

Air Force Junior ROTC

West Craven High School
Vanceboro, NC
SY2026-2027

MEMORANDUM FOR NC-959 CADETS

SUBJECT: Introduction

The Air Force Junior ROTC NC-959 unit was established at West Craven High School in 1995 by agreement between the Craven County Schools and the United States Air Force. From the very beginning, interested individuals within the school system and the community have been working hard to ensure a successful AFJROTC program.

Building and sustaining a successful program requires structure, rules, and regulations. This cadet handbook provides that structure for the cadets of the West Craven High School AFJROTC unit. It was designed for the purpose of establishing a high standard of performance for our cadets, a standard to permit the entire cadet corps to aim high and work toward common goals of “Developing citizens of character dedicated to serving their nation and community” and achieving a “DISTINGUISHED UNIT” honor.

This handbook will provide you with many resources to help you become a successful and contributing member of our cadet corps. It furnishes a reference for the many details that will permit a high standard of performance, e.g., proper fit and wear of the uniform, placement of insignia, classroom and campus conduct, etc. It gives information on the course and how the cadet group is organized. You should read and understand this handbook, and then place into practice the standards outlined herein.

You are invited to meet with the instructors at any time for consultation or discussion of personal or organizational problems. Matters of extreme urgency or privacy will be treated confidentially.

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Chapter 1

HISTORY, MISSION AND STANDARDS

1.1. History. The Junior ROTC program began in 1911 in Cheyenne, Wyoming. The originator of this idea was Army Lieutenant Edgar R. Steevers, assigned the duty of inspector-instructor of the organized military of Wyoming. The National Defense Act of 1916 authorized a junior course for non-college military schools, high schools, and other non-preparatory schools; the Army implemented JROTC in 1916. Public Law 88-647, commonly known as the Reserve Officer Training Corps Vitalization Act of 1964, directed the secretaries of each military service to establish and maintain JROTC units at public and private secondary schools which apply for and are eligible according to the regulations established by each secretary. Such schools must provide a course of military instruction not less than 3 years in length as prescribed by the military department concerned.

With a modest beginning of 20 units in 1966 Air Force Junior Reserve Officer Training Corps (AFJROTC) has grown to approximately 830 high schools throughout the world, including units located in the Department of Defense Schools in Europe, the Pacific and Puerto Rico. Junior ROTC enrollment worldwide includes over 85,000 cadets. Only boys were allowed as cadets in 1966, but Public Law 93-165 amended the requirement that a Junior ROTC unit have a minimum number of physically fit male students, thus allowing female students to count toward the minimum students needed for a viable unit. In 1972 the enrollment included 2,170 females making up 9% of the corps.

The AFJROTC program provides citizenship training and an aerospace science program for high school youth. Enrollment in the AFJROTC program is open to all young people who are in grades 9-12. Host schools are selected upon the basis of fair and equitable distribution throughout the nation. Retired Air Force commissioned and noncommissioned officers who are full-time faculty members of the participating high school and employed by the local school board teach AFJROTC classes.

Our unit at North Johnston High School, NC-959, was established in 2006.

1.2. Mission. The mission of AFJROTC and NC-959 is to “**Develop citizens of character.**”

1.3. Goal. The goals of the AFJROTC program are to instill values of citizenship, service to the United States, personal responsibility, character, and a sense of accomplishment in high school students. To make the greatest positive impact in their lives.

1.4. Objectives. The objectives of JROTC are to educate and train high school cadets in citizenship and life skills; instill a sense of responsibility; and develop character, leadership, and self-discipline through education and instruction in air and space fundamentals and the Air Force’s core values of integrity first, service before self and excellence in all we do.

1.5. Air Force Core Values. Core values are the foundation upon which a truly quality AFJROTC Program is built. Core values are also a fundamental set of guidelines that can serve you throughout your life. These are:

- a. **INTEGRITY FIRST.** Integrity means devotion to honesty, truthfulness, doing one’s duty, and doing what is right. This means that your word can always be counted upon and that you can be trusted to accomplish your job. The willingness to do the right thing even when no one is looking.
- b. **SERVICE BEFORE SELF.** Service is the giving of self to provide for the welfare of others. Personal desires are not considered in the concept of service. Professional duties take precedence over personal desires.
- c. **EXCELLENCE IN ALL WE DO.** Excellence means doing the very best you can in each job you perform regardless of how large, small, difficult, or easy it is to accomplish. Strive to do your best, always giving 100 percent.

1.6. Enrollment Qualifications. Any student enrolled in AFJROTC, does so on a voluntary basis and participates in the full program to include but not limited to academic courses, wearing the prescribed uniform when directed by

the SASI/ASI or corps leaders, and participating in Curriculum in Action (CIA) and Leadership Development Requirements (LDR). Disenrollment procedures are outlined in paragraph 3.11.

1.7. Standards of Conduct

- a. You become a leader by exhibiting qualities of intelligence, good judgment, decisiveness and initiative. You inspire others to follow you by setting examples of confidence, maturity and respect. In order to realize your highest potential, you must maintain high standards of self-discipline, high ideals, good manners, social grace, appropriate dress (in or out of uniform), and good grooming.
- b. You will display friendliness and respect to students, West Craven High School faculty (permanent and substitute), Aerospace Science Instructors and AFJROTC cadets. You will greet other cadets and Aerospace Science instructors in a pleasant manner, regardless of location.
- c. Cadet officers will exercise discretion in enforcing military courtesy. Cadets will not be placed in an embarrassing situation by a public reprimand. However, cadet officers have the authority and the responsibility to deal with violations of military customs or courtesies.
- d. You will show respect for instructors and any guest speakers by addressing them as "sir" or "ma'am" and by responding to them in the same manner (e.g. yes/no sir/ma'am).
- e. Enlisted cadets show their respect for cadet officers by addressing and responding to them as "sir" or "ma'am".
- f. You will not wear hats (uniform or civilian) indoors unless permission is obtained from the SASI/ASI. When you are in uniform you will wear the correct headgear outdoors. West Craven High School campus is a no hat no salute area, except for the athletic fields during sporting events (i.e. football games, softball games, etc.).
- g. You will follow procedures outlined in this cadet guide and will obey reasonable orders from all senior cadets, regardless of position or rank.
- h. You will come to the AFJROTC classroom prepared to engage in aerospace science/leadership education activities. Preparation includes completed assignments, proper textbooks/Chromebook, notepaper, pen/pencil, and an attitude conducive to learning.
- i. You will not litter the classroom or leave study materials or personal items in the AFJROTC office, classroom or logistics room. You will put your trash in the trashcans and leave tables and/or chairs correctly placed. Classes will not be dismissed until the room is neat and orderly.
- j. You will not mark, scratch, or otherwise deface Air Force or School property.

1.8. Public Display of Affection (PDA)

- a. **At no time, while in uniform or in the classroom and/or while on trips away from school campus (regardless of attire) will cadets do the following:**
 - Hold hands with girlfriend/boyfriend
 - Kiss
 - Sit on laps
 - Engage in any PDA which may reflect unfavorably on the AFJROTC program
- b. The reasons for this policy are as follows:
 - The good order and discipline of the corps
 - Detracts from the image we are trying to establish and maintain
 - Potential undermining of superior to subordinate roles/relationships
 - Changes relationships from professional to personal
 - Gives rise to perceptions of favoritism within the corps

1.9. The Chain of Command

- a. The chain of command (Attachment 1) is a fundamental part of a structured environment. It has been in existence for several millennia. The basic reason for the military's use of it is efficiency.
- b. Like the military, we use the Chain of Command to:
 - (1) Communicate objectives/information from senior positions/functions to lower positions/functions.
 - (2) Communicate responses or to advise from lower positions/functions to higher positions/functions.
 - (3) Voice grievances on policies, directives/orders, or perceived wrong doings (if the complaint is about an aerospace academic grade, the cadet should communicate directly with the SASI/ASI). If you want to use the chain of command to voice a complaint, do the following:
 - a. Talk with your cadet leadership about the concern first. This is extremely important because most complaints are resolved at this level.
 - b. If talking with your cadet leadership fails to resolve the problem, then use organizational chart, (posted in classroom), to figure out who is next in the chain of command to express your grievance. This process is repeated until the cadet feels that their grievance has been addressed to their satisfaction. Although unusual, it is conceivable for a complaint to go all the way to the SASI.

NOTE: It is important for all parties (complainant and those responding to the complaint) to act professionally and without fear of reprisal as long as proper procedures are followed.

1.10. Saluting

- a. The salute is a military greeting recognized all over the world. In many countries, as in our nation, it is a symbol of respect. Military personnel consider the salute a courteous and respectful greeting between members. It is among the oldest traditions binding military professionals together.
- b. You will be taught the proper manner for saluting and the rules that govern its use among military services. There are some special rules within our unit with which you must become familiar.
 - (1) All cadets salute all Active Duty, Reserves, National Guard and Retired officers. Enlisted cadets salute cadet officers when in uniform and outdoors adjacent to the school grounds. Cadet officers salute each other with the junior officer saluting first. West Craven High School campus is a no hat no salute area, except for the athletic fields during sporting events (i.e. football games, softball games, etc.). When in uniform Cadets will have appropriate head gear at all times. Also, we salute at military installations when we are on a field trip. Saluting when not in uniform is not required.
 - (2) Cadets will NOT render the salute indoors except when in formation and participating in ceremonies or when reporting to cadet officers or the SASI/ASI. The proper sequence for reporting includes the entrance, reporting process, and the departure. Once told to enter during the entrance step and the cadet has positioned themselves correctly, the reporting process begins. They will render a proper salute and report the statement, "SIR/MA'AM, CADET (LAST NAME) REPORTS", or "REPORTS AS ORDERED", as appropriate. The cadet holds the salute until the cadet officer or the SASI/ASI returns it. When the meeting is concluded, the cadet salutes to terminate the session. The cadet officer or SASI/ASI will return the salute and the cadet will leave (depart) by the most direct route.
 - (3) Salutes are never given or returned while running. Cadets will go to "Quick Time" (march at attention) and salute when approximately six paces from the cadet officer.
 - (4) If a cadet in uniform observes the American Flag being raised or lowered from any flag pole, he or she will assume the position of attention, render "PRESENT ARMS" and hold it until the flag has reached the

summit or base of the staff. If the cadet is in civilian clothes, he or she will assume the position of attention with the right hand over the heart. If a male cadet is wearing civilian headgear, he will remove it and hold it to his left shoulder so that the right hand is over the heart.

(5) Cadets practicing on the drill pad during the last block of the day will continue drilling if the flag detail is dispatched to lower the flag during practice. SASI/ASI may direct the flight commander to form up the squadron either on the drill pad or at the flag pole if appropriate.

(6) When a cadet is late for a formation, he or she will approach the individual in charge when the formation is halted. The tardy cadet will then ask permission to fall-in.

(7) Cadet officers and NCOs should correct saluting violations by cadet's junior to them in a courteous and helpful manner. You are expected to accept these corrections in the same spirit.

