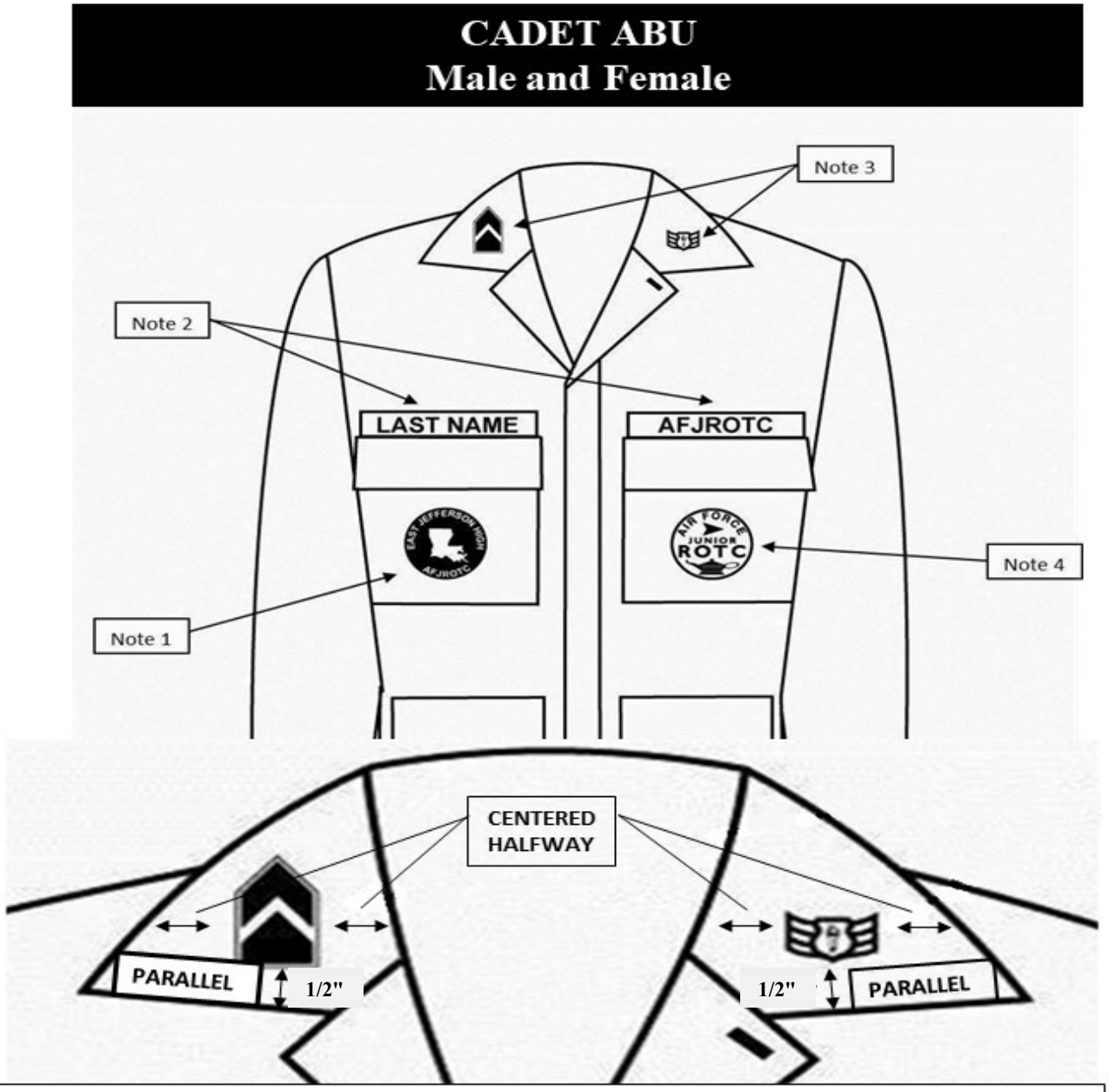
FLIGHT SUIT / FLIGHT DUTY UNIFORM (FDU)
(Male and Female)



1. AFJROTC Command Patch (mandatory).
2. Unit patch will be worn on the right shoulder
3. American Flag patch on left shoulder.
4. Cadet Nametag patch. Black or Maroon background with silver border (SASI discretion). Top line will be "*Cadet Name*", second line will be "CADET AFJROTC". Only one Flight Badge (highest precedence) will be depicted above the name.
5. Senior Aerospace Science Instructor authorizes the wear of the Flight Suit by cadets who meet wear requirements.

NOTE: Patches will not be sewn directly onto the flight suit, all patches must be attached using Velcro.

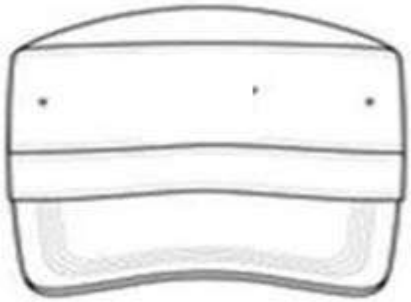
Figure 3.13. Airman Battle Uniform



1. Unit patch (optional). If worn, will be placed on right pocket and centered. (AF Funds may not be used to procure unit patches.)
2. Last Name and AFJROTC tapes. Letters are dark blue on digital camo background (mandatory). Tapes are centered and grounded on (but not below) top seam of pockets. Name tape only may be held with Velcro to enable reuse/reissue to a different cadet.
3. Grade insignia (officer or enlisted) (mandatory). Will be worn on the left and right collars, centered left/right, 1 inch up from and parallel to bottom of collar.
4. AFJROTC Patch (white, Lamp of Knowledge): **WHITE patch only (mandatory).** Will be worn on left pocket and centered.
5. **Berets, ascots, and shoulder cords will not be worn with the ABU.**

Figure 3.14. OCP/ABU Headgear Patrol Cap

OCP/ABU PATROL CAP



Enlisted cadets will not wear rank on the OCP/ABU cap

Officers will wear rank on the OCP/ABU cap, centered on the front of the cap left/right and up/down between the large panel's seams.

Patrol caps and berets are the only authorized head gear to be worn with OCP/ABUs. When wearing the OCP cap, cadets must have a name tape on the back of it.

Figure 3.15. How to Tie a Tie - Half Windsor Knot

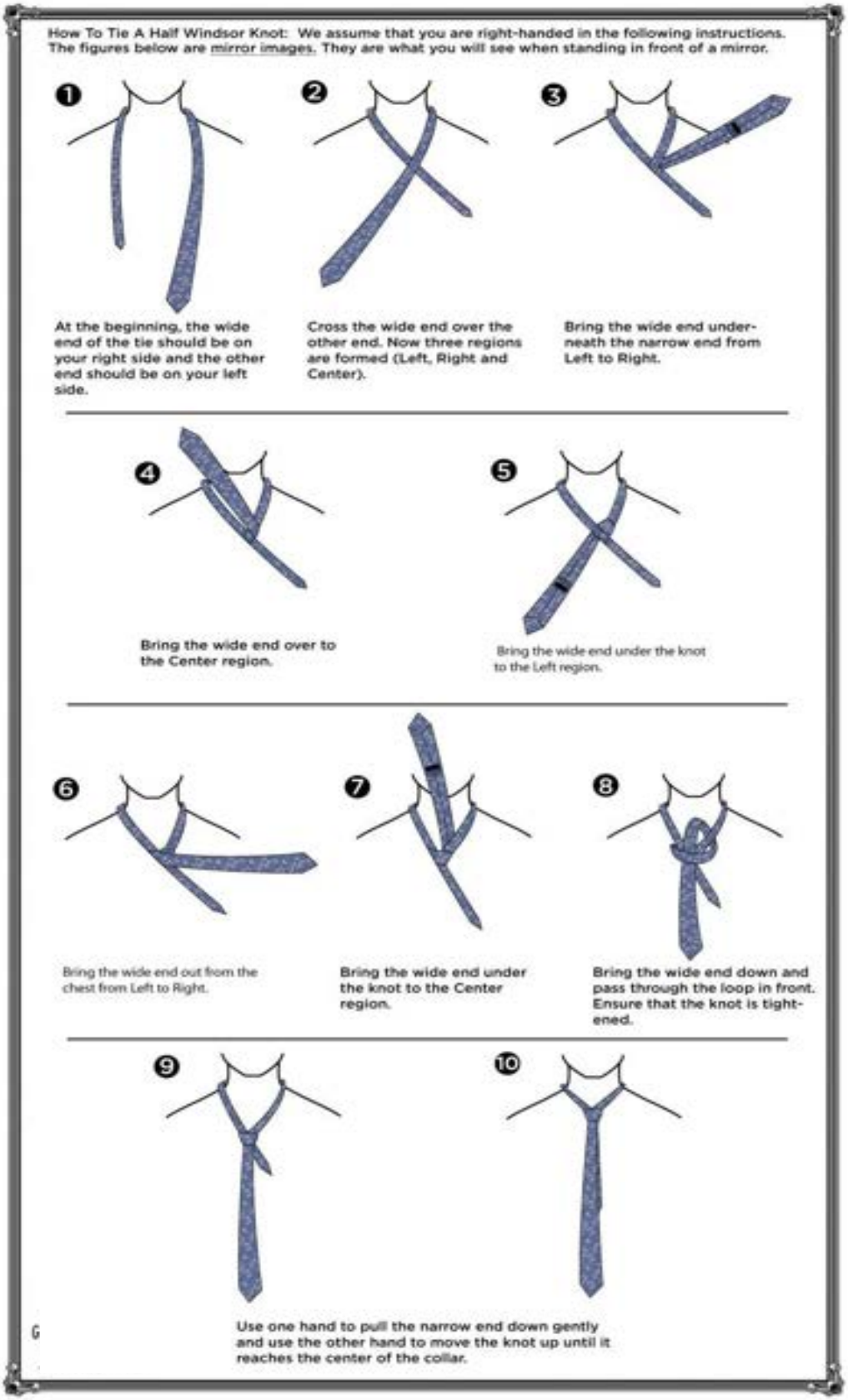


Figure 3.16. AFJROTC Ribbon Chart

CHAPTER 4

RULES ON SALUTING

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

4.1.1. When outdoors in uniform: All cadets will salute commissioned and warrant officers of the US Armed Forces as well as officers of friendly foreign nations. Alternate Uniform Wear cadets will not salute outside of the JROTC environment. The cadet will initiate the salute and salutation, which will be courteously returned by the officer. Cadet Airmen and NCOs will salute cadet officers. Lower ranking cadet officers will salute higher-ranking cadet officers. The junior cadet will initiate the salute and salutation, which will be courteously returned by the cadet officer. **NOTE:** Currently HHS does not have any outdoor "NO HAT/NO SALUTE" areas.