1.11. Discrimination towards any one individual or group on the basis of race, sex (gender), color, national origin, disabilities, religion, age, or sexual orientation will not be tolerated. This list is not all inclusive and also covers aspects such as texting, calling, and/or via social media.

a. These protections also cover hazing, harassment, and sexual harassment to include unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that affects an individual's learning, interferes with their educational performance, or creates an intimidating or hostile class environment will not be tolerated.

b. Hazing of cadets **IS STRICTLY PROHIBITED!!!** Any form of physical or mental abuse is strictly prohibited. Your receipt of this guide constitutes your understanding and acceptance of the prohibition on cadet hazing in NC-959.

Chapter 2

WEST CRAVEN HIGH SCHOOL AFJROTC PROGRAM

2.1. Unit Designation. The unit designation for West Craven High School AFJROTC is NC-959.

2.2. AFJROTC Cadet Creed:

“I am an Air Force Junior ROTC Cadet.

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

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

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

My character defines me. I will not lie, cheat, or steal. I am accountable for my actions and deeds.

I will hold others accountable for their actions as well.

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

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

I am an Air Force Junior ROTC Cadet.”

- a. The simple words in the Cadet Creed provide the basis for a personal code of honesty that will sustain you for the rest of your life. The Cadet Creed is specific and clear in what it demands. You are expected to have complete integrity and honesty in both word and deed; you shall avoid evasive or misleading statements. You will do your own work.
- b. Maintaining high standards of trustworthiness is your responsibility. This requires self-control and a conscious effort at all times.
- c. The purpose of the code goes beyond the part of your life that involves AFJROTC training. It should become your ethical code and lifestyle.
- d. If you become aware of lying, stealing or cheating, report the episode through the chain-of-command to the Cadet Corps Commander. The commander will investigate the charges and recommend appropriate action to the SASI/ASI. The SASI/ASI will take action deemed appropriate in each case.

2.3. AFJROTC Instructors. West Craven High School instructor(s) are selected and certified by the Air Force and hired by the school district.

2.4. Cadet Responsibilities

- a. Each cadet will be faced with many new responsibilities in the AFJROTC program, which are not required of him or her in other classes. Wearing the uniform properly one day each week is a program requirement. Cadets enter the program with a minimum level of knowledge. The program is designed to teach all cadets what they need to know and allow them to gain the experience they need to run the cadet corps. Once proper instruction has been provided, it is up to the individual cadet to demonstrate the attitude and put forth the effort required for achieving success and promotion.
- b. Cadets must conduct themselves at all times as intelligent, mature young men or women both on and off school grounds. Most field trips are intended to be informative and demand professional, attentive conduct at all times.
- c. Each cadet will be issued a uniform and taught how to properly wear and care for it. The uniform represents the dignity of our great nation and pride of the world's greatest and most powerful Air Force. It must be kept clean, properly fitted, and worn on prescribed uniform days. If a cadet requires item replacement or alterations

to the uniform, they should notify the Logistics Staff. We do our absolute best to keep cadets properly attired. All uniforms, textbooks, and instructional materials will be issued on a loan basis at no cost to the student. All required uniform alterations and minor accessories are provided at no cost. Students are required to properly maintain the uniform and ensure it is periodically cleaned.

d. Cadets are responsible to take care of and maintain School District property and United States government uniforms, textbooks and equipment issued to them. Items must be returned in an acceptable condition at the end of the school year or when otherwise directed. Cadets are responsible for any items lost or damaged through negligence and will be required to reimburse the school or the Air Force.

2.5. Curriculum. The AFJROTC curriculum is primarily composed of three components: Aerospace Science (AS), Leadership Education (LE) and Health/Wellness. Aerospace Science comprises 40 percent of the curriculum, Leadership Education 40 percent, and Health and Wellness training 20 percent. Courses in all components are blended to allow materials from several of them to meet academic requirements. A cadet may enroll in AFJROTC for their entire high school career, resulting in one unit of elective credit for each of the eight semesters.

a. **Aerospace Science**, which is 40% of the curriculum, is offered each year. This allows for all cadets regardless of grade to be enrolled in one single classroom. Upper-class cadets get to use their knowledge and experience and teach the new cadets. The course offerings are rotated each year to preclude any duplication over a four-year period.

b. **Leadership Education**, comprises 40% of the curriculum, with 20% being drill curriculum. Leadership Education is an integral part of each year's instruction. There are separate course materials for the Leadership Education and Aerospace Science academics program, however in practice, the overlap is considerable. The development of writing and speaking skills are categorized as "leadership education topics," yet when used to present subject matter related to what is being taught in the "aerospace science" area, the results are twofold.

c. **Health and Wellness** is the final component and comprises 20% of the curriculum. It is an exercise program generally conducted on Fridays that focuses upon individual base line improvements with the goal of achieving a national standard as calculated with age and gender. Wellness is instrumental in developing citizens of character. The course objective is to motivate JROTC cadets to lead active, healthy lifestyles beyond program requirements and into their adult lives.

d. To reinforce what is learned in the classroom, cadets participate in many outside activities such as field trips to military bases, aerospace facilities and industries, museums, civilian airports and other areas related to aerospace education. Cadets also participate in parades, summer leadership schools, drill team competitions, color and honor guards, military balls and honorary academic groups.

2.6. Enrollment Eligibility. To be eligible for membership in the NC-959 AFJROTC program, students must:

- Be enrolled in and attending a regular course of instruction at West Craven High school.
- Be physically able to participate in AFJROTC training (First Year Cadets are considered physically fit if you are qualified for the West Craven High School physical education program).

2.7. Grading Policy. Cadets are graded in the following areas:

- | | |
|---|----------------------------|
| • Uniform Inspections (60%), Physical Training (30%), Other Classwork (10%) | 45% |
| • Academic/Leadership Tests/Projects | 30% |
| • Quizzes | 25% |
| • Final Exam | 25% of overall final grade |

2.8. Classwork/Homework Policy. Cadets must accomplish and turn in all assigned classwork and homework on time to successfully complete an AFJROTC course. All homework is due at the beginning of the class period on the day it is due unless excused by the instructor. If absent, cadets will have **two school days** to make up and turn in homework or make-up quizzes, additional time may be granted by the instructor. Failure to make-up assignments or quizzes within **two school days** after the cadet returns will result in a **"zero"** grade for the assignment. An exception

to the two-day policy is Health and Wellness. Health and Wellness grades will be made up on the next available day the class is performing health and wellness. If the cadet misses that opportunity because of an absence that is not considered excused, their grade will be marked as a “zero.” **REMEMBER, IT IS YOUR RESPONSIBILITY TO MAKE-UP ANY MISSED GRADES.**

2.9. Certificates of Completion and Training. There are two types of certificates that may be awarded to AFJROTC cadets. Consideration is given to total performance and achievement as a member of the corps.

a. **Certificate of Completion:** This certificate, (AFJROTC Form 310) is presented to cadets in good standing who have successfully completed three semesters in three academic years of the AFJROTC program. A cadet should have this certificate in their possession when enrolling in a college level ROTC program, or when enlisting in the armed forces, in order to gain the benefits of successfully completing the AFJROTC program. If the AFJROTC cadet elects to enlist in the Armed Forces, the Certificate of Completion will allow enlistment in a higher pay grade. This provides an immediate monetary benefit. It also places the cadet ahead of other personnel enlisting at the same time and theoretically, makes the cadet eligible for promotion ahead of other enlistees who enter at the same time.

b. **Certificate of Training:** This certificate, (DAF Form 1256) is presented to cadets in good standing who have completed two semesters in two academic years of the AFJROTC program. If the AFJROTC cadet elects to enlist in the Armed Forces, the Certificate of Training will allow enlistment in a higher pay grade. This provides an immediate monetary benefit. It also places the cadet ahead of other personnel enlisting at the same time, and theoretically, makes the cadet eligible for promotion ahead of other enlistees who enter at the same time.

2.10. Curriculum-In-Action Trips

a. Curriculum-In-Action is a term used to describe school sponsored activities (field trips) that directly support or serve as an extension of the AFJROTC curriculum. Cadets will make Curriculum-In-Action (C-I-A) field trips to airports, aerospace industries, and military installations. Cadets will also travel off campus to march in local area parades, participate in drill meets, perform Color Guard duty, visit North Carolina AFROTC Detachments, etc. Parents must have completed a General Liability/Travel Permission Form before cadets will be allowed to travel off campus. The Air Force provides some travel funding for field trips; however, on unfunded trips students may be asked to defray costs that cannot be covered through fund-raising efforts.

b. Cadets who have a 84.9 or below grade in AFJROTC or a 74.9 or below grade in any other courses, have a history of misbehaving, or have excessive absences will not be allowed to go on field trips. **Cadets attending a field trip MUST have approval from all their teachers and have the permission form initialed showing teacher approval from all blocks.**

c. Parents are required to complete a medical treatment consent form before cadets go on field trips.

d. AFJROTC cadets are authorized by the Department of Defense (DOD) to take orientation flights in DOD aircraft. Parents must sign a Flight Permission Form before cadets are permitted to make such flights.

e. While on field trips, attending leadership school, or taking part in off-campus activities, cadets will not be allowed to display public affection if dating another member or mix socially with non-cadets and will be supervised by AFJROTC instructors. The “Wingman System” will apply. Cadets will not leave supervised areas without a cadet wingman. Cadets will not be allowed to consume alcoholic beverages at any time, regardless of age.

2.11. Daily Flag Detail Procedures. A detail consisting of a minimum of four cadets will raise and lower the flag each school day. Cadets in first period should raise the flag no later than 0745 and cadets in fourth period should lower the flag not later than 1420 hours. On a rotational basis, flight commanders will build a Flag Detail team to perform end of day flag detail duties.

2.12. Pledge of Allegiance. Flight commanders on a rotational basis will assign a cadet to join the front office during morning announcements to lead the school in the Pledge of Allegiance. All AFJROTC Cadets enrolled in the program (active or reserve) will stand and recite the Pledge of Allegiance. If you're in civilian clothes, you are to assume the position of attention and place your right hand over your heart and recite the pledge. When in uniform, cadets will assume the position of attention and recite the Pledge of Allegiance.

2.13. Classroom Conduct. All cadets will abide by the West Craven High School classroom rules and those listed in this handbook. The following standards of conduct will be strictly enforced:

- a. No food, drinks, and/or candy will be brought or consumed in the classroom without the approval of the SASI/ASI.
- b. No gum chewing in the classroom.
- c. No sleeping in class. If you are ill, you will be taken to or asked to report to the nurse's office for assistance. If you are tired, you may be asked to stand at the back of the classroom to help you stay awake. You may not lean against the wall or on the furniture.
- d. Arguing among cadets in the classroom or during AFJROTC sponsored activities will not be tolerated. We are a team and we will work out our differences to the betterment of all. We are training to be professionals and mature adults!
- e. Demeaning, humiliating, discriminating, bullying or hazing other cadets is strictly prohibited (face-to-face, virtually, or to other people). We are all likely to make mistakes along the way, which is normal, but violations of rules, regulations and military protocol will result in an appropriate critique and/or action. Treat all Wingmen with dignity and respect!
- f. Profanity is inappropriate for our program and will not be tolerated.
- g. No writing on or defacing any school walls or surfaces. A great deal of effort has gone into providing you with a quality learning environment at West Craven High School. Take care of them!
- h. Keep the classroom clean. It is your room, so take care of and be proud of it.
- i. Align all desks, tables, and chairs after each class. Do not put your feet on any part of the desks or chair seats or sit on the desktops.
- j. The hallway outside the classroom is an extension of the classroom. Display proper conduct and courtesy at all times, especially when in uniform.
- k. Visits to the bathroom should be made before and after class unless there is an emergency. Do not make a trip to the bathroom a part of your normal classroom routine. Please keep our bathrooms neat and clean.
- l. Always be punctual; class will start on time. If you arrive after class has started, **you must have a pass from the attendance office, a teacher, or a principal.** Knock on the AFJROTC door and the SASI/ASI/Squadron Commander/Flight Commander will answer. Quietly take your seat.
- m. No side-bar conversations, talking or yelling will be allowed during lectures and/or discussion periods. Raise your hand in order to be recognized by the SASI/ASI or the discussion leader. Be courteous to others--let them finish before you comment.
- n. **The Supply Room is a restricted area.** Access to the Supply Room will be limited to the SASI/ASI, the cadet key staff and the cadet logistics officer and staff, unless you have business to conduct or **specific permission to enter.** The only reasons for entering the "Staff Office Area" are to see the instructors, do your jobs, use the telephone or any other official business. This concept is important because these areas either contain accountable items, or are needed to conduct business. Horseplay or "kicking back" is not appropriate

here. If you need to speak with the SASI/ASI, you will always be able to do so. ***The “Wingman System” will be strictly adhered to. Meaning that any Cadet must have a wingman with them at all times when speaking with an instructor. Additionally, no cell phones, audio devices or cameras may be brought into the supply room.***

- o. Proper standards of cadet uniform wear, conduct and appearance are required at all times. When you wear the uniform, you are AFJROTC and all it stands for. Be a proud example!
- p. Bring all required materials to class every day. This means, as a minimum, you should have your tablet, cadet handbook, paper and pencil or pen with blue or black ink.
- q. When asking or answering a question, making a comment, cadets are required to begin with the individuals rank and name or with the word sir or ma’am.
- r. Cadets will not do things in the classroom that distracts from instruction.
- s. **Cadets will not use mobile phones or other electronic devices in the classroom without the approval of SASI/ASI. These devices will be stowed away in the cell phone holder so that the camera or audio device does not capture any member while they are changing for uniform fitting or for PT.**

2.14. Classroom Procedures. The following are the daily classroom procedures:

- a. The Flight Commander, or in their absence, the Flight Sergeant, is responsible for the conduct of the flight during the class period. All cadets will abide by their instructions.
- b. When you walk into the AFJROTC classroom, you will assume your military bearing. Remember you are walking into a disciplined environment. You should scan the room for announcements, e.g., bulletin boards, white boards, etc., that may provide information important to you.
- c. When you reach your desk remove any AFJROTC materials that you will need from your book bag, place them on your desk and stand at PARADE REST behind your seat.
- d. The below listed actions will occur to begin the class:

CADET (POSITION)	ACTION REQUIRED
Stan/Eval	Stand outside the door inspecting each cadet to ensure they meet all AFJROTC requirements prior to entering the classroom.
Flight Commander	Call the Squadron to Attention “SQUADRON, ATTENTION” (TENCH-HUT)!
Flight Commander	Direct the Flight Sergeant to “FLIGHT SERGEANT, PLEASE TAKE ROLL”
Flight Sergeant	Moves to the podium and while standing at Attention, command Element Leaders to report by saying, “____ ELEMENT, REPORT.” This procedure continues with all Element Leaders. Flight Commander responds “Mark attendance accordingly and give to SASI/ASI

Element Leader	Element Leaders will come to attention, salute, and report attendance “SIR/MA’AM ALL CADETS ARE ACCOUNTED FOR.” If a cadet is absent, they are to respond by saying “SIR/MA’AM ALL CADETS ARE ACCOUNTED FOR WITH THE EXCEPTION OF CADET(S) _____.”
Flight Sergeant	Flight Sergeant will confirm attendance by scanning the room as each Flight reports. When satisfied that all reports are accurate, Flight Sergeant will report to the Flight Commander, “SIR/MA’AM, ALL CADETS ARE PRESENT WITH THE EXCEPTION OF CADET(S) _____.”
Flight Commander	Flight Commander responds with “THANK YOU.” “CADETS, PLEASE FACE THE BOARD AND RECITE THE PLEDGE OF ALLEGIANCE AND THE CADET CREED WITH ME.” Cadets face the board to recite the pledge of Allegiance and the Cadet Creed in unison. Squadron Commander will then direct the squadron “CADETS, YOU MAY BE SEATED”

e. At approximately five minutes before the class dismissal bell, the instructor will direct the Commander/Sergeant to “TAKE CHARGE OF THE SQUADRON/FLIGHT.” Cadets may pack up their belongings, align their desks, and clean up around their area, and prepare to stand for dismissal. Cadets will not put on their book bags until they have been dismissed.

f. When the bell for class to end rings, the Squadron/Flight Commander will call the squadron/flight to “ATTENTION,” then give the order “DISMISSED.” Cadets will exit the classroom in an orderly manner.

g. Cadets will not sit on top of any desk and will never use the instructor’s desk, chair, or podium unless directed to do so.

h. The Squadron/Flight Commander, Squadron Superintendent/Flight Sergeant, or any squadron/flight member, will call the class to “ATTENTION” whenever the superintendent, principals, teachers, or a military person in any rank enters the classroom. All cadets will come to the position of ATTENTION facing forward, and remain at ATTENTION until directed to take their seats by the instructor or Squadron Leadership if instructor is busy. This is a cadet responsibility – don’t wait for the instructors to do it!

2.15. Cheating. Taking unfair advantage of a situation or of fellow classmates in order to obtain higher grades, better scholarship opportunities, an academic or leadership award, a better grade point average, or some other tangible gain is called cheating.

a. Cheating is usually, but not always, accomplished by using or copying from another person's work, or purposely not following instructions, and often takes the form of some last moment action that is done without thinking.

b. It is possible to avoid cheating when the opportunity arises by making a conscious decision to avoid it. There are many ways to cheat. We consider cheating from the point of view of whether an improper gain has been made by an individual, not by considering the means by which the gain might have been made. If an opportunity arises which, if taken unfair advantage of, allows you to gain unfairly over your classmates, you are cheating.

c. Cheating is not permitted in AFJROTC or anywhere at West Craven High School. It is important that each cadet comprehend this basic requirement and make every effort to follow it. Cadets who cheat identify themselves as people not worthy of holding cadet rank, of being promoted, of receiving recommendations, scholarships, awards, or other special recognition in the future. Anyone who would accept such honors, with full knowledge they acted unfairly and improperly to gain such honors, is a cheat. That person has also failed to achieve the aims, goals, and objectives of the AFJROTC program.

d. **Individuals who allow others to copy their work are just as guilty of cheating as the other person.** They are willing participants and will be dealt with exactly the same.

e. While individual instances of cheating will be dealt with on a case-by-case basis, these guidelines are intended to inform, in advance, cadets of the seriousness cheating is viewed by AFJROTC. The best advice we can give is guard your integrity as the most precious asset you have. We have an honest corps; let's keep it that way!

2.16. Tardy and Absence Policies.

- a. NC-959 will comply with West Craven High School policies concerning student absences and tardiness.
- b. The WCHS policies will be reviewed at the beginning of each school year and when changes are made during the school year.

2.17. Officer Cadet Roles and Relationships

- a. Cadet officers' role in NC-959 is to provide overall corps leadership:
 - Leads by setting the example in bearing, behavior and appearance
 - Takes initiative
 - Is a champion of "what's right," not "who's right!"
 - A teacher
 - An advocate of AFJROTC
 - A doer and a delegator
- b. The cadet officer must strive to maintain appropriate relationships with all members of NC-959. Without exception, all relationships should be based upon mutual respect:
 - Cadet officer to AFJROTC Instructors: Subordinate to superior, and as an advisor.
 - Cadet officer to cadet officer: Executive to executive, superior/subordinate/superior, advisor, fraternal.
 - Cadet officer to NCO: Superior to subordinate, senior partner, leader, teacher. It is important to keep in mind that this is a division of management, not a measurement of self-worth. Many officers in the Armed Forces have caused personal and organizational problems by either being arrogant towards enlisted members (especially towards NCOs), or by trying to be buddies with enlisted members.
 - Cadet officer to enlisted: Superior to subordinate, leader. The same cautions apply as cited above. That does not mean cadet officers and cadet-enlisted members cannot associate, it does mean that friendships cannot interfere in a cadet doing their duty.

2.18. Noncommissioned Officer (NCO) Cadet Roles and Relations

a. The role of the NCO corps is to be the backbone of NC-959 and to be closer to the general corps membership (much like the time-honored tradition of active-duty military).

- Sets the example on how to carry out orders
- A teacher
- A doer
- An advocate for AFJROTC
- An advisor to cadet officers and, when appropriate, to SASI/ASI
- Maintainer of discipline and standards

b. Like the cadet officer, the cadet non-commissioned officer (NCO) must strive to maintain proper relationships with other cadets:

- Cadet NCO to cadet officer: Trusted subordinate to superior, advisor.
- Cadet NCO to cadet NCO: According to rank, fraternal.
- Cadet NCO to cadet corps: Superior to subordinate, teacher.

2.19. General Leadership Guidelines

a. Praise in public and criticize in private (where and when appropriate).

- Be quick to publicly give credit when someone has done something worth praising. Don't go overboard, but a few sincere remarks will accomplish more than all the criticism in the world.
- Criticize in private when possible. If it is a behavioral issue, make sure the person knows it is the behavior that is being criticized and what is expected of them. If it is a performance issue, tell them how to correct it. Respect their dignity.
- When criticism is necessary in public, try to avoid making it sound personal. There is a difference between observing that someone in formation needs a haircut and singling that person out for ridicule. Respect their dignity.

b. Be facilitators (people who help to make positive things happen). Regardless of your position in the corps, you should always ask yourself in every situation "How can I make this work?" By being a facilitator, you are helping to make NC-959 a positive experience.

c. Accept criticism graciously. Feedback is common in a structured environment, which is one of the ways structure is maintained. When the feedback is negative, it's called criticism. Criticism can vary from "your pocket is unbuttoned" to very extensive observations requiring more than a second to correct. Try not to take it personal. If you allow it to become personal, it can ruin your experience in the corps.

d. As members of NC-959, you are responsible for making the corps something others want to be a part of. WE ARE ALL RECRUITERS!