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

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

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

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

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

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

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

CHAPTER 5

MERIT/DEMERIT SYSTEM AND SERVICE POINTS

5.1. Merit/Demerit System. A Merit/Demerit System will be used to motivate cadets toward dedication to excellence and to provide information to the Group Commander on areas of dress and appearance and military deportment that may require emphasis, education, corrective action, and/or counseling. The system will also be used when evaluating cadets for promotion and when considering them for staff positions and other honors. The SASI/ASI will account for Merits/Demerits when calculating each cadet's leadership grade.

5.2. Recording Merits/Demerits:

5.2.1. At the Group Commander's discretion, each cadet will carry at least two copies of AETC Form 341, Excellence/Discrepancy Report while in uniform, with the headings completed. In lieu of an AETC Form 341, merits and demerits will be recorded on the AZ-862 Form 344 and routed as described below.

5.2.2. When a violation is committed, or a commendation is noted; an AETC Form 341 will be collected from the cadet. A cadet officer may collect an AETC Form 341 from both officers and enlisted personnel. A First Sergeant may collect an AETC Form 341 from enlisted personnel only. The person collecting the form will complete the remaining spaces on the form, sign it in the proper space and enter the number of merits/demerits. The Form 341 will then be placed in the receiving cadet's Operations Flt/CC's distribution box.

5.2.3. The Flt/CC will make effected cadets aware of the merits/demerits. The cadet will sign the Form 341/344 to acknowledge receipt. If the cadet disagrees with a discrepancy, they must provide the Flt/CC with a written statement of the reason for disagreement. Upon receipt of a written dispute, the Flt/CC will either waive the infraction or allow it to stand. Whether a merit/demerit is disputed or not and whether waived or not, Flt/CCs will annotate remarks to indicate disposition and forward each Form 341/344 to CG/CCF (enlisted) or OS/CC (officer) as applicable.

5.2.3.1. The Group Senior Enlisted Leader (CG/CCF) will compile all enlisted merits/demerits and report them to MSS/DPP weekly. The Operations Squadron Commander (OS/CC) will compile all officer merits/demerits and report them to MSS/DPP weekly.

5.2.4. At the end of each week, MSS/DPP will provide a merit/demerit report (complete rosters of each operations flight with all merits/demerits listed) to the CG/CC and courtesy copy the SASI & ASI.

5.2.5. As demerits are accrued by enlisted cadets over the course of a semester, the Group Commander shall take the following actions:

5.2.5.1. 20 Demerits: Cadet receives a warning.

5.2.5.2. 30 Demerits: Cadet is restricted from all non-required activities (must attend all required activities).

5.2.5.3. 50 Demerits: Cadet meets a Disciplinary Board. The Board will make a recommendation to the Group Commander as to the action to be taken against the cadet. These recommendations may range from a letter of reprimand to a recommendation to the SASI for dismissal from the Corps.

5.2.6. For cadet officers, demerits given for improper uniform wear, appearance of uniform, or grooming. Exceeding 15 total during a semester, will result in the officer's supervisor issuing a letter of reprimand which may lead to the cadet being removed from his/her leadership position. If a cadet officer demonstrates poor leadership or misconduct, the officer's supervisor will forego issuing demerits and will instead issue a letter of

reprimand. Cadet Officers are expected to set the standards and therefore, disciplinary actions are stricter than those for enlisted cadets.

5.2.7. Appeals on a decision or a Board recommendation may be made to the Deputy Group Commander. If a cadet exhausts all avenues through the chain of command and still feels resulting actions are improper or unjust, they may appeal to the ASI/SASI.

5.3. Merits: Will be awarded for outstanding efficiency, exceptional performance of duty, or noteworthy achievement. Types of behavior for which merits may be given are listed in Table 5.1. (not all-inclusive)

TABLE 5.1 Merits

ACTION	MERITS
Cadet of the Semester	25
Most Improved Cadet of the Year	20
Most Improved Cadet of Semester	15
Cadet of the Month (authorized to wear maroon & black cord)	15
Special Achievement	10
Sharp Looker Award (authorized to wear maroon cord)	5
Perfect Test Score	5
Merit Projects (merits per hour or prorated for part of an hour) SASI/ASI discretion	5
Perfect Quiz Score	2
Posted Grade of "A" on Progress Report or Report Card	2
Exceptional Military Bearing	2
Early Turn in of Homework and/or Assignments	2

5.4. Demerits: Table 5.2. identifies some of the most common infractions warranting demerits. (not all-inclusive)

TABLE 5.2. Demerits

ACTION	DEMERITS
Dress and Personal Appearance	
Dirty, Soiled Uniform	1
Hair not in standards	1
Wrinkled Uniform	1
Shoes not Shined	1
Need Shave; sideburns, mustache out of regulation	1
No Headgear	1
Jewelry; not within standards, excessive, not authorized	1
No Tie (when required)	1
No Belt	1
Improper T-shirt	1
Holes in shirt, coat or jacket ("bullet holes")	1
Rank Insignia: not correct, not correctly positioned, missing	1
No Nametag	1
Item Unbuttoned	1
Lint on Uniform	1
Ribbons not in Correct Order	1
Gig Line Not Straight	1
Belt Buckle Scratched	1
Loose Strings on Uniform	1
Leadership	
Conduct Unbecoming a Cadet	20
Abuse of Authority (Officer/NCO)	10

TABLE 5.2. Demerits (continued)	
ACTION	**DEMERITS**
Failure to Perform Duties	10
Failure to Wear Uniform/Alternate Uniform	10/40 points*
Subsequent Violation	20/80points*
Lack of Military Courtesy	5
Missing a Meeting or Formation	5
Talking without Permission	5
Failure to Turn-in Homework (once per assignment)	5
Failure to Salute	3
Misconduct	
Serious Misconduct (cheating, fighting, stealing)	50
Deliberate or Careless Misuse of Government or School Property	15
Disrespect to Cadet Officers/NCOs or Other Cadets	10
Public Display of Affection (In Uniform)	10
Subsequent Violations	20
Food or Drink (except water) Consumed in the ROTC Classroom or Cadet Offices	5
Subsequent Violations	10
Disruptive Classroom Behavior	5
Profanity	10
Sleeping in Class	3
Chewing Gum in Class/Formation	2
Failure to Bring Required Equipment or Assignment to Class	5

Note: Failure to wear uniform for any reason may lead to automatic dismissal from the Corps per the agreement signed by cadet and parents/guardians. Dismissal is at the discretion of the SASI.
Note: Demerit values are doubled for back to back violations . . . e.g. haircut first violation 1 demerit, 2 for the second, 4 for the third and so on.
* The points assessed are for the cadet's uniform grade for the week

5.5. Service Points: May be awarded for activities performed in support of corps functions, such as community service activities, school functions where cadet participation is requested, or any other event deemed appropriate by the CG/CC or SASI/ASI. Cadets achieving specific service point totals will be eligible for the Service Ribbon.

5.5.1. The CG/CC will determine if an activity warrants the award of service points. Project officers/event coordinators/team leads will normally obtain CG/CC approval to award service points during the planning phase of their event/activity.

5.5.2. Service points are awarded at a rate of 1 point per hour of non-strenuous activity and 2 points per hour for strenuous activity. The cadet's attitude and diligence in performing assigned tasks, as determined by the project officer/event coordinator/team lead, will affect the total number of service points awarded.

5.5.3. Service Point Sheets: Not more than one school day after the event, the official in charge will submit a list of cadets/service points earned (using the appropriate form) to the MSS/CC for approval. The MSS/CC will forward approved totals to MSS/DPP for inclusion in cadet personnel files.

5.5.4. Service points will be cumulative and a running total for each cadet will be maintained by MSS/DPP in each cadet's personnel file. Fifteen (15) service points must be earned for award of the Service Ribbon. Subsequent awards will be oak leaf clusters. In lieu of five oak leaf clusters, one silver oak leaf cluster is worn. Award of the Service Ribbon/oak leaf clusters will be made at the earliest time after each fifteen (15) points is earned. MS/DPP will initiate special orders announcing the award at least once per semester, but more often when possible.

CHAPTER 6

CADET PROMOTION SYSTEM

6.1. Whole-Person Concept

6.1.1. Cadets are not evaluated on one singular event, but on the way they handle themselves on all occasions. Promotion cycles occur at the end of each quarter for cadets in the ranks of AB through A1C. For SrA and above the promotion cycle is once each semester. The Cadet Promotion System administered during these promotion cycles consists of **three measured areas**, all of which are within your control:

Promotion Board - may award up to 100 points

Weighted Factors - score up to 100 points

Test score - of a possible 100 points

Maximum possible score is 300 points

This system is designed for you to be able to see exactly where you stand when it comes to being selected or not selected for promotion . . .**YOU PROMOTE YOURSELF.**

6.1.2. Cadets in the rank of Senior Airman through Lieutenant Colonel are promoted under this system.

6.1.3. Cadets in the rank of Airman Basic through Airman First Class are promoted based on academic grades, and performance in the corps.

6.1.4. Cadets wearing the Alternate Uniform (PCA) are not eligible for promotion.

6.1.5. Cadets with failing grades in any of their high school classes for two or more consecutive grading periods prior to a promotion cycle **WILL NOT** be considered for promotion.

6.1.6. Cadets with a failing grade in any of their high school classes just prior to the promotion cycle will be considered for **SUSPENDED PROMOTION**; passing grades are required for the next grading period to receive the suspended promotion.

6.2. The Promotion Board will consider the Cadet Performance Report and participation/involvement as listed on the promotion evaluation form. SASI/ASI will usually attend each Board as advisors. Table 6.1 describes the members of various promotion boards. The CG/CC will ensure the minimum number of members required (of those listed in Table 6.1.) comprise the board. The senior cadet present will serve as the Board President. The Board President will designate a Board Secretary.

Table 6.1. Promotion Board Members

If the cadet being considered for promotion is:	The board will consist of:
An Officer (other than CG/CC & CG/CD)	Group, Deputy, and Squadron Commanders
The Group Senior Enlisted Leader	Group, Deputy, and Squadron Commanders
Enlisted	Group, Deputy, Squadron Commanders and Group Senior Enlisted Leader

6.2.1. The Promotion Board will use the Promotion Board Evaluation Sheet (PBES) located at Figure 6.1. to determine board point totals for each boarded cadet. Totals will be determined by the following process:

6.2.1.1. Each board member will complete a PBES on each cadet meeting the board, basing their scores on interaction with the cadet in the AFJROTC environment and information gleaned from the latest Cadet Analysis Form and service point records.

6.2.1.2. After each board member has individually scored all boarded cadets, the Personnel Officer will collect all PBESs, tally the overall score on each PBES, and determine each cadet's board score as follows:

- Throw out the highest and the lowest of the overall scores submitted by the board members. If high/low score is duplicated, throw out only one.
- Average the overall scores from the remaining PBESs (after throwing out the high/low). Record the resulting average for each boarded cadet as their overall Board Score.

Figure 6.1. Promotion Board Evaluation Sheet

CADET NAME:_____

IS THE CADET A C/SrA OR ABOVE: YES NO (If NO do not submit this cadet to the promotion board)

LEADERSHIP POTENTIAL:
Consider ratee's leadership ability 5 10 15 20 25

CO-CURRICULAR ACTIVITIES & LDRs:
Consider ratee's participation in AFJROTC teams, events, committees, and other activities 5 10 15 20 25

Note: A rating of 10 is the highest a cadet can earn if no Color Guard events have been logged this cycle

HUMAN RELATIONS:
Consider how well the ratee gets along with peers, officers, and teachers 5 10 15 20 25

BEARING AND BEHAVIOR:
Consider ratee's bearing and behavior in and out of the uniform 5 10 15 20 25

OVERALL SCORE: Maximum of 100 points

6.3. Promotion Test questions are based on knowledge of the AFJROTC program and the cadet handbook. Discussing the promotion test with untested cadets and/or revealing answers to test are the same as cheating on an academic test and will be dealt with severely.

6.4. Weighted Factors for Promotion are points earned in specific categories based on the cadet's participation and effort. Table 6.2. details the Weighted Factor points available.

Table 6.2. Weighted Factors

Category	Criteria	Maximum Points
Academics	Grade Point Average X 10	40
Uniform Wear and Appearance	SASI/ASI evaluation	5
Decorations:		
National Awards	5 points per award	20
AFJROTC Ribbons	1 point per ribbon (include clusters)	10
Time In Grade	3 points per semester including current semester	9
Time in Corps	2 points per semester including current semester	16
Total		100 points

6.5. Cadet Analysis Form (reference Figure 6.2.)

6.5.1. Cadets eligible for promotion to SSgt and above will be evaluated by the first commander in their chain of command (Flight Commander, Squadron Commander, Group Commander as applicable) on a Cadet Analysis Form (CAF). Cadets holding staff positions will be rated by their staff commander (e.g. the Supply Element Leader will be rated by the Logistics Flight Commander). Cadets not assigned to a staff position will be rated by their Operations Flight Commander.

6.5.2. The cadet receiving the CAF is the ratee. The individual writing the report is the rater. When the rater completes the report, it is presented to the rater's supervisor, known as the reviewer, for ratings/comments. When the reviewer is finished with the report, they return it to the rater who then discusses the ratings with the rate and obtains his/her signature. Even if the ratee disagrees with the ratings, they will acknowledge receipt by signing the performance report.

6.5.2.1. Any ratee who disagrees with any part of an evaluation may provide a written statement, detailing his/her disagreement and desired outcome, to the rater's supervisor. This official will review the performance report and ratee's statement, and either direct a re-evaluation or deny the ratee's appeal. If the ratee is still dissatisfied, they will follow the chain of command to the CG/CD for resolution. The Cadet Group Commander is the final approval/disapproval official.

6.5.3. CAFs will be completed by raters/reviewers and presented to ratees, **in private**, for acknowledgement no later than 5 school days before the end of the 1st and 3rd quarters. Raters should avoid writing reports at the last minute. This usually results in a poor product and subsequently, poor feedback for the ratee.

6.5.4. MSS/DPP is responsible for timely distribution, collection and maintenance of performance reports in each cadet's personnel folder. In all cases, performance reports will be filed in the cadets' personnel folders prior to the next promotion board.

6.5.5. Personnel records are confidential. Only authorized cadets shall have access to these records.

6.5.6. Raters will not inflate performance reports, giving ratings higher than a cadet deserves. If inflation is discovered, the CG/CD will make a recommendation to the Cadet Group Commander for necessary action.

6.6. Stripes for Exceptional Performers (STEP)

6.6.1. Any cadet, at the SASI's discretion, can be promoted through the Stripes for Exceptional Performers Program. Promotions though this program are based solely on the SASI's observance of exceptional performance by a cadet. STEP promotions are typically awarded to cadets who consistently display the Air Force core values, diligence, and hard work focused on supporting or improving the unit.

6.6.2. STEP promotions are not asked for by a cadet seeking to be promoted. However, a cadet officer or the Group Senior Enlisted Leader (CCM) may recommend a particular cadet through the Cadet Group Commander to the SASI for a STEP promotion which, if granted, is typically awarded during the traditional promotion cycle.

Figure 6.2 Cadet Analysis Form

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CADET ANALYSIS FORM

CADET:

NAME: _____ FLIGHT OR POSITION: _____ RANK: _____

RATER:

NAME: _____ FLIGHT OR POSITION: _____ RANK: _____

DATE OF RATING: _____ REASON: _____

ANALYSIS:

1. Leadership Potential:
Consider current flight or corps positions, past acts of leadership, and cadet relations. Do they show leadership capabilities outside of their corps responsibilities?

Does not display	Cadet occasionally	Cadet can perform	Cadet seeks out	Cadet assists peers
☐ proficient leadership skills at all.	☐ displays proficient leadership skills	☐ leadership skills when needed	☐ chances to display leadership skills	☐ to show exceptional leadership skills

1.1 Strengths:
In what ways does the cadet positively show leadership capabilities? What influence does their leadership have on other cadets?

1.2 Challenges:
What leadership challenges has the cadet faced? Did they overcome these challenges? Consider motivation, past mistakes, and problem solving.

1.3 Goals:
Describe specific steps that the cadet can take to eliminate challenges or improve their proficiency in this category.

2. Cadet Character:
Consider how this cadet interacts with their peers and superiors. Do they consistently have positive morale traits such as assisting other cadets in or outside the classroom or do they struggle with concepts such as complying with AFJROTC classroom structure.

Cadet negatively	Cadet does not	Cadet consistently	Cadet continuously	Cadet's character
☐ impacts behavior and values of other cadets	☐ consistently obey AFJROTC expectations	☐ behaves as expected in and out of AFJROTC	☐ displays high morale in their community	☐ improves that of their peers

2.1 Strengths
In what ways does this cadet's character stand out among their peers? Consider selflessness through service to their community or positive interactions between themselves and their peers.

2.2 Challenges:
What issues has this cadet faced regarding their character? How could they better exemplify the AFJROTC mission to others?

2.3 Goals:
Describe specific steps that the cadet can take to eliminate challenges or improve their proficiency in this category.

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3. Community Involvement:
Consider both LDOs and non-JROTC related extracurricular activities. What role is this cadet playing in their school/community?

Cadet does not do	Cadet participates	Cadet participates in	Cadet is active in	Cadet is greatly
☐ the events required in AFJROTC	☐ in exclusively required AFJROTC events	☐ beyond what is required in AFJROTC	☐ both AFJROTC and non-AFJROTC activities	☐ involved in activities in their community

3.1 Strengths:
Consider how this cadet displays their commitment to the community. Do they encourage others? Do they accumulate service hours?

3.2 Challenges:
Consider how this cadet does not fully embody the AFJROTC mission. Do they only perform the minimum? Are they active in the school as well as the AFJROTC classroom?

3.3 Goals:
Describe specific steps that the cadet can take to eliminate challenges or improve their proficiency in this category.

4. Additional Remarks:
What other accomplishments, characteristics, or failures do you find define this cadet? If possible, what other information can you provide about these remarks, such as specific goals or underlying circumstances? Remember, this is your chance to bring attention to parts of a cadet's character and skills unseen in bored scores or other evaluations. Be specific and objective in your descriptions.

5. Rater Comments (Optional, REVIEWER ONLY):

RATER SIGNATURE	REVIEWER SIGNATURE	CADET SIGNATURE (Signature does not reflect agreement or disagreement.)

CHAPTER 7

CLASSROOM PROCEDURES

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

7.2. Starting Class

7.2.1. Just prior to the tardy bell, the Flight Commander and Flight Sergeant will position themselves at the front of the class and all flight members will be in their assigned seats. When the tardy bell rings, the Flight Commander will give the command "Flight, Attention". At that time, the entire class will come to attention next to their seats, facing the front of the room. The Flight Commander then gives the command "Present Arms" (Or "Face the Flag" when cadets are in uniform), upon which all cadets will face the American Flag. Those in uniform will remain standing at attention; those in civilian clothes will place their right hand over their heart. The Flight Commander and Flight Sergeant will face the flag, assume the proper position and in a loud, clear, and distinct voice, lead the reciting of the Pledge of Allegiance. When the pledge has been completed, the Flight Commander and Flight Sergeant face the class and the commander states "Order Arms" (or "Face Forward" when cadets are in uniform). Cadets will remain at attention.

7.2.2. The Flight Commander will command, "Element Leaders, Report." In succession, the element leaders will report the attendance for their elements by saluting and replying, "Sir/Ma'am, Element (Number), all present", or "...all present with the exception(s) of cadet(s) (Name(s)." The Flight Commander will return each salute. As the reports are given, the Flight Sergeant will note all absent cadets and provide the list to the Flight Commander, who will then command "Seats", which means sit at attention. The Flight Sergeant will approach the bulletin board and make any announcements. When the announcements are completed, the Flight Commander will report the attendance to the instructor. After receiving instructions from the instructor, the Flight Commander will command "At Ease". The Flight Commander and Flight Sergeant will then proceed to their assigned seats.