2.20. AFJROTC Related Clubs/Activities. There are several extracurricular activities available to cadets that may be provided to add insight into aerospace or leadership experiences. Each semester, cadets are required to participate in these activities as they will help you understand and enjoy the AFJROTC program. Participation in these activities will increase your chance of promotion. Some examples are:

- Drill Team/Color Guard
- Model Rocketry
- Awareness Presentation Team
- Kitty Hawk Honor Society
- AFJROTC sponsored functions
- Fundraising activities
- Community service projects
- Recruiting

Cadets are expected to attend the following functions:

- Pass-in-Review/Awards Program
- Christmas and Veterans Day Parades
- Cadet Field Day/Eagles Fest
- Drill or Color Guard Competition

Chapter 3

ORGANIZATION OF THE CORPS

3.1. Organization of the Corps. NC-959 is established as a Group consisting of four or more (depending on enrollment numbers) squadrons (Operations Squadron Squadron, Mission Support Squadron, Logistics Squadron, and Special Teams Squadron). Each class is a flight.

3.2. Group Senior Staff. The Group Senior Staff is comprised of the Cadet Group Commander, Cadet Group Deputy Commander, Cadet Senior Enlisted Leader, Cadet First Sergeant, Cadet Chief of Standardization/Evaluation and Cadet Standardization/Evaluation Liaison Officers. The Senior Staff sets the example for the corps by demonstrating unfailing participation and immersion in corps projects and activities, and genuine concern for the fair and impartial treatment of each and every cadet in the corps.

3.3. Squadron Composition.

a. Operations Support Squadron is comprised of the Cadet Squadron Commander, Cadet Squadron Senior Enlisted Leader, Cadet Director of Physical Training and staff, and each class is a flight broken out by the table below:

Semester	1st block of the day	2nd block of the day	3rd block of the day
1st	Alpha Flight	Bravo Flight	Charlie Flight
2nd	Delta Flight	Echo Flight	Foxtrot Flight

b. Mission Support Squadron is comprised of the Cadet Squadron Commander, Cadet Director of Personnel and staff, Cadet Director of Public Affairs and staff, Cadet Director of Community service and staff, and Cadet Director of Safety and staff.

c. Special Teams Squadron is comprised of the following functions: Cadet Squadron Commander, Cadet Director of Fundraising, Cadet Kitty Hawk Honor Society Coordinator, Cadet Drill Team Commander, Cadet Color Guard Commander, the Cadet Awareness Presentation Team & Recruiting Coordinator, and the Reserve Flight Commander.

d. Logistics Squadron is comprised of the Cadet Squadron Commander and staff.

3.4. Corps Management. Leadership and management of the corps is the responsibility of the cadets. The Senior Aerospace Science Instructor (SASI) and the Aerospace Science Instructor (ASI) are responsible for the overall function of the unit, teaching in accordance with established curriculum, and providing the framework and guidance under which the corps operates. The cadets are assigned positions of responsibility in a variety of areas and presented with leadership challenges designed to give them valuable management and decision-making opportunities.

a. There is a commander at group, squadron, and flight levels; a deputy commander at group level and senior enlisted advisor at group and squadron levels; and a sergeant at flight level.

b. Staff positions are established to perform the “committee work” of the organization. These positions have titles similar to those used in active Air Force organizations. Positions are assigned based on a cadet’s leadership potential and ability, recommendations from the staff, and participation in the corps.

(1) Each cadet occupying a position must know their job description, and should become familiar with the responsibilities of the other positions. It is important each cadet know how the group, squadron, and flights are designed to function and how tasks are divided and related to one another. Job descriptions for each staff position/function are detailed later in the chapter.

(2) Staff positions are similar to those of almost any organization. For example: personnel – awards, secretary or record keeping; logistics – supply; public affairs – news and publicity.

c. Staff meetings are held once a week in the AFJROTC Classroom 610, so corps activities can be planned, organized, and coordinated.

d. Squadron and flight business is normally conducted during class as part of leadership education.

3.5. Cadet Duty Titles and Rotation. The Unit Manning Document (UMD) outlines the unit's authorized positions (Figure 3.2, pg. 20).

a. The SASI/ASI selects the Cadet Group Commander. Recommendations from the outgoing staff are encouraged and will be given consideration.

(1) The Group Commander, Deputy Group Commander, Director of Standardization/Evaluation, Group Senior Enlisted Leader and Group First Sergeant are generally selected from among the cadets who will be entering their senior-year JROTC course. Some exceptions may be made only if approved by SASI/ASI. All hold officer rank with the exception of the Senior Enlisted Leader who holds the cadet Chief Master Sergeant rank and First Sergeant who holds the Cadet Master Sergeant rank.

(2) The group staff officer positions may be selected from cadets in the junior-, or senior-year JROTC course.

(3) Squadron Commanders and Senior Enlisted Leaders are normally selected from among junior or senior-year AFJROTC cadets and hold cadet officer and enlisted rank respectively.

(4) Flight Commanders usually hold officer rank while Flight Sergeants and other staff members are typically enlisted positions.

b. Positions are rotated to allow several cadets an opportunity to experience the various leadership positions. Changes of Group Commander and staff will normally occur at the end of each school year. More frequent changes will be made, if necessary. Rotating key staff cadet positions will generally occur following the end of two nine-week grading periods. Other staff positions will be rotated in such a way to utilize the experience and talent of cadet corps members and fill available corps positions of authority. Special promotions may be made at any time in order to fill a need or to recognize special merit.

3.6. Chart. An organization chart shows how a unit is organized. In looking at the organization chart, it identifies position relationships and most importantly, it shows who works for whom. The AFJROTC NC-959 Cadet Corps is organized as a Cadet Group as outlined in (Figure 3.1, pg. 19).

3.7. Unit Manning Document. The Group's Unit Manning Document (UMD) (Figure 3.2, pg. 20), is used as a guide for position and rank authorizations for NC-959. Changes to the UMD to enhance cadet operations will be made in accordance with AFJROTC Instructions and will be approved by the SASI/ASI.

3.8. Chain of Command. The chain of command starts at the lowest level and works its way up. Issues and problems should be resolved at the Flight Commander/Flight Sergeant level before being elevated. Cadet officers and noncommissioned officers (NCOs) are key to an effective and efficient corps. They provide the leadership essential to a successful organization. The chart (Attachment 1, pg. 53), outlines the NC-959 chain of command.

3.9. Cadet Evaluations. Cadets will receive a written informal evaluation monthly. The purpose of the evaluation is for cadet supervisors to give written objective feedback to cadets on their performance and progression in the cadet corps. Supervisors will accomplish the evaluations and submit them through the chain of command to reach the Group Superintendent by the established suspense date. Once the Group Superintendent has accounted for all evaluations, they will be forwarded to the Group Commander and then the SASI/ASI for review, after which they'll be filed in the cadets' personnel file. Evaluation reports may be used for promotion, awards, and other considerations.

- a. Informal evaluations on enlisted personnel will be accomplished using NC-959 Form 24, Enlisted Cadet Evaluation Form. See (Figure 3.3, pg. 28). There are eight categories that are rated on enlisted cadet's weekly performance – time management, perseverance, willingness to try, ability to work with others, helpfulness, ability to work without close supervision, alertness to instruction, and maturity.
- b. Officer cadets will receive an informal evaluation monthly using NC-959 Form 25, Officer Cadet Evaluation Form. See (Figure 3.4, pg. 29). There are eight categories that are rated on officer cadet's weekly performance – time management, perseverance, willingness to try, ability to work with others, task management, ability to work without close supervision, maturity, and future responsibility.

3.10. Transfer Cadets. In some cases, a cadet may transfer from another AFJROTC unit or from a high school, which offered one of the other military services' JROTC. While academic credit may be transferred, cadet positions and rank earned in another unit are not necessarily transferable (evaluated by SASI). Temporary rank normally relates to the cadet's position in the corps. The permanent rank is normally tied to the cadet's year in Junior ROTC. Awards and decorations from other service JROTC units will be worn below AFJROTC awards and decorations.

3.11. Disenrollment. Cadets who violate Air Force standards by not wearing the AFJROTC uniform, personal appearance violations, and not demonstrating proper conduct will be limited in participation so that "good order and discipline" of the unit is not compromised. It is important to note that disenrollment for cause generally will result in a failing grade for the semester or academic year. Examples of disenrollment are:

- a. Cadet honor code violation, failing to maintain acceptable course standards, failing grades, improper haircuts, unacceptable grooming, incorrect uniform wear, failure to wear the uniform when required, i.e., more than 3 uniform days per semester or half of the academic year.
- b. Inaptitude (inability or unwillingness to grasp academic material), indifference to training (lack of interest in drill and ceremonies or leadership development activities), or disciplinary problems, drug or alcohol abuse, or undesirable traits of character.
- c. Failing to remain enrolled in school and make satisfactory progress towards graduation.
- d. Individual request for release, consistent with current WCHS drop/add policy.

3.11.1. Disenrollment Process.

- a. On the first infraction, verbal feedback will be given by SASI/ASI (giving Cadet a chance to correct the behavior/action).
- b. On the second infraction, SASI/ASI will document and contact the Cadet's parent/guardian.
- c. On the third infraction, SASI/ASI will get school administration involved. School administration will contact parent/guardian.
- d. On the fourth infraction, the SASI/ASI will work with school administration to proceed with disenrollment of cadet.

CADET UNIT ORGANIZATION CHART
NC-959

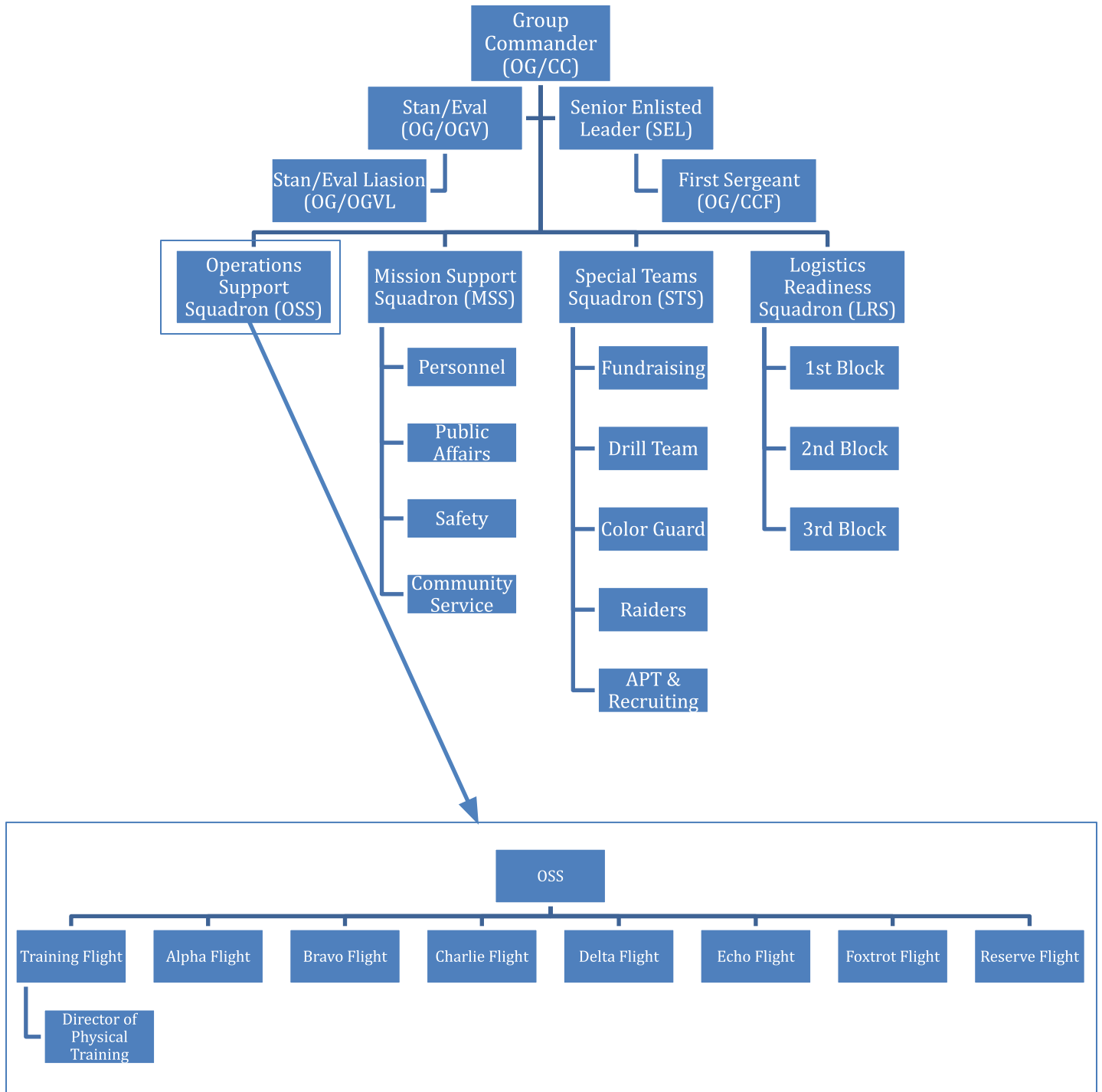


Figure 3.1. Cadet Unit Organizational Chart

UNIT MANNING DOCUMENT

LNR	OFC SYM	POSITION	GRADE	AUTH
GROUP COMMAND STAFF				
1	OG/CC	Commander	c/Col	1
2	OG/CD	Deputy Commander	c/Maj	1
3	OG/SEL	Senior Enlisted Leader	c/CMSgt	1
4	OG/CCF	First Sergeant	c/MSgt	1
5	OGV	Chief, Standardization/Evaluation	c/Maj	1
6	SELO	Standardization/Evaluation Liaison Officer	c/Capt	5
OPERATIONS SUPPORT SQUADRON				
7	OSS/CC	Squadron Commander	c/Capt	3
8	OSS/SEL	Squadron Senior Enlisted Leader	c/MSgt	3
9	FLT/CC	Flight Commanders	c/1Lt	6
10	FLT/SGT	Flight Sergeants	c/TSgt	6
11	FLT/EL	Flight Element Leader	Any	24
12	FLT/GOB	Flight Guide-on Bearer	Any	6
13	OSS/TR	Director of Training	c/1Lt	1
14	OSS/PT	Director of Physical Training	c/2Lt	1
15	OSS/PTL	Physical Training Leader	Any	5
16	OSS/RES	Reserve Flight Commander	C/1Lt	1
MISSION SUPPORT SQUADRON				
17	MSS/CC	Squadron Commander	c/Capt	1
18	MSS/PER	Director, Personnel	c/1Lt	1
19	MSS/PSS	Personnel Staff	Any	2
20	MSS/PA	Director, Public Affairs	c/1Lt	1
21	MSS/PAS	Public Affairs Staff	Any	2
22	MSS/CS	Director, Community Service	c/2Lt	1
23	MSS/CSS	Community Service Staff	Any	2
24	MSS/PRO	Director of Projects	c/2Lt	1
25	MSS/SE	Director, Safety	c/1Lt	1
26	MSS/SES	Safety Staff	Any	2
SPECIAL TEAMS SQUADRON				
27	STS/CC	Squadron Commander	c/Capt	1
28	STS/FR	Director, Fundraising	c/2Lt	1
29	STS/KHHS	Kitty Hawk Honor Society Coordinator	Any	1
30	STS/DT	Drill Team Commander	c/1Lt	1
31	STS/CG	Color Guard Commander	c/1Lt	1
32	STS/APRT	Awareness Presentation & Recruiting Coordinator	Any	1
33	STS/ST	Saber Team Commander	c/1Lt	1
34	STS/ROB	Robotics Coordinator	Any	1
35	STS/QDS	Quads Coordinator	Any	1
36	STS/JLAB	JLAB Coordinator	Any	1
37	STS/ROK	Rockets Coordinator	Any	1
LOGISTICS SQUADRON				
38	LGS/CC	Squadron Commander	c/Maj	1
39	LGS/LSS	Logistics Staff	c/TSgt	6

Figure 3.2. Unit Manning Document

3.12. General Job Descriptions. The purpose of a job description is to outline the general duties and responsibilities of any particular leadership position in the group. As cadets consider personal goals in AFJROTC, they should refer to the general job descriptions to see those areas that apply. Remember, each leadership position has responsibilities and a rank that will allow a cadet to carry out these responsibilities. The duties contained herein are general in scope.

1. The ***CADET GROUP COMMANDER (OG/CC)*** is responsible to the Instructors for:
 - Command and control of the Group using members of the staff and subordinate commanders.
 - The appearance, discipline, efficiency, training, and conduct of the group.
 - Getting to know commanders and staff leaders.
 - Establishing specific, measurable, attainable group goals and developing a plan of action to achieve those goals.
 - Keeping track of how units are performing by tracking key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
 - Creating and maintaining an effective suspense system.
 - Assisting instructors in conducting a thorough annual self-inspection of the unit.
 - Annually updating the cadet handbook.
 - Organizing and conducting the Cadet of the Month and Cadet Promotion Boards.
 - Being a role model for cadets in the Group.
 - Attending cadet corps activities.
 - Personally, commanding the corps during parades, reviews, etc.
2. The ***CADET DEPUTY COMMANDER (OG/CD)*** are responsible to the Instructors for:
 - Assist the Cadet Group Commander with all their responsibilities.
 - Perform all responsibilities of the office when the Cadet Group Commander is absent.
3. The ***CADET GROUP SENIOR ENLISTED LEADER (OG/SEL)*** is responsible to the Cadet Group Commander for:
 - Advising the Group Commander on all matters pertaining to enlisted affairs.
 - Advising the Group Commander of ways to improve and maintain morale within the unit.
 - Develop, implement, and execute the group promotion system.
 - Checking over officer and enlisted evaluations for completeness and quality and ensuring they are up to standard.
 - Ensure the enlisted force is trained, equipped, and prepared to meet unit requirements.
 - Keeping the enlisted force informed of unit goals and how each member can contribute to achieving unit goals.
 - Evaluates the quality of enlisted leadership, management, and supervisory training.
 - Attending cadet extra-curricular activities.
 - Attending group staff meetings.
4. The ***CADET GROUP FIRST SERGEANT (OG/CCF)*** is responsible to the Cadet Group Commander for:
 - Assists the SEL with all their responsibilities
 - Exemplifies AFJROTC standards
 - Strive to know all personnel within the unit and stay attuned to their needs
 - Helps members adapt to the AFJROTC environment
 - Remains vigilant for and moves to resolve issues that, if left unchecked, would adversely impact the unit
 - Develop, implement, and execute the group Cadet of the month and promotion systems.
 - Performs quality reviews on awards and promotions
 - Ensures standards of conduct and discipline are effectively enforced across the group.
 - Provides leadership and guidance to supervisors and members enabling them to resolve problems or complaints at the lowest level.
 - Ensures training is provided on matters of leadership, customs and courtesies, dress and personal appearance, self-discipline, adherence to standards, drill and ceremony and safety.

5. The **CADET CHIEF, STANDARDIZATION/EVALUATION (OGV)** is responsible to the Cadet Group Commander for:

- Working with the Deputy Group Commander and instructors in conducting an annual self-inspection of the Group that ensures standardization of goals and objectives, and compliance with all applicable AFJROTC regulations.
- Training squadron and flight leadership in evaluating the operation of flights, to include the flight's effectiveness in doing personal appearance inspections. Ensuring cadet leadership is well versed in drill and ceremonies.
- Being a role model for all cadets, both in perfect uniform wear and behavior.
- Attending corps activities.
- Attending group staff meetings.

6. The **CADET STANDARDIZATION/EVALUATION LIAISON OFFICER (SELO)** is responsible to the Chief of Standardization/Evaluation for:

- Ensuring standardization of goals and objectives, and compliance with all applicable AFJROTC regulations.
- Being a role model for all cadets, both in perfect uniform wear and behavior.
- Training squadron and flight leadership in evaluating the operation of flights, to include the flight's effectiveness in doing personal appearance inspections.
- Ensuring cadets meet the standard for dress and appearance before crossing the threshold of the classroom environment.
- Performing weekly uniform inspections and documenting on the personal appearance inspection sheet.
- Ensuring cadets understand drill and ceremonies.

7. The **CADET OPERATIONS SUPPORT SQUADRON COMMANDER (OSS/CC)** responsible to the Cadet Group Commander for:

- The appearance, discipline, efficiency, training and conduct of the cadets in the squadron. Ensures squadron maintains standards of uniform and personal appearance and fulfills customs and courtesies required by AFJROTC.
- Getting to know flight commanders – who is doing well academically and participating in school and cadet corps activities.
- Keeping track of how flights are performing by tracking key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
- Challenging flight leaders to properly train cadets in the conduct of classroom procedures.
- Challenging flight leadership to motivate and encourage flight cadets to wear their uniform, participate in PT, and other cadet corps activities.
- Ensuring flight leadership is keeping cadets informed on upcoming cadet corps activities and events.
- Evaluating and providing weekly feedback to flight commanders on their performance.
- Being a role model for all cadets.
- Attending cadet corps activities.
- Conducting squadron meetings with flight commanders minimum two times a month.
- Training
- Physical Training
- Attending group staff meetings.

8. The **CADET OPERATIONS SUPPORT SQUADRON SENIOR ENLISTED LEADER (OSS/SEL)** is responsible for:

- Assisting the Squadron Commander in maintaining appearance, discipline, effectiveness, training, and conduct of the squadron.
- Help form the squadron for uniform inspection and other formations.
- Taking attendance and reporting findings to squadron commander.

9. The **CADET FLIGHT COMMANDERS (FLT/CC)** are responsible to the Cadet Operations Squadron Commander for:

- The appearance, discipline, effectiveness, and training of flight members.