7.2.3. Materials for Absentees: Each day, the Flight Commander will place in his/her assigned folder, materials to be distributed to absent cadets (names annotated on materials as required). On the day of a cadet's return, the Flight Commander will make proper distribution.

7.3. Classroom Rules

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

7.3.2. **DO NOT:**
- Chew gum or bring any food item or beverages (except water) into the classroom.
- Display or use radios, media players, TVs or other such devices in the classroom.
- Disrupt class (talk, make noise, etc.).
- Write on the board or use any of the classroom computers without instructor approval.
- Sit on tables, desks, or the backs of chairs.
- Use profanity or make improper gestures.

- Leave your assigned seat without permission.
- Respond to instructors with "yeah", "uh huh or "nope."
- Write on or deface school or government property.
- Disturb pictures or bulletin board items.
- Throw things about the classroom or participate in horseplay.

7.3.3. **DO:**
- Show proper courtesy to instructors by addressing them as "Sir/Ma'am" (e.g. "Yes, Sir/Ma'am")
- Show proper courtesy and respect to other cadets, especially those who out-rank you.
- Raise your hand if you wish to talk.
- Bring all required materials to class.
- Have a charging cable for your laptop.

7.3.4. To request permission to use the restroom during class, silently raise one finger. Once recognized by the instructor and **permission is granted, sign out** and quietly exit via the rear classroom door. Only one student at a time may be in the restroom. Upon return, knock on the classroom door to be allowed access.

7.3.5. To request permission to get water during class, silently raise three fingers. Once recognized by the instructor and permission is granted, sign out and quietly exit via the rear classroom door. Upon return, knock on the classroom door to be allowed access.

7.4. Tardies. Cadets arriving late to class will formally report-in at the instructor office: "Sir, Cadet *Last Name* reports. I am late for class." The instructor will ask for an explanation and will determine follow-on actions. Once instructed to join the class, the tardy cadet will quietly get settled at their seat and enter into class activity.

7.5. Class Termination. Prior to or at the termination bell, the instructor will end the lesson and release the flight to the Flight Commander. When the termination bell rings, the Flight Commander will dismiss class by calling the flight to attention (cadets will stand at attention, facing the front, next to their desks) then command "Dismissed". The flight will either respond in unison "Thank You Sir/Ma'am **or** recite the flight's chant.

7.6. Entry Procedures for Instructor Office and Logistics/Supply Area (Informal Reporting). Common courtesy will prevail at all times. If it appears the instructors are busy, either with another person or on the phone, wait in The Hangar. Do not loiter in the hall outside the office as this blocks the hallway and makes you improperly privy to conversations within. When the instructor's activity is terminated, knock once smartly to signal your desire to be acknowledged and immediately state "Sir/Ma'am, Cadet *Last Name* reports as ordered." When acknowledged and/or asked to enter, do so and transact your business. The same procedure applies for entering the supply room. **Normally, cadets will not be in the office without the SASI/ASI or in the supply room unless supervised by the SASI/ASI or Logistics Flt personnel.**

7.7. Telephone Procedures. The classroom and office telephones are for OFFICIAL BUSINESS ONLY. If you need to make a personal call, you must ask the SASI/ASI for approval to use the phone. No cadet can give approval for use of the phones. If the phone rings in the classroom and an instructor is not available to answer, a Cadet should answer the phone. The proper procedure is:

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

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

CHAPTER 8

STUDENT AFFAIRS

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

8.1.1. Attendance is required for the Deputy Cadet Group Commander, all squadron, flight, Color Guard and Drill Team commanders, first sergeants, MSS/DPM, and cadets in charge of ongoing projects or committee chairpersons. The Cadet Group Commander, at his/her discretion, may instruct additional officers to attend. Required members unable to attend will notify their supervisor and send a knowledgeable representative in their place. Frequent absence without prior notification on the part of any required attendee will result in disciplinary action, up to and including removal from position.

8.1.2. Meeting Procedures: The Group Senior Enlisted Leader will call the group to attention for the Cadet Group Commander, who will chair the meeting. The agenda will include but is not limited to:

8.1.2.1. MSS/DPM will read minutes from the previous meeting and make corrections as necessary, then record pertinent information for the remainder of the meeting for use in preparing minutes. NOTE: Group Staff Meeting minutes will be maintained in MSS/DPM files for a period of not less than two school years.

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

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

8.1.2.4. New Business: Will include any subject not previously presented.

8.2. Commander's Call is a meeting of the entire Cadet Group, called by the Cadet Group Commander to discuss corps business, recognize outstanding performers, present awards, and pass other pertinent information. These meetings are scheduled in advance and typically occur during a conference period (conference passes will be issued at the beginning of the school year).

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

8.2.2. The Group Senior Enlisted Leader will call the Group to attention to begin the Commander's Call. The Cadet Group Commander will then lead the meeting according to his/her agenda.

8.2.3. MSS/DPM will record meeting minutes. NOTE: Commander's Call minutes will be maintained in MSS/DPM files for a period of not less than two school years.

8.2.4. After all actions are complete, the Cadet Group Commander will motion to the Group Senior Enlisted Leader who will stand and announce, "Group, attention." When all are at attention, the commander will depart and/or instruct the Group Senior Enlisted Leader to dismiss the Group.

8.3. Cadet Boards are convened for various reasons: Cadet of the Month/Semester, disciplinary actions, promotions, etc. Squadron commanders or the Group Senior Enlisted Leader will make recommendations to the Cadet Group Deputy Commander and Commander as to the need for and composition of boards. The Cadet Group Commander will advise the SASI/ASI before approving any board. The purpose of boards is to consider facts and make recommendations. The recommendations of boards are always subject to approval by the Cadet Group Commander and SASI/ASI.

8.3.1. Reporting to Board: Cadets reporting to a board will follow formal reporting/dismissal procedures as described in paragraph 4.1.2. of this handbook.

8.3.2. Answer any questions asked in a clear, distinct voice. Look directly at the member who asked the question. Continue to look at the questioner for a moment in case a follow-up question is asked. After responding to others' questions, always return your attention to the Board President or senior member.

8.4. Cadet of the Month/Semester and Year (Outstanding Cadet)

8.4.1. PURPOSE: To select an enlisted Cadet of the Month, enlisted and officer Cadets of the Semester, and enlisted and officer Cadets of the Year. This program recognizes those cadets who go above and beyond in their participation in corps activities, who set the example of professionalism and leadership, and who consistently demonstrate Air Force core values.

8.4.2. BOARD MAKEUP. Members for the various selection boards will be as follows:
- Enlisted Cadet of the Month: Group & Squadron First Sergeants, one additional SNCO
- Enlisted Cadet of the Semester: CG/CC or CD and all listed above, SASI and/or ASI
- Cadet Officer of the Semester: CG/CC, CG/CD, all SQ/CCs, SASI and/or ASI

8.4.3. ENLISTED CADET NOMINATIONS: May be made by element leaders, flight sergeants, flight commanders, cadet officers and the Group/Squadron First Sergeants by providing a name and brief justification, as necessary, to the nominee's Operations Flight Commanders no later than 5 school-days prior to the end of each month. Each Operations Flight Commander will select their nominee and provide the cadet's name to the Operations Squadron First Sergeant no later than the same 5 school-day deadline. **Negative replies are required**.

8.4.4. CADET OFFICER NOMINATIONS: Will be made by the Squadron Commanders. Names of nominees will be given to the Cadet Group Commander one week prior to Cadet Officer of the Semester Board (see below). **Negative replies are required.**

8.4.5. The Enlisted Cadet Board will meet the last Tuesday of each month. The Enlisted and Cadet Officer of the Semester Boards will meet on a Wednesday at least one week before the semester's last corps social event (usually Dining Out and Awards Night). Nominated cadets will be notified of the date, time, location, and uniform for each to meet the Cadet Board. At their scheduled time, nominees will be in the prescribed uniform and will formally report-in to the Board President, after which they will be asked general knowledge and current events questions by the Board members.

8.4.6. Boards will be conducted in a formal military manner. All members will be in uniform. The senior cadet present will serve as the Board president. They will be positioned in the center of other Board members. Questions from board members may include but are not limited to: Chain-of-command, current events, general AFJROTC knowledge. Board members will rate nominees on poise/professionalism, accuracy of answers, conduct, and the nominees' reporting procedure. Other considerations for scoring purposes will include attitude, citizenship, dress and appearance, academic and leadership grades during the period, co-curricular activities, LDR participation and any other subjects agreed to by Board members. Scores will be on a scale of 1 to 10 with 10 being the highest.

8.4.7. The Cadet of the Month will be announced at the first Commander's Call following each board, will be presented a maroon and black cord to be worn for a month, and become eligible to compete for Cadet of the Semester.

8.4.8. Cadets of the Year will be selected by the Cadet Group Commander, Group Senior Enlisted Leader, and the SASI/ASI. Cadet Officer/Enlisted Cadets of the Semester and Year will be announced at each semester's last corps social event (usually Dining Out and Awards Night).

8.4.9. Appropriate publicity will be made for each recipient, i.e., school announcements, AZ-862 newsletter, school paper, local newspapers, and the HQ AFJROTC newsletter.

8.5. Cadet and Cadet/Instructor Interactions in the Work/Learning Environment

8.5.1. All cadets are expected to assume team-member and/or leadership roles in one or more corps functional areas, activities, events, or teams. As such, cadets will frequently work with each other and the instructors on their corps/team duties and participate in activities in the cadet area (G-103/104) and other on-campus and off-campus areas.

8.5.2. While working with other cadets or instructors, cadets need to be aware of their surroundings and composition of their work teams. AT NO TIME will a single cadet be alone, with the door closed, with another single cadet or instructor, in a classroom, office, work area, or any isolated area away from others. As cadets and other instructors leave the area, they must be aware of the number of people remaining. Instructors will ask all cadets to leave an area or will ask a second/third cadet to remain when it becomes evident that two people will be left alone in that area (cadet/instructor or cadet/cadet). Cadets are also expected to enforce this policy amongst themselves when an instructor is not present in a particular area.

8.5.2.1. Examples of appropriate situations:

8.5.2.1.1. Two cadets working in the staff office with the door open and other cadets or instructors in the immediate area (classroom, Hangar, logistics, instructor office). Similar situations at off-campus facilities are also possible.

8.5.2.1.2. An instructor and a cadet having a discussion in the instructor office, with the door open while other cadets are in the AFJROTC area (classroom, Hangar, logistics, instructor office). Similar situations at off-campus facilities are also possible.

8.5.2.1.3. An instructor and two or more cadets traveling to an event in an HHS activity bus.

8.5.2.2. Examples of inappropriate situations (in which instructors and/or cadets would take actions to correct):

8.5.2.2.1. Two cadets or an instructor and a cadet working in a room with the door closed; or with the door open but no other cadets or instructors in the immediate area. Similar situations at off-campus facilities are also possible.

8.5.2.2.2. A single cadet and a single instructor traveling to an event in an activity bus.

8.5.2.2.3. Any cadet(s) riding in an instructor's personal vehicle.

8.6. Professional Conduct and Behavior

8.6.1 Community members draw conclusions about the AFJROTC program based on the image cadets present. A disciplined and well-behaved cadet resonates well with the community whereas an undisciplined and unruly cadet erodes your image. Every cadet has a responsibility to maintain a proper, positive military image through respectful behavior and attention to detail.

8.6.2. When in uniform, cadets must not engage in public displays of affection, including but not limited to, holding hands (except when holding a young child's hand), walking arm-in-arm, embracing, caressing, and kissing. Public displays of affection are inappropriate as they violate a long-standing custom of the service and may be service-discrediting since indiscriminate displays of affection detract from the professional image the Air Force intends to project to the public. Brief displays of affection, such as a modest embrace, may be permitted in situations where physical contact is commonly accepted etiquette such as graduations.

8.6.3. While in uniform, cadets will avoid situations where their actions may detract from the professional image of the Air Force, such as:

8.6.3.1. Performing any type of PT or manual labor or sitting on the floor in the service uniform.

8.6.3.2. Chasing someone or engaging in horseplay.

8.6.3.3. Encouraging and/or allowing or observing others engage in inappropriate behavior.

8.6.3.4. Participating in protests or political rallies/gatherings.

8.6.3.5. Yelling, coarse talk, crude humor, or the use of profanity.

CHAPTER 9

CONTROL OF DRILL WEAPONS/SABERS

9.1. Storage:

9.1.1. Drill weapons and sabers are under the control of the designated Military Property Custodian (MPC) and will be stored in the designated secure weapons storage cabinet in the AFJROTC supply room.

9.1.2. The lock on the storage cabinet will be controlled by the MPC and the alternate MPC. The weapons cabinet, storage room door and supply room door will be closed and locked when these areas are unattended.

9.2. Issue:

9.2.1. Drill weapons and sabers will not be issued to a particular cadet for routine/day to day use. To assign a specific weapon number to a cadet for use during drill competitions does not constitute issuing a particular cadet a weapon. They will be removed from the storage cabinet only for Color Guard/Drill Team practice or scheduled events and will be under the direct control of the MPC, or Drill Team/Color Guard commander at all times.

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

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

9.2.4. Cadets practicing for a saber event will practice indoors in close proximity to the ROTC classroom and be under the supervision of the commander for that event.

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

9.4. Control. An MPC will conduct a security check of all drill weapons and sabers before the end of each school day and on the first workday following vacations and extended school breaks.

CHAPTER 10

SPECIAL TEAMS

10.1. Color Guard

10.1.1. All cadets assigned to AZ-862 are required to perform Color Guard duties, which typically involve cadets present the Colors at various school and community functions. During drill and ceremonies lessons, the SASI/ASI will oversee initial Color Guard training. Additional training on member/commander procedures will be provided at the flight level and during sessions organized by the Color Guard Commander. Training will include proper handling of equipment and weapons and procedures for Color Guards from the Manual of Arms.

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

10.1.3. Drill team Color Guard training and competitions are separate from Color Guard duties. Only Drill Team members may compete as a Color Guard during drill meets.

Table 10.1. Color Guard Awards

Performances (cumulative)	Command (cumulative)	Award
10 performances	0	Ribbon
15 Performances	2 (total)	Cord (royal blue)
25 performances	7 (total)	Letter
35 performances	10 (total)	Badge
Each subsequent 10 performances	13 (total)	Chevron

Note: Command will also be counted as a performance

10.1.5. Cadets will wear the royal blue Color Guard cord on the **service dress coat;**, the cord will be grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord; on the **service shirt**, the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord.

10.2. Drill Teams

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

10.2.2. The Drill Team Commander is responsible for:

10.2.2.1. Keeping team members informed of schedules, inspecting team members' uniforms, suggesting or requesting uniform items, commanding the team at practices, competitions, and other performances, and taking roll at practices and at assembly times. Absentees will be reported to the SASI/ASI. Immediate accounting of all members at assembly times is required.

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

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

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

10.2.3. The Armed, Unarmed and Color Guard Team Commanders report directly to the Drill Team Commander during practices, events, meets and drill team field trips. During performances, commanders may be subordinate to the individual in charge of a routine during the execution of that routine.

TABLE 10.2. Drill Team Awards

If the performance(s) is/are during the . . .	Then the award is . . .	If the team placed in a competition…	Then the award is . . .
1st Year (note)	Drill Team Ribbon	Yes	Appropriate Placement or Competition Ribbon
2nd Year (note)	Cord (dark blue)	Yes	Appropriate Placement or Competition Ribbon
3rd Year (note)	Letter	Yes	Appropriate Placement or Competition Ribbon
4th Year (note)	Chevron	Yes	Appropriate Placement or Competition Ribbon

Note: Must perform on a team in 75% of events during the academic year. An unexcused event renders cadet ineligible.

10.2.3.1. Cadets will wear the dark blue Drill Team cord on the **service dress coat;** the cord will be grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord; on the **service shirt**, the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord. If a cadet is authorized to wear both the Drill Team and Color Guard cords, wear the two-color cord with dark blue and royal blue braid.

10.3. Saber Teams

10.3.1. Saber Teams are formed for a variety of occasions, chief of which are the annual Dining-Out, Graduation and the Military Ball. Other Saber Team events include weddings, prom, open houses, CTE days, etc. Any cadet having knowledge of Saber Team performance may command or form Saber Teams for functions.

TABLE 10.3. Saber Team Awards

Performances (cumulative)	Command (cumulative)	Award
4 performances	0	Ribbon
8 performances	1 (total)	Cord (black)
12 performances	3 (total)	Letter
16 performances	5 (total)	Badge
21 performances	7 (total)	Chevron

Note: Command will also be counted as a performance

10.3.3. Cadets will wear the black Saber Team cord on the **service dress coat;** the cord will be grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord; on the **service shirt**, the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord.

10.4. Cyber Patriot Team

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

TABLE 10.4. Cyber Patriot Team Awards

Competitions (cumulative)	Award
3 competitions	Ribbon
6 competitions	Cord (infantry blue)
9 competitions	Letter
12 competitions	Badge
16 competitions	Chevron

10.4.3. Cadets will wear the infantry blue Cyber Patriot Team cord on the **service dress coat;** the cord will be grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord; on the **service shirt**, the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord.

10.5. Orienteering Team

10.5.1. The Orienteering Team is open to any cadet in good standing. The Orienteering team Captain will be selected by the SASI/ASI. Competitions are open to only team members who meet passing grade standards. Competition teams will be formed at the discretion of the Team Captain based on participation and proficiency. In consultation with the SASI/ASI, the captain will set a practice schedule. The commander is responsible for ensuring all practice and competition dates/times are listed on the Corps Calendar.

Table 10.5. Orienteering Team Awards

Competitions (cumulative)	Award
4 competitions	Orienteering Ribbon
10 competitions	Letter
14 competitions	Badge
18 competitions	Chevron
Placing "In the Medals" (typically 1st, 2nd, or 3rd in a category) at any Orienteering Meet	Cord (kelly green)

10.5.3. Cadets will wear the kelly green Orienteering Team cord on the **service dress coat**; the cord will be grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord; on the **service shirt**, the cord will be under the epaulet, grounded to the left shoulder seam and pinned to the shoulder with the pin hidden beneath the cord.

CHAPTER 11

KITTY HAWK AIR SOCIETY

11.1. GENERAL. The Kitty Hawk Air Society (KHAS) is a national AFJROTC academic honor society that recognizes academic and military achievement by cadets, provides additional leadership/educational opportunities, and encourages excellence.

11.1.1. Members of KHAS, once inducted, and while in good standing, are authorized to wear the KHAS badge on the uniform. KHAS members are also authorized to wear the white beret, except when their standards of conduct fall below acceptable levels as stated in paragraph 11.2.4.2 .

11.2. REQUIREMENTS.

11.2.1. To qualify for the KHAS one must attain academic excellence in AFJROTC and in overall academic studies, exhibit good character traits, and be willing to accept responsibility. Specific requirements are as follows:

11.2.1.1. Achieve a "B" average in AFJROTC, with no failing grade in any class during the preceding grading period and no unexcused missed uniform wears.

11.2.1.2. Achieve an overall average of "C" for all non AFJROTC classes

11.2.1.3. Have no out of school suspension for the current academic quarter.

11.2.1.4. Achieve a score of 90% or better on the KHAS induction test

11.2.1.5. Each semester, each KHAS member must complete 2 tutorial hours with any cadet in need of this service.

11.2.2. Qualified cadets are invited to participate in a "pledge" program to demonstrate their commitment to excellence. Cadets who are selected for the KHAS and successfully complete the pledge program will be inducted at an appropriate ceremony, where they will receive the membership badge and beret.

11.2.3. The KHAS may be called upon to participate in various extracurricular activities. Cadets are expected to attend meetings, actively participate in the tutoring program, and contribute positively to the KHAS, their unit, school, and community.

11.2.4. To remain in KHAS, cadets must meet the requirements in paragraph 11.2.1. – 4. and have no more than one unexcused missed meeting during the quarter.

11.2.4.1. Members who fail to maintain standards during an academic quarter will be placed on probation with no privileges lost.

11.2.4.2. Members who fail to maintain standards for a second consecutive quarter will remain on probation for the remainder of the school year, lose their voting privilege, and not be permitted to wear the KHAS beret. When standards have again been met, the cadet will be reinstated to full membership in the KHAS.

11.2.4.3. Members who fail to meet standards by the end of the school year will be dropped from KHAS.

11.3. OPERATIONS.

11.3.1. The KHAS is overseen by the Cadet Group Deputy Commander, in accordance with this chapter's by-laws. All members must be approved by the SASI.