- Planning and coordinating activities within the flight.
 - Ensuring cadets are properly trained in the conduct of classroom procedures.
 - Motivating and encouraging flight cadets to wear their uniform, participate in PT, and other cadet corps activities.
 - Advising flight members on performance standards and means of professional and personal development.
 - Supervising cadets and writing evaluations on their performance, conduct, leadership and promotion potential.
 - Keeping track how flights are performing using key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
 - Being a role model for cadets within the flight.
 - Getting to know the cadets – who is doing well academically and participating in school and cadet corps activities.
 - Attend cadet corps activities.
 - Assigning flag details for flight members and that the performance log is updated.
 - Attending squadron staff meetings.
10. The ***CADET FLIGHT SERGEANTS (FLT/SGT)*** are responsible to the Cadet Flight Commanders for:
- Assisting the flight commander in enforcing appearance, discipline, effectiveness, and training of flight members.
 - Forming flight for activities as directed, to include preparing the flight for inspection.
 - Assisting the Flight Commander in training cadets in drill and ceremonies.
 - Assisting the Flight Commander in training the flight guide in proper guide-on techniques.
 - Ensuring cadets are properly trained in the conduct of classroom procedures.
 - Keeping track of how flights are performing by tracking key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, ID wear, participation in corps activities).
 - Assisting flight commander in completing evaluations on flight guide and element leaders.
 - Motivating and encouraging flight cadets to wear their uniform, participate in PT, and other cadet corps activities.
 - Getting to know the cadets – who is doing well academically and participating in school and cadet corps activities.
 - Attend cadet corps activities.
 - Taking command of the flight in the absence of the Cadet Flight Commander.
11. The ***CADET ELEMENT LEADERS (FLT/EL)*** are responsible to the Cadet Flight Commanders for:
- Being adept in marching techniques and drill.
 - Being in the first element in a formation
 - (This is a flexible position, can change daily within the flight between multiple cadets.)
12. The ***CADET FLIGHT GUIDE-ON BEARERS (FLT/GOB)*** are responsible to the Cadet Flight Commanders for:
- Carrying the flight guide-on during drill and ceremonies.
 - Posting and retiring the guide-on as directed in class and during formations.
 - Learning the manual of the guide-on.
 - (This is a flexible position, can change daily within the flight between multiple cadets.)
13. The ***CADET DIRECTOR OF TRAINING (OSS/DT)*** is responsible to the Cadet Operations Support Commander for:
- Developing and publishing the weekly Operations Order (OPORD).
 - Coordinating with the Flight Commanders to identify high risk areas that require more focused training.
 - Providing Flight Commanders with guidance for lessons to be taught
 - Attending squadron staff meetings.
14. The ***CADET DIRECTOR OF PHYSICAL TRAINING (OSS/DPT)*** is responsible to the Cadet Director of Training for:

- Ensuring high level of physical fitness is maintained within the group by planning, organizing, and conducting effective athletic activities for the weekly physical fitness day, usually each Friday.
- Developing and publishing a semester schedule of PT activities.
- Calculating PT grades and tracking improvement as related to unit goals.
- Training and assigning duties to flight PT representatives.
- Maintaining an inventory of athletic equipment and recommends the purchase of equipment as needed.
- Working with flight commanders to ensure water is available to cadets during PT activities.
- Attending group staff meetings.

15. The **CADET PHYSICAL TRAINING LEADER (MSS/PTL)** is responsible to the Cadet Director of Physical training for:

- Assisting with the duties outlined above, paragraph 24.

16. The **CADET RESERVE FLIGHT COMMANDER (STS/RES)**. See Chapter 11.

17. The **CADET MISSION SUPPORT SQUADRON COMMANDER (MSS/CC)** is responsible to the Cadet Group Commander for:

- Coordinating and controlling staff functions.
- Keeping track of how staff activities are performing by tracking key performance indicators.
- Evaluating and providing weekly feedback to flight commanders on their performance.
- Getting to know cadets – who is doing well academically and participating in school and cadet corps activities.
- Ensuring proper maintenance of administrative and personnel files.
- Establishing a training program to ensure all staff positions are filled with knowledgeable and motivated individuals.
- Conducting squadron staff meetings as necessary.
- Being a role model for cadets within the squadron.
- Attending cadet corps activities.
- Attending group staff meetings.

18. The **CADET DIRECTOR OF PERSONNEL (MSS/DP)** is responsible to the Cadet Mission Support Squadron Commander for:

- Assisting instructors in maintaining computer based (WINGS and local computer) and hard copy personnel management system on all cadets and insuring only authorized personnel have access to them.
- Ensuring cadet personnel records, to include promotions, awards and decorations, are updated in WINGS.
- Assisting instructors in keeping track of how flights are performing by tracking key performance indicators (uniform wear/inspection rates, PT uniform wear/participation rates, hair requirements, participation in corps activities).
- Recording, publishing and distributing minutes of the Group staff meetings.
- Attending Group staff meetings.

19. The **CADET PERSONNEL STAFF (MSS/PSS)** is responsible to the Cadet Director of Personnel for:

- Assisting with the duties outlined above, paragraph 16.

20. The **CADET DIRECTOR OF PUBLIC AFFAIRS (MSS/DPA)** is responsible to the Cadet Mission Support Squadron Commander for:

- Drafting news releases for submission to applicable news publications through the instructors relating to unit and personnel accomplishments.
- Planning to have pictures and/or video all cadet corps activities.
- Using pictures and video obtained over the school year to create an annual slideshow presentation.
- Posting pictures from recent events on the Unit AFJROTC Bulletin Boards.
- Assembling pictures for submission to the school yearbook.
- Assisting the SASI/ASI in updating and maintaining the website.
- Ensuring cadet corps announcements are submitted through instructors to the office prior to 1500 hours the day before a corps event.
- Attending group staff meetings.

21. The **CADET PUBLIC AFFAIRS STAFF (MSS/PAS)** is responsible to the Cadet Director of Public Affairs for:

- Assisting with the duties outlined above, paragraph 18.

22. The **CADET DIRECTOR OF COMMUNITY SERVICE (MSS/DCS)** is responsible to the Cadet Mission Support Squadron Commander for:

- Organize attendance for corps community service projects.
- Coordinates all events, projects, and required paperwork/documentation to include consent forms.
- Updating WINGS and ensuring instructors have required documentation for entry into database.
- Publish and inform the corps of available community service opportunities approved by the instructors.
- Ensure completion of personnel activity log documenting individual cadet's service hours.
- Attend required meetings.

23. The **CADET COMMUNITY SERVICE STAFF (MSS/CSS)** is responsible to the Cadet Director of Community Service for:

- Assisting with the duties outlined above, paragraph 20.

24. The **CADET DIRECTOR OF PROJECTS (MSS/PRO)** is responsible to the Cadet Mission Support Squadron Commander for:

- Developing a cadet operations and activities calendar.
- Developing and monitoring "to do" lists, and organizing set up and tear down of all events.
- Planning events for the year and coordinating schedule.
- Maintaining a master plan of scheduled Group activities.
- Attending cadet extra-curricular activities.
- Being a role model for cadets in the Group.
- Attending cadet corps activities.

25. The **CADET DIRECTOR OF SAFETY (MSS/SE)** is responsible to the Cadet Mission Support Squadron Commander for:

- Ensuring that those who plan and take part in all corps activities recognize that the safety and well-being of our cadets is our number one priority.
- Ensuring cadets receive safety awareness briefings when appropriate, i.e., prior to school holidays, field day competitions, highway cleanup, field trips, etc.
- Keeping the Group Commander and instructors informed on both the attitude toward and state of safety awareness within the cadet corps.
- Ensuring safety incidents are reported to the Cadet Group Commander and instructors.
- Conducting a monthly safety inspection of all cadet facilities.
- Ensuring flights have water available for cadets at all PT activities.
- Placing safety tips on the corps bulletin board.
- Attending group staff meetings.

26. The **CADET SAFETY STAFF (MSS/DES)** is responsible to the Cadet Director of Safety for:

- Assisting with the duties outlined above, paragraph 22.

27. The **CADET SPECIAL TEAMS SQUADRON COMMANDER (STS/CC)** is responsible to the Cadet Group Commander for:

- Managing and training members of the cadet corps special teams – KHHS, drill team, color guard, APT and Recruiting.
- Developing and maintaining a training/performance schedule.
- Being a role model for cadets within the squadron.
- Keeping track of how special team's cadets are performing by tracking key performance indicators.
- Ensuring adequate controls are established for accounting of all unit equipment and supplies.
- Attend squadron activities.
- Submitting inputs for the unit calendar of all special team activities.
- Ensuring appropriate school policies are complied with during special team's activities.
- Getting to know cadets – who is doing well academically and participating in school and cadet corps activities.

- Attending Group staff meetings.

28. The ***CADET DIRECTOR OF FUNDRAISING (STS/DFR)*** is responsible to the Cadet Special Teams Commander and SASI for:

- Generating ideas to raise funds to support cadet corps activities.
- Assisting instructor in organizing and scheduling all fundraising activities.
- Assisting instructor in distribution of fundraising items.
- Assisting instructor in maintaining records of fundraising sales.
- Recommending incentives to cadets to support fundraising activities.

29. The ***CADET KITTY HAWK HONOR SOCIETY COORDINATOR (STS/KHHS)*** is responsible to the Cadet Special Teams Squadron Commander for:

- The effective leadership and operation of the Kitty Hawk Honor Society.
- Identifying and inviting eligible cadets to become members.
- Conducting a meaningful KHHS induction ceremony.
- Managing the unit tutor program. Recruits tutors and pairs tutors with cadets requiring help.
- Managing and coordinating the following community service projects for the Group.
- Helping cadets establish goals and plans to pass classes/improve academic performance when asked.
- Attending group staff meetings.

30. The ***CADET DRILL TEAM COMMANDER (STS/DT)*** is responsible to the Cadet Special Teams Squadron Commander for:

- Recruiting, training, appearance, motivation, and efficiency of drill team members.
- Having scheduled, well planned training sessions.
- Maintaining accurate attendance of performance records of drill team members.
- Developing advanced drill routines for drill competitions.
- Recommending when cadets are eligible for the drill team ribbon.
- Ensuring adequate controls are established for accounting of all team equipment and supplies.
- Participate in drill team practices and performances.
- Works with Standardization/Evaluation to establish standardized drill for the Group.

31. The ***CADET COLOR GUARD COMMANDER (STS/CG)*** is responsible to the Cadet Special Teams Squadron Commander for:

- Recruiting, training, appearance, motivation, and efficiency of color guard members.
- Having scheduled, well planned training sessions.
- Maintaining accurate attendance of performance records of color guard members.
- Dress, appearance, and conduct of members while performing.
- Publicizing team activities in corps, school, and community publications and news media.
- Recommending when cadets are eligible for the color guard ribbon.
- Ensuring adequate controls are established for accounting of all team equipment and supplies.
- Participate in color guard practices and performances.
- Ensure a team performs at all home varsity football games, basketball games, and other requested school activities.

32. The ***CADET AWARENESS PRESENTATION and RECRUITING TEAM COORDINATOR (STS/APRT)*** is responsible to the Cadet Special Teams Squadron Commander for:

- Managing and maintaining a vibrant and effective awareness presentation team and recruiting program.
- Maintaining three briefings for presentation to middle school and high school audiences that center around bullying, drugs, alcohol, etc.
- Presenting the briefings to the cadet group senior staff a minimum of twice during the semester.
- Establishing an active recruiting campaign plan at West Craven High School and Middle School for potential cadets.
- Developing a recruiting presentation to middle school and high school students a minimum of once each semester.
- Ensuring appropriate recruiting pamphlets and brochures are published and disseminated.