11.3.2. The KHAS will meet at least once per month. A copy of the minutes will be filed in the KHAS continuity folder and a copy will be submitted to the SASI within two school days after the meeting. Include the names of members attending in the minutes.

11.3.3. The KHAS will conduct tutoring sessions as needed with cadets requiring this service. Tutoring hours must be documented. Tutoring sessions are not conducted during the academic day but may take place before or after school.

11.3.4. KHAS projects will be fully documented by an after-actions report describing the project, which KHAS members attended/participated, and the results or outcome of the project. Photographs should also be included.

11.4.5. Any requests for funds for KHAS operations (induction ceremonies, community projects, etc) will be routed through appropriate cadet staff agencies. No cadet will purchase KHAS items with their own funds.

CHAPTER 12

PHYSICAL TRAINING/PT LEADER/HEALTH AND WELLNESS AWARD

12.1. Physical Training

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

12.1.2. Physical Training Policy:

12.1.2.1. All cadets assigned to AZ-862 are required to participate in PT.

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

12.1.2.3. Cadets must dress out for PT. All cadets will wear issued PT gear, consisting of: USAF PT trunks, USAF PT shirt, socks (white, black, grey, tan, dark blue or uniform socks are allowed), and appropriate athletic footwear (running, court or cross training shoes). During cool weather cadets should ***bring*** the issued USAF PT sweat shirt and pants. Cadets with a medical/parental excuse are expected dress out unless their condition prevents such.

12.1.2.4. While wearing USAF PT gear, cadets must follow all applicable uniform instructions to include but not limited to; wear of jewelry, proper shave and haircut, EXCEPTION female cadets may have their hair loose but pulled back (e.g. in a ponytail) while wearing the USAF PT gear.

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

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

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

12.1.2.8. Other duties that are inherent to the PTL: Prepare flight members for AFJROTC Fitness Assessment; prepare flight for activities they might be engaged in during extracurricular events such as "Field Days" and the Bataan Memorial March; have a working knowledge of the rules for sports the flight might engage in during PT sessions.

12.2. PTL Procedures

12.2.1. Forming the flight for PT. After the flight has been marched to the designated area, the PTL will form the flight in the following manner:

12.2.1.1. With the flight in line and the PTL centered on and six paces ahead of the flight say: **At double arms interval, dress right dress.** When the flight has stopped moving, command **Ready FRONT.** Then command **Left FACE** and say: **At double arms interval, dress right dress** (with the intent of the original front element remaining stationary)**.** When the flight has stopped moving, command **Ready FRONT.** Then command **Right FACE.** If desired, the flight can be given the command Half Left (Right) FACE to give the members more room to work.

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

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

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

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

12.2.1.2.5. When the exercise is completed (timed or repetitions), the flight will call out in unison: **Request permission to recover sir/ma'am**. PTL will command either **RECOVER or DENIED.** When ordered to recover, all cadets will quickly resume the position of attention and await the next exercise. When recovery is denied, the PTL will immediately give instructions to either hold a position (e.g. leg lifts) or move to a different position to begin a new exercise (without having to come to attention).

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

12.2.1.2.7. Example 2: **The next exercise will be the plank. This is a timed exercise; we will perform it for one minute. Position of Exercise, MOVE. Ready, BEGIN.** When 5 seconds remain: **Five, four, three, to one.** ***Request permission to recover ma'am! DENIED*****. The next exercise will be the Bicycle Kick. . . .**

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

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

12.2.1.2.10. **Table 12.1** provides a sample of exercises that can be performed during PT

12.3 The Health and Wellness Ribbon

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

12.3.1.1. All cadets with continuous satisfactory participation in the unit's wellness program will receive the Health and Wellness Ribbon. Continuous satisfactory participation includes: Improving fitness level based on the AFJROTC PT assessments and fully participating in PT sessions. (i.e., giving effort, not excuses)

12.3.1.2. Cadets who excel during fitness assessments may be eligible for award of Bronze/Silver/Gold Star devices to be worn on their Health and Wellness Ribbon. Criteria for award of appropriate device(s) will be in accordance with current HQ AFJROTC guidance. Achievement of the Bronze, Silver or Gold award(s) on subsequent assessments will be denoted by the addition of another star on the ribbon.

Table 12-1 Sample PT Exercises

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

Table 12-2, PT Assessment Scoring for 75th - 100th Percentile

PERCENTILE	MALE					FEMALE				PERCENTILE
	14	15	16	17		14	15	16	17	
100	55	60	62	65	CURL	45	46	50	51	100
95	50	52	56	59	UPS	40	41	43	45	95
90	45	50	51	54	# of reps	36	38	40	41	90
85	43	46	49	50	In 1 min	34	35	37	38	85
80	41	44	46	49		32	33	35	35	80
75	40	41	44	46		30	31	32	33	75
PERCENTILE	MALE					FEMALE				PERCENTILE
	14	15	16	17		14	15	16	17	
100	49	53	59	62	PUSH	33	35	37	40	100
95	41	46	50	55	UPS	29	30	30	32	95
90	36	41	45	50	# of reps	25	26	27	30	90
85	33	38	41	45	In 1 min	21	23	25	25	85
80	30	35	39	41		20	21	22	23	80
75	29	31	35	40		18	20	20	20	75
PERCENTILE	MALE					FEMALE				PERCENTILE
	14	15	16	17		14	15	16	17	
100	6:37	6:26	6:17	6:10	1 MILE	8:16	8:13	8:07	8:02	100
95	7:05	6:52	6:42	6:35	RUN	9:01	8:57	8:50	8:43	95
90	7:28	7:13	7:02	6:54	time	9:37	9:31	9:24	9:15	90
85	7:49	7:33	7:20	7:11	to	10:06	10:00	9:52	9:44	85
80	8:09	7:53	7:39	7:28	distance	10:33	10:27	10:17	10:07	80
75	8:30	8:12	7:57	7:45		10:59	10:53	10:42	10:31	75

Part II

DRILL GUIDE

UNITED STATES ARMED FORCES RANK AND INSIGNIA

UNITED STATES ARMY ENLISTED RANKS

Pay Grade	E-9			E-8		E-7	E-6	E-5	E-4		E-3	E-2	E-1
Insignia													No Insignia
Title	Sergeant Major of the Army	Command Sergeant major	Sergeant Major	First Sergeant	Master Sergeant	Sergeant First Class	Staff Sergeant	Sergeant	Corporal	Specialist	Private First Class	Private	Private

UNITED STATES MARINE CORPS ENLISTED RANKS

Pay Grade	E-9			E-8		E-7	E-6	E-5	E-4	E-3	E-2	E-1
Insignia												No Insignia
Title	Sergeant Major of the Marine Corps	Sergeant Major	Master Gunnery Sergeant	First Sergeant	Master Sergeant	Gunnery Sergeant	Staff Sergeant	Sergeant	Corporal	Lance Corporal	Private First Class	Private

UNITED STATES NAVY ENLISTED RANKS

Pay Grade	E-9			E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1
Insignia											No Insignia
Title	Master Chief Petty Officer of the Navy	Fleet/Command Master Chief Petty Officer	Master Chief Petty Officer	Senior Chief Petty Officer	Chief Petty Officer	Petty Officer 1st class	Petty Officer 2nd Class	Petty Officer 3rd Class	Seaman	Seaman Apprentice	Seaman Recruit

UNITED STATES AIR FORCE ENLISTED RANKS

Pay Grade	E-9				E-8		E-7		E-6	E-5	E-4	E-3	E-2	E-1
Insignia														No Insignia
Title	Chief Master Sergeant of the Air Force	Command Chief Master Sergeant	First Sergeant	Chief Master Sergeant	First Sergeant	Senior Master Sergeant	First Sergeant	Mater Sergeant	Technical Sergeant	Staff Sergeant	Senior Airman	Airman 1st Class	Airman	Airman Basic

UNITED STATES SPACE FORCE ENLISTED RANKS

Pay Grade	E-9		E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1
Insignia										
Title	Chief Master Sergeant of the Space Force	Chief Master Sergeant	Senior Master Sergeant	Master Sergeant	Technical Sergeant	Sergeant	Specialist 4	Specialist 3	Specialist 2	Specialist 1

UNITED STATES COAST GUARD ENLISTED RANKS

Pay Grade	E-9			E-8	E-7	E-6	E-5	E-4	E-3	E-2	E-1
Insignia											No insignia
Title	Master Chief Petty officer of the Navy	Fleet/Command Master Chief Petty Officer	Master chief Petty Officer	Senior Chief Petty Officer	Chief Petty Officer	Petty Officer 1st class	Petty Officer 2nd Class	Petty Officer 3rd Class	Seaman	Seaman Apprentice	Seaman Recruit

UNITED STATES ARMED FORCES WARRANT OFFICER RANKS

Service	Chief Warrant Officer 5 W-5	Chief Warrant Officer 4 W-4	Chief Warrant Officer 3 W-3	Chief Warrant Officer 2 W-2	Warrant Officer W-1
Army					
Marine Corps					
Navy					
Air Force					
Coast Guard					

UNITED STATES ARMED FORCES OFFICER RANKS ARMY, MARINE CORPS. AIR FORCE, SPACE FORCE

Pay Grade	O-10	O-9	O-8	O-7	O-6	O-5	O-4	O-3	O-2	O-1
Insignia										
Title	General	Lieutenant General	Major General	Brigadier General	Colonel	Lieutenant Colonel	Major	Captain	First Lieutenant	Second Lieutenant

UNITED STATES NAVY AND COAST GUARD OFFICER RANKS

	Admiral	Vice Admiral	Rear Admiral	Rear Admiral Lower Half	Captain	Commander	Lieutenant Commander	Lieutenant	Lieutenant Junior Grade	Ensign