33. The ***CADET SABER TEAM COORDINATOR (STS/ST)*** is responsible to the Special Teams Squadron Commander for:
- Leading training and special events that require a Saber Team.
34. The ***CADET ROBOTICS COORDINATOR (STS/ROB)*** is responsible to the Special Teams Squadron Commander for:
- Management and serviceability of Robotic equipment and supplies.
35. The ***CADET QUADS COORDINATOR (STS/QDS)*** is responsible to the Special Teams Squadron Commander for:
- Management and serviceability of Drone equipment and supplies.
36. The ***CADET JROTC LEADERSHIP AND ACADEMIC BOWL COORDINATOR (STS/JLAB)*** is responsible to the Special Teams Squadron Commander for:
- Organizing a team to train for the local Academic Bowl competition, the National JROTC Academic Bowl, and other competitions
 - Ensuring all supplies, including buzzers, questions and study material, are ready for use during practice sessions and during competition
37. The ***CADET ROCKETS COORDINATOR (STS/ROK)*** is responsible to the Special Teams Squadron Commander for:
- Accountability, serviceability, management, and safety of equipment required to operate Rockets.
38. The ***CADET LOGISTICS SQUADRON COMMANDER (LGS/LSS)*** is responsible to the Special Teams Squadron Commander for:
- Ensuring adequate controls are established for accounting of all unit equipment, supplies, and monies.
 - Assisting instructors in the issue, receipt and accounting of all uniform, equipment, and supplies related to the operation of the Group. Any dispersal from the supply and equipment rooms must be documented.
 - Assisting instructors in the inventory of uniforms, equipment, and supplies.
 - Assisting instructors in the maintenance, repair, and cleaning of uniforms, equipment, and supplies.
 - Maintaining the uniform/supply room and armory/equipment rooms neat and orderly.
 - Monitoring the creation and updating of cadet ribbon racks.
 - Organizing and providing rank insignia and ribbons for promotion ceremonies.
 - Training flight logistics representatives in the application of logistics duties and responsibilities.
 - Attending group staff meetings.
39. The ***CADET LOGISTICS STAFF (LGS/LSS)*** is responsible to the Special Teams Squadron Commander for:
- Assisting with the duties outlined above, paragraph 36.

ENLISTED CADET EVALUATION FORM (Monthly)

NAME _____ FLIGHT _____ DATE _____

LEGEND: 0 – Unsatisfactory; 1- Acceptable; 2 – Satisfactory; 3 – Excellent; 4 – Outstanding

Points Available	0	1	2	3	4
1. TIME MANAGEMENT: Is the cadet on time for class, formations, and assignments? Does the cadet spend time wisely preparing for daily events?					
2. PERSEVERANCE: Does the cadet stick with each task until completed or give up when it gets too difficult or complex?					
3. WILLINGNESS TO TRY: Will the cadet attempt to perform any task, no matter how hard or demanding? Does the cadet have a positive attitude toward AFJROTC training?					
4. ABILITY TO WORK WITH OTHERS: Can the cadet work with others as a team to complete a task? Does the cadet work well with his/her fellow cadets					
5. HELPFULNESS: Does the cadet offer and/or give help to fellow cadets?					
6. ABILITY TO WORK WITHOUT CLOSE SUPERVISION: Can the cadet complete a task without constant instruction?					
7. ALERTNESS TO INSTRUCTION: Does this cadet listen or do you have to repeat instructions over and over?					
8. MATURITY: Does this cadet display mature behavior, or does misconduct detract from performance?					

NC 959 Form 24, August 2026

TOTAL POINTS: _____

Comments (Use Reverse if necessary): _____

SIGNATURE OF EVALUATING CADET: _____

SIGNATURE OF EVALUATED CADET: _____

Figure 3.3 Enlisted Cadet Evaluation Form (Monthly)

OFFICER CADET EVALUATION FORM (Monthly)

NAME _____ FLIGHT _____ DATE _____

LEGEND: 0 – Unsatisfactory; 1- Acceptable; 2 – Satisfactory; 3 – Excellent; 4 – Outstanding

Points Available	0	1	2	3	4
1. TIME MANAGEMENT: Does the cadet work priorities first and complete all tasks in a timely manner? Is the cadet on time for all activities?					
2. PERSEVERANCE: Does the cadet handle tasks with enthusiasm? Does the cadet stick with a task until thoroughly completed or look for shortcuts just to get it done?					
3. WILLINGNESS TO TRY: Does the cadet show a positive attitude toward accomplishing any task even if it is something new or not in his/her job description?					
4. ABILITY TO WORK WITH OTHERS: Is the cadet team oriented and cooperative? Does the cadet demonstrate a positive attitude at all times even when faced with unpleasant or time-consuming tasks?					
5. TASK MANAGEMENT: Does the cadet complete all phases of his/her job including documentation and follow-up on actions completed?					
6. ABILITY TO WORK WITHOUT CLOSE SUPERVISION: Does the cadet work independently when required and get the job done with minimum direction from superiors?					
7. MATURITY: Does the cadet demonstrate mature behavior? Does horseplay or unbecoming conduct interfere with the cadet's ability to do his/her job?					
8. FUTURE RESPONSIBILITY: Is the cadet ready for positions of increased responsibility?					

NC 959 Form 25, August 2026

TOTAL POINTS: _____

Comments (Use Reverse if necessary): _____

SIGNATURE OF EVALUATING CADET: _____

SIGNATURE OF EVALUATED CADET: _____

Figure 3.4. Cadet Officer Evaluation Form (Monthly)

Chapter 4

CADET PROMOTION SYSTEM

4.1. Promotions hold a great deal of interest for members of the AFJROTC Cadet Corps. The interest is important since the insignia one wears is evidence of a cadet's standing among fellow cadets. This insignia is evidence of the cadet's maturity, responsibility, and leadership capabilities. Cadets will be promoted periodically if they demonstrate a potential for increased responsibility. A position and grade vacancy must be available, and the cadet must be the best individual for the job.

4.2. Promotion in the corps is based on academic grades, military grades, and on demonstrated military leadership qualities. It is important that you know selections for these various positions are made. There are two kinds of promotions a cadet can earn throughout

(A) Permanent promotion:

- This promotion is awarded at the end of each grading period (**1st and 2nd Semester**), and is based on your academic grade, current rank, and year group.

(B) Temporary Promotion:

- This promotion is awarded based on the performance of the cadet and upon the position to which the cadet is assigned.
- Temporary promotions are assigned only when they are higher than the permanent rank. When a cadet is removed from that position, they will not hold that rank.

(Example: Flight Sergeant, Element Leader, Staff Positions, etc.)

Note: AS3s will hold temporary officer positions. AS4s will hold permanent officer positions.

4.3. A cadet must possess **75 or better in AFJROTC** to maintain their current rank (with some exceptions from Instructors and Staff).

4.4. Whenever possible, all Cadets Staff Officer positions will be filled by third year or fourth year cadets. Some top positions may be filled by second year cadets based on the total enrollment. Exceptions to this may be made in special cases at the discretion of the SASI or ASI. Cadets are initially assigned to command in staff positions based upon actual performance, and in order to show progression in rank.

4.5. No cadet will hold a rank higher than that authorized in his or her current position. Exceptions may be made for senior cadets to permit them to hold the highest rank earned for their positions.

4.6. The number of leadership positions is limited. In order to give every cadet a fair opportunity to experience the leadership role, a system of rotation will be employed. Every cadet in the corps must understand and cooperate fully if all are to share the experience of leadership.

4.7. Cadet command and staff assignments will be made so that an equitable leadership development experience will prevail throughout the corps. The goals of the cadet staff may be compromised whenever a cadet's performance is not up to standards. The goals of the JROTC program require that you have an understanding of the term "respect for authority." **Respect for authority** is a vital part of leadership training. Any organization, military or civilian must have its members' respect in order to function effectively. Each cadet will be subject to regulations and instructions issued by AFJROTC, the SASI/ASI, cadet officers, and cadets NCOICS. The task of each cadet at any level is to learn the job, do the job as well as one can, and prove oneself is ready for the next level of responsibility. Above all, set an example and develop into a good leader by showing an honest understanding of respect for authority.

4.8. PROMOTION PROCEDURES

a. Minimum Promotion standards

- Be in compliance with absentee standards (SASI may waive excused absences)
- Have no uniform wear misses
- Consistently meet grooming standards
- Have a positive attitude toward AFJROTC
- Demonstrate ability to adapt to a military environment
- Service to school and community
- Have a minimum of 6 weeks time in grade for current rank
- No school suspensions

b. **Enlisted Promotions**

(1) Promotions are given at the end of the semester while enrolled in a JROTC class. A cadet is removed from a promotion cycle if they have received ISS or OSS due to misconduct within the semester of a promotion, or have outstanding financial obligations to the corps.

(2) The grading period when a promotion is given is the one used for grade requirements (cadets will be checked for the current semester, regardless of when they had JROTC). Only the most recent or current semester classes are taken for grade requirements.

c. **AS-100**

- C/AMN 85 or above in JROTC class for the current semester and no behavioral ISS/OSS for the current semester.
- C/A1C - 85 or above in JROTC class for the past two semesters averaged, no behavioral ISS/OSS for the past two semesters.
- C/SrA - 85 or above in JROTC class for the past two semesters averaged, no behavioral ISS/OSS for the past two semesters. Minimum 20 hours of AFJROTC community service or extracurricular activities. **(This is the highest rank an AS1 can earn)**

d. **AS-200**

- C/SSgt - 90 or above in JROTC class for past two semesters averaged, no behavioral ISS/OSS for past two semesters, pass NCO test (written test and drill eval) with a 70% or higher. Minimum 35 hours of AFJROTC community service or extracurricular activities.
- C/TSgt - 90 or above in JROTC Class for past two semesters averaged, no ISS/OSS for past two semesters, passed NCO test (written test and drill eval) with a 70% or higher. Must pass other classes with a 70 or higher. Minimum 50 hours of AFJROTC community service or extracurricular activities. Must hold rank for a semester before being eligible for the next promotion.
- C/MSgt - 90 or above in the last JROTC class enrolled in, no behavioral ISS/OSS for the past two semesters, passed the SNCO test (written test and drill eval) with an 80% or higher. Go before a board of cadet staff. Must be passing all classes with a 75 or higher. Minimum 65 hours of AFJROTC community service or extracurricular activities. Must hold rank for a semester before being eligible for next promotion. **(This is the highest rank an AS200 can earn, AS300 Temporary rank)**

e. **AS-300 *Only held by Squadron Senior Enlisted Leader***

- C/SMSgt - 90 or above in the last JROTC class enrolled in, no behavioral ISS/OSS for the past four semesters, passed the SNCO test (written test, drill eval) with an 80% or higher. Minimum 80 hours of AFJROTC community service or extracurricular activities. Go before a board of cadet

staff. Must be passing all classes with an 80 or higher. Must hold previous rank for a semester before being eligible for next promotion.

d. AS-400 *Only held by the Senior Enlisted Leader*

- C/CMSgt - 95 or above in the last JROTC class enrolled in, no behavioral ISS/OSS for the duration of high school, passed the SNCO test (written test, drill eval) with an 85% or higher. Go before a board of cadet staff. Must be passing all classes with an 80 or higher. Any C/CMSgt that is not the Senior Enlisted Leader must be approved by SASI or ASI.