DRILL DEFINITIONS

ALIGNMENT – Dress or cover
BASE - Element on which a movement is planned, regulated or aligned
CADENCE – Uniform step and rhythm in marching: steps marched per minute
CENTER – The middle point of a formation. Odd # front is center, even # front is right of center
COVER – Alignment of individuals one behind the other maintaining proper distance
DEPTH – Total space front to rear of a formation. An individual's depth is 12 inches
DISTANCE – Space front to rear between units. Distance between individuals is 40 inches measured from their chest to the back of the individual directly in front of them
DOUBLE TIME - Rate of marching 180 steps a minute (30 inch step)
DRESS - Alignment of individuals side by side maintaining proper interval
ELEMENT- The basic drill unit comprised of no less than 3 persons
FILE – A single line of persons placed one behind the other
FLANK – Extreme right or left (troops right/left) side of a formation in column or line
FLIGHT – At least two, but no more than four elements
FORMATION – An arrangement of units
FRONT – Space occupied by a unit measured from flank to flank
GUIDE – Individual designated to regulate the direction and rate of march
HEAD – The leading unit of a column
INTERVAL – Space between individuals placed side-by-side. Normal is arm's length close is 4 inches
IN COLUMN – Arrangement of units side-by-side with element leaders and guide at the head
IN LINE - Arrangement of units one behind other, element leaders and guide to extreme right flank
INVERTED COLUMN– Arrangement of units side-by-side with element leaders and guide to the rear
INVERTED LINE- Arrangement of units one behind other, with element leaders and guide to extreme left flank
MARK TIME – Marching in place at 100 - 120 steps per minute
PACE – A step of 24 inches. The length of a full step in quick time
POST – The correct place for an individual to stand while in formation
QUICK TIME - Rate of marching 100 - 120 steps a minute (12 or 24 inches)
RANK - A single line of persons placed side-by-side
STEP - Distance measured from heel to heel of a marching individual
UNIT – Any portion of a given formation
FORMATIONS:

Less than 3 individuals make a detail
3 or more individuals make an element
2 elements make a flight
2 flights make a squadron
2 squadrons make a group
2 groups make a wing

POSITIONS OF REST-

Parade Rest
At Ease
Rest
Fall Out

TYPES OF COMMANDS:

Drill Commands; Most have a preparatory command and a command of execution
Supplementary Commands; when one unit of an element must execute a different movement or execute at a different time then other units
Informational Commands; have no preparatory command or command of execution and are not supplementary

COMMAND VOICE – Characteristics are

Loudness- volume used giving commands. It is not yelling, it is using your diaphragm.
Projection- ability to make your voice reach whatever distance desired without strain
Distinction- ability to enunciate correctly
Inflection- change in pitch of the voice, generally it is a rising pitch through the commands
Snap – extra quality demands immediate response, expresses confidence and decisiveness

COMMANDS ARE GIVEN AT THE POSITION OF ATTENTION

CUSTOMS & COURTESIES

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

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

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

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

IN A GROUP: first to see the officer calls everyone to attention; all face the officer and salute
IN FORMATION: person in charge calls formation to attention; salutes for the formation
PART OF A WORK DETAIL: person in charge comes to attention and salutes for the detail

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

COLOR (HONOR) GUARD

AFJROTC Drill and Ceremonies Pamphlets, Army Training Circular 3 -21.5, and DAF PAM 34-1203 are the regulations used for these procedures.

THE AMERICAN FLAG:
Carried higher than other flags in Color Guard
Doesn't dip during present arms
The flag is either the same size as all flags in formation or larger
Has 13 Stripes alternating red and white; red being the first/last
Canton (where the stars are) is half the width of the flag
The 50 stars on the flag represent the 50 United States

THE ARIZONA FLAG:
Carried lower than the U.S. Flag
Cannot be larger than the U. S. Flag
Dips at a 45° angle during present arms/Colors
13 Stripes alternating red and yellow; red is the first/last
Stripes are symbolic of the 13 colonies and the western setting sun
Star is copper representing the state's chief product
A field of blue completes the lower half of the flag

ORGANIZATIONAL FLAG:
Carried lower than the U.S. Flag
Cannot be larger than other flags in the Color Guard
Dips at a 45° angle during present arms/Colors
May be a service flag or a unit flag

MANUAL OF THE COLORS:

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

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

On the command of execution **Post,** the Color Guards place the folded canvas cases inside the cartridge belts (center rear) of the Color bearers. The Color Guards assume their original positions and without command, the guards adjust their slings, and return to right shoulder arms.

To case the Colors, the procedures are basically the same except present arms is given before the Colors are lowered.

To Form the Color Guard: The command is **Color Guard, At Close Interval, Fall In**. The subordinate flag and its guard align to the left of the National Color. The right guard aligns to the right of the National Color. All assume close interval and dress to the right and automatically assume the position of attention.

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

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

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

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

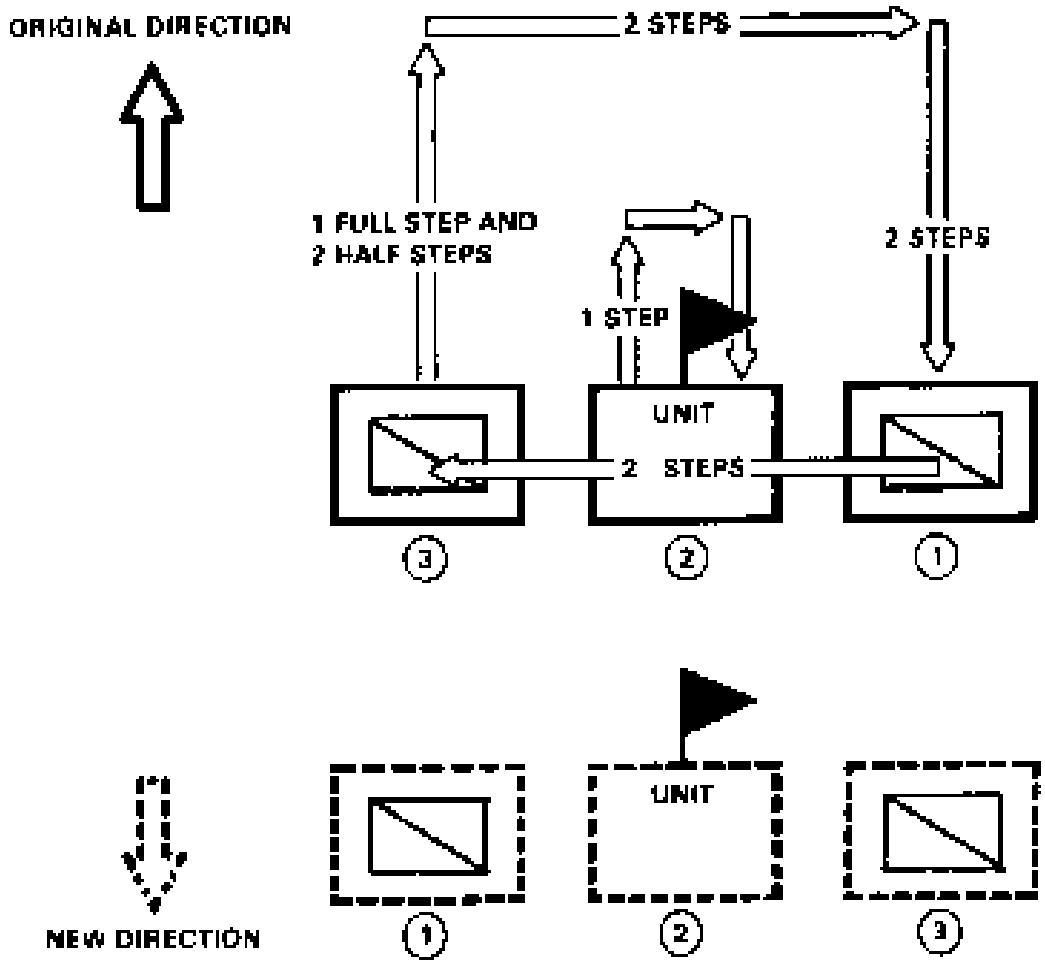
To halt the Color Guard: Command **Colors, Halt.**

To turn to the left (right) while marching: The Color Guard does not execute to the rear march or about face. On command of the senior flag bearer, executes a right or left wheel. The base or pivot point is the guard on the flank toward which the movement is directed. Each member turns (without pivot) around this point and maintains dress until the new direction is established. The command for this movement is **Right/Left, Wheel March**. Followed by Forward March or Colors Halt.

Colors Reverse
Movement of Three-Man Color Guard to the Rear To face a three-man Color Guard to the rear, the command is Colors reverse, MARCH, and each man simultaneously executes the following movements:
Number 1 faces left while marking time, takes two steps forward, and faces to the left while marking time.

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

Number 3 takes one full step and two half steps forward, faces to the right while marking time, takes two full steps, faces to the right in marching, taking two full steps, and marks time.
When all are abreast of each other, they step off together or halt, as commanded.
This command may be given while marching, in which case the commands are given when the left foot strikes the marching surface.



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

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

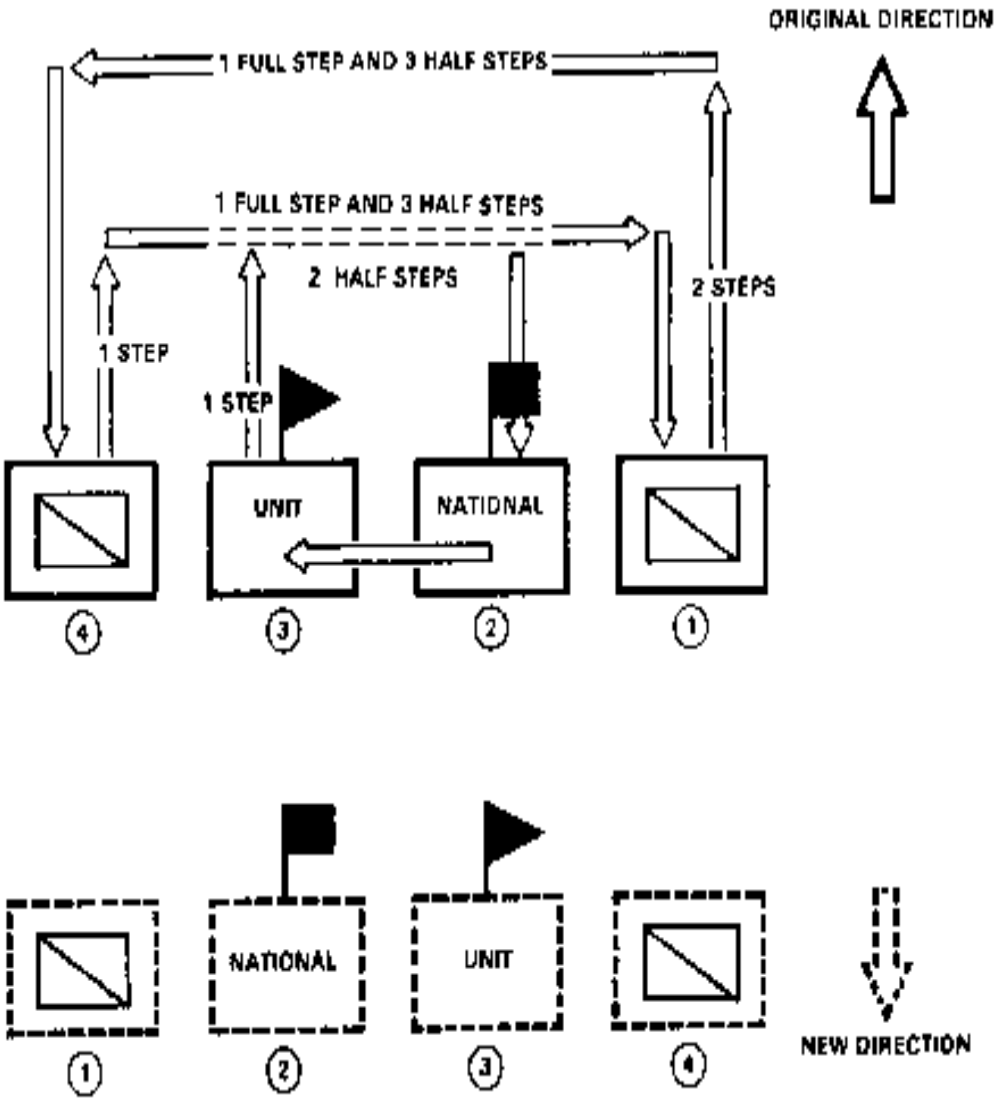
Number 2 faces to the left in marching and faces to the left while marking time.

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

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

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

This command may be given while marching, in which case the commands are given when the left foot strikes the marching surface.



DAISY REPLICA M-1903A3/MANUAL OF ARMS

M1903A3 SPRINGFIELD: This is a replica of the M1903A3, which is a .30 caliber bolt-action, magazine-fed, shoulder fired weapon. Manufactured by the Springfield Armory, it weighs approximately 8.69 pounds. The weapon is approximately 43 inches long and has a barrel length of 24 inches. It had a maximum range of 2800 meters and an effective range 800 meters.

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

MANUAL OF ARMS:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

On the third count, grasp the bolt with the thumb and forefinger of the right hand, rotate the handle forward and draw the bolt back.
On the fourth count, lower head and eyes and visually inspect chamber to ensure weapon is clear.
On the fifth count, re-grasp the small of stock of the rifle, return head and eyes to the front as in the position of attention

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

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

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

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

Keep fingers and thumb of left hand extended and joined with palm toward body. The first joint of the left forefinger touches the rear of the cocking piece. Keep the left elbow down and keep the right forearm horizontal with the right upper arm against the side and in line with the back.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

> **NOTE:** One should be able to execute the 15 count manual of arms in unison from Order, to Right Shoulder, to Left Shoulder, to Present, to Order Arms. The command is: **Fifteen-Count Manual, of Arms**

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

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

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

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

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

INDIVIDUAL AND FLIGHT DRILL

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

COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
Count Off			YES	In Column; element leaders turn head and eyes 45° to right, say "One", smartly return head and eyes to front. After first rank returns head to front, next rank turns head and eyes 45° to right, say "Two" . . .ETC In Line; everyone turns head and eyes to right except element leaders, element leaders say "One". Next file turns head and eyes to front, say "Two" . . ETC
Dress Right Dress (Normal Interval) (For inverted Line All actions are opposite of Line formation. Instead of turning head right and raising left arm, turn head left and raise right arm, Command is Dress Left, Dress		Commander moves by most direct route to right flank of formation 1 pace away centered and facing down line of 1st element. Align element by taking short side steps left and right, execute a face in marching to next element. When finished, halt 3 paces ahead and one pace to right of front rank.	YES	In Line formation, if someone is to your left raise left arm to side parallel to ground, thumb along forefinger fingers extended and joined, if someone is to your right, turn head and eyes 45° to right, leading person in each file has exact shoulder to fingertip contact, all others arm hangs in air or is placed behind person to left, use short choppy steps to establish DCID
Ready Front (Dress Right Dress)		After command of execution, commander proceeds by most direct route to normal position in front of flight	YES	Return to position of attention without slapping side
At Close Interval Dress Right Dress (At Close Interval Dress Left Dress)		Same As Normal Interval	YES	In Line formation, same as Normal interval except left elbow is extended, hand un-cupped, heel of hand on waist, thumb along forefinger fingers extended and joined.
Fall In (Flight will be sized by commander commanding, Right Face, with exceptions taller tap, Right Face, with exceptions taller tap, Left Face with exceptions taller tap, Left Face)		Guide takes a position to left of commander, so flight is centered and three paces away from commander. Guide executes an automatic Dress Right Dress, when guide feels presence of 1st element leader, guide executes Ready Front. To establish interval, leading individual in each file establishes exact shoulder to fingertip contact. Square flight from 4TH element to 1st	YES	1ST element leader falls in directly to left of guide, once halted, automatic Dress Right Dress. 2ND, 3RD, and 4TH element leaders fall in directly behind 1ST element leader, automatic Dress Right Dress visually establish 40" distance and cover. Members of flight fall into any open position to left of element leaders, execute automatic Dress Right Dress. All members execute automatic Ready Front on individual basis, when they feel presence of another member

COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
Open Ranks March Ready Front Close Ranks March		**1ST Element** takes three 24" steps, executes automatic Dress Right Dress. **2ND Element** takes two 24" steps executes automatic Dress Right Dress. **3RD Element** takes one 24" step executes automatic Dress Right Dress **4TH Element** stands fast, executes automatic Dress Right Dress New distance is 70". All flight members return head and eyes to front and/or lower left arm to their side **4TH element** takes three 24" steps, **3RD element** takes two 24" steps, **2ND element** takes one 24" step **1ST element** stands fast	YES	Commander will align flight, as in Dress Right Dress. After commanding Ready Front takes 1 step forward and faces right to receive inspecting official. After saluting and announcing the flight is prepared for inspection command 2ND 3RD and 4TH Element Parade Rest, accompany official in a position 1 pace to right and 1 pace behind official. When inspecting official finishes with front of one element, the next element leader calls their element to attention. When previous element leader can see inspecting official is inspecting the next element, give their element Parade Rest. 4TH element leader gives element Parade Rest. After inspecting official/commander passes on the right. Prior to closing the formation, the commander must bring the flight to attention
Forward March	EITHER	Resume cadence of quick time. Move forward	YES	Start with left foot take a 24" step with coordinated arm swing 6" inches to front 3" rear, cadence is 120 steps per minute
Right Flank March	RIGHT	Take one 24" step with left foot, pivot 90° to right on ball of left, suspend arm swing in pivot	YES	In one count pivot 90° to right on ball of left foot, stepping off with right foot
Left Flank March	LEFT	Take one 24" step with right foot pivot 90° to left on the ball of right foot, suspend arm swing in pivot	YES	In one count pivot 90° to left on ball of right foot, stepping off with left foot
To The Rear March	RIGHT	Take one 12" with left foot, suspend arm swing, pivot 180° to right on balls of both feet, resume arm swing, take one 12" step with left foot and resume 24" step	NO	
Double Time March	EITHER	One step at quick time, begin 30" step, 180 steps a minute, forearms horizontal at waist	YES	Begin with left foot take 30" steps at 180 steps a minute, forearms horizontal at waist
Quick Time March	EITHER	4 steps between preparatory and command of execution, 2 more steps in double time, then 24" steps at 120 per with coordinated arm swing	NO	

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

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

COMMAND	FOOT	ACTION TAKEN	HALTED	ACTION TAKEN
Extend March	LEFT	**4TH element** takes one 24" step, begin half step **3RD element** takes one 24" step pivot 45° to left, on ball of right foot, take one 24" step, pivot 45° to right on ball of left foot, DCID, half step **2ND element** takes one 24" step, pivot 45° to left, on ball of right foot, take three 24" steps, pivot 45° to right on ball of left foot, DCID, half step **1ST element** takes 24" step, pivot 45° to left on ball of right foot, take five 24" steps, pivot 45° to right on ball of left foot, DCID, half step	YES	**4TH element** stands fast **3RD element** takes two side steps to left **2ND element** takes four side steps to left **1ST element** takes six side steps to left
Column Right March (Normal Interval) (For CLOSE INTERVAL the drill movement is executed in the same manner with the following exception: instead of 24" steps in between the 45° pivots take 12" steps)	RIGHT	**4TH element leader** takes one 24" step, pivot 90° right on ball of left foot, take one 24" step then half steps, remainder of element marches to approximate pivot point executes in same manner **3RD element leader** takes one 24" step, pivot 45° right on ball of left foot, take two 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, DCID, half steps, remainder of element marches to approximate pivot point, executes in same manner **2ND element leader** takes one 24" steps pivot 45° right on ball of left foot, take four 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, DCID, half steps, remainder of element marches to approximate pivot, executes in same manner **1ST element leader** takes one 24" step, pivot 45° to right on ball of left foot, take six 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, DCID, half steps, remainder of element marches to approximate pivot point and executes in the same manner	YES	**4TH element leader** take one 24" step pivot 90° to right on ball of the left foot, take one 24" step then half steps, remainder of element marches to approximate pivot point, executes in same manner **3RD element leader** takes one 24" step, pivot 45° right on ball of left foot, take two 24" steps, pivot 45° to right on ball of left foot, take full 24" steps, alignment then half steps, remainder of element marches to approximate pivot point, executes in same manner **2ND element leader** takes one 24" step pivots 45° to right on ball of left foot, take four 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, alignment then half steps, remainder of element marches to approximate pivot point, executes in same manner **1ST element leader** takes one 24" step pivot 45° to right on ball of left foot, take six 24" steps, pivot 45° to right on ball of left foot, take full 24 " steps, alignment then half steps, the remainder of element marches to approximate pivot point, executes in same manner

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

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

CODE OF CONDUCT

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

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

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

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

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

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

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

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