4.9. **Demotions.** Loss of rank can occur for a disciplinary board due to write-ups, Instructor request, or teacher request.

4.10. **Extracurricular Promotions**

- a. To earn, you must fit the academic requirement for the new rank (if any), unless the SASI/ASI waive the time in rank, board, or test requirements for the rank the Cadet is being promoted to.
- b. If a reserve cadet is given an extracurricular promotion, your last JROTC grade or SASI/ASI approval is taken into consideration for the requirement.
- c. On-the-Spot promotions are rare and given by the SASI/ASI directly for outstanding service by a cadet. Requirements are as determined and approved by SASI/ASI.

4.11. **Officer Promotions**

- a. **Cadet Officers are the highest-ranking cadets in the corps.**
- b. **They hold staff positions important to the successful running of the corps. Because of this, they will serve as role models for younger cadets and their peers.**

Note: AS3s will hold temporary officer positions. AS4s will hold permanent officer positions. Requirements to be an officer and maintain the rank:

- Must be passing all classes with an 80 or higher.
- Must have a 90 or higher in JROTC for the last time taken.
- Must be approved by SASI and ASI
- Must hold at least C/TSgt and be eligible for promotion. (Time in Rank and Grade Requirements)
- Must hold a staff position appointment and SASI approval.

c. **OFFICER RANKS**

- C/2nd Lt – This rank is held by staff officers and flight commanders.
- C/1st Lt – This rank is held by staff officers and flight commanders.
- C/Capt – This rank is the highest that can be worn by a Flight Commander, and usually reserved for seniors serving in a leadership position. **(Highest AS3 Temporary rank)**
- C/Maj – This rank is usually given to the Corps Squadron Commander. This includes Operations, Missions, Special Teams, and Logistics.
- C/Lt Col – This rank is exclusively reserved for the Corps Vice Group Commander.
- C/Col – This rank is exclusively reserved for the Corps Group Commander. Appointed by SASI/ASI directly.

4.12. Inappropriate Behavior. Cadets who engage in inappropriate behavior are subject to being reprimanded. This could range from the most lenient reprimand that is verbal, to the more severe being placed in ISS. All cadets may be reduced in rank (demoted) due to misconduct (in AFJROTC or other classes), or attitude. Another vehicle used for behavioral matters is the Letter of Counseling (a warning), which can be given by the Group Commander, Deputy Group Commander, Squadron Commander, or Flight Commander. The Letter of Counseling will outline what the cadet has done wrong, and it must be approved by the SASI/ASI. The cadet will be placed on probation for a period of time (normally four weeks). Everything the cadet does will be evaluated. If the cadet does a good job, at the end of the probation period, all will be forgotten. If, however, during the probation period there is another discipline issue (or the same one continues), the cadet will be given a Letter of Reprimand by the SASI/ASI reducing them in rank (normally one grade). For a severe offense, the SASI may approve reduction by more than one rank, including removal of the cadet from officer status. If enlisted, once reduced in rank, a cadet must wait at least nine weeks before meeting the promotion board. If the nine weeks is up between promotion cycles, the cadet must wait for the next cycle. Out-of-cycle promotion boards will not meet for any reason, including sickness, field trips, or other school activities.

4.13. SNCO Promotion Board Process. The promotion board is a chance for cadets to be promoted to the next highest rank. Cadets have to go through a few tests and see what they are really capable of. There will be several questions during the promotion board to test the Cadets knowledge. Some examples are the chain of command, rank, and uniform wear. We offer the promotion board to drive interest, motivate cadets to move up rank, and to validate if the cadet is ready for more responsibility. It provides the current leadership team an opportunity to mentor newer cadets and allows all cadets an opportunity to grow in the program.

4.14. Rank/Promotion. Group Staff will wear the rank that is on the manning document. All other cadets who have a position on the manning document, will wear one rank below the manning document. Group staff will identify cadets eligible for promotion. Cadets may not be eligible for promotion if they have had ISS/OSS during the current semester.

4.15. The Process. Cadets will be evaluated by the Group Commander, Deputy Group Commander, Group Senior Enlisted Leader, Chief of Standardization/Evaluation, any member of the Standardization/Evaluation team, or Group Executive Officer.

4.15.1. How it works:

- The highest present member of the group staff will call the cadet to enter the room. Group staff will automatically start grading military bearing as soon as the cadet crosses the threshold.
 - The cadet must hold military bearing, perform a proper salute and recite the reporting statement, “Sir/Ma’am, Rank/Last Name....Reporting in for the promotion board, permission to proceed Sir/Ma’am.”
- The first question will test cadets' knowledge of the chain of command, basic leadership or core values.
- The next question regarding ribbon order, or rank structure.
- The last question will be about customs and courtesies or uniform wear.
- Group staff members will inspect the cadet's uniform.
- Lastly, the cadet will report out and maintain military bearing by saying “(Sir/Ma’am, Rank/Last Name...Reporting out, permission to exit Sir/Ma’am.”

4.15.2. Scoring: See Evaluation Form (Figure 4.1, pg. 35).

- a. AFJROTC Academic Grade: Cadets current average in AFJROTC. Total value: **30 pts**
Uniform Inspection: Each board member will score how well the cadet is wearing the uniform and uniform appearance. Total value: **20 pts**
- b. Board Reporting: A cadet's military bearing is evaluated upon entering the room while reporting in. Total value: **10 pts**

- c. Question 1 Knowledge/leadership: The Cadet is expected to answer a question involving an issue that will demonstrate an understanding of the chain of command, basic leadership, or core values. Total value: **10 pts**
- d. Question 2 Insignia: Cadets can expect to answer questions related to the proper wear of insignia. Total value: **10 pts**
- e. Question 3: Customs and Courtesies: The cadet can expect to answer a question related to wear of the uniform and military customs and courtesies. Total value: **10 pts**
- f. Board Reporting Out: The cadet's military bearing is evaluated while reporting out and upon exiting the room. Total value: **10 pts**

PROMOTION BOARD EVALUATION FORM									
CADET NAMES	Rep ortin g In (10 pts)	Que stion #1 (10 pts)	Que stion #2 (10 pts)	Que stion #3 (10 pts)	Rep ortin g Out (10 pts)	Unif orm Insp ectio n (30 pts)	Acad emic Grad e (20 pts)	Com mun ity Serv ice (10 pts)	COMMENTS
1.									
2.									
3.									
4.									
5.									
6.									
7.									
8.									
9.									
10.									
11.									
12.									
13.									
14.									
15.									
16.									
17.									
18.									
19.									
20.									
21.									
22.									
23.									
24.									
25.									
Board Member Name:				Promotion Cycle:				Squadron:	Date:

NC-959, Promotion Board Evaluation Form, Aug 2026
Figure 4.1. Promotion Board Evaluation Form

Chapter 5

DRESS AND APPEARANCE

5.1. GENERAL. Except as authorized in this guide, AFJROTC cadets will wear the standard service uniform prescribed for active-duty personnel in DAFI 36-2903, Dress and Personal Appearance of Air Force Personnel. The fitting standards, wearing instructions, and personal grooming standards prescribed in this guide are also applicable. See attachments 5-14 for proper wear or placement of uniform items.

a. Each cadet must wear the uniform properly. The importance of wearing the uniform properly cannot be over-emphasized since the uniform, except for the insignia, is the same uniform worn by members of the United States Air Force. The Air Force, as a professional military organization, is known worldwide and has no equal. The uniform you will wear is a symbol of that reputation. **WEAR IT PROUDLY!!!**

b. Uniforms must be clean, neat, fitted properly, pressed and in good condition (not frayed, worn out, torn, faded, patched, etc.). Uniform items are to be kept zipped, snapped, buttoned, or tied. The four elements that govern wear of the uniform are neatness, cleanliness, safety, and military image. Military image is subjective due to varying opinions on high standards.

c. Protecting government property is everyone's responsibility. All of your uniform and equipment items are loaned to you by the United States Air Force. These items remain the property of the Air Force and each item of the uniform must be accounted for at all times.

d. All AFJROTC cadets will be issued one complete uniform and the appropriate accessories. When a cadet is issued a uniform, they will sign and initial a hand receipt and a memorandum for all items received. Each returnable item becomes the temporary property of the cadet (non-returnable items will be kept by cadet).

e. It is important that each cadet understand all returnable items of the uniform must be returned at the end of the semester or school year (date will be announced); or upon request of the SASI/ASI. Graduation diplomas, Certificates of Completion, or Certificates of Training will not be awarded until your AFJROTC account is cleared.

f. To preclude unnecessary expense to the cadet and to provide for the efficient turn-in of uniforms and equipment, adhere to the following guidelines:

- (1) Do not leave uniform items in unlocked lockers or unattended in other places at school
- (2) Do not lend uniform items to other cadets or persons.
- (3) Do not permit another cadet or person to turn in uniform items or equipment.
- (4) Do not place your uniform items or equipment in other students' lockers.
- (5) Be alert for uniform items left or misplaced by another cadet. Turn such items in to an instructor.
- (6) Clothing items that become worn or otherwise unserviceable should be turned in immediately. Items of clothing that do not fit properly should be exchanged immediately.
- (7) When turning in or exchanging uniform items or other equipment, deal only with the logistics staff or Aerospace Science Instructor.

5.2. UNIFORM WEAR.

a. There are five cadet uniform combinations worn at West Craven High School.

- (1) Service Dress (Service coat, short sleeve shirt/blouse with tie/tie tab).
- (2) Service Uniform includes Short sleeve shirt/blouse with tie/tie tab (light weight jacket optional).
- (3) "Dress," Short sleeve shirt/blouse without tie/tie tab (light weight jacket optional).
- (4) Operational Camouflage Pattern (OCP)

(5) Physical Training Gear (PTG)

b. Cadets will wear the prescribed AFJROTC uniform two (2) days per week (once on the main uniform day and once on physical training (PT) day. On uniform days, cadets will wear the uniform combination prescribed by the Corps Staff or SASI/ASI. Cadets will wear the uniform the entire school day (PTG can be changed into), from the first bell until the last bell (deviations must be approved by SASI/ASI). Failure to wear the uniform on designated uniform days is a missed class assignment and will directly affect a cadet's grade and eligibility to remain in AFJROTC. The "Dress", "OCP," uniform day at West Craven High School is Thursday, PTG is worn on Friday; unless otherwise directed by the Corps Staff or SASI/ASI. If a cadet is absent from school on the designated uniform day, the cadet must wear the uniform to school as soon as possible, (but no later than the next uniform day, unless they are not in school that week) after returning. A grade will be documented in the electronic gradebook as a "1" to indicate a one day make up uniform grade. Cadets present on uniform day but fail to wear the uniform, will receive a "0" unless previously granted a pass by the SASI. Cadets in this situation will be sent to speak with an administrator after the second "0" and each occurrence thereafter. Any student who receives four scores of "0" **will be removed from AFJROTC at West Craven High School.**

c. Never mix and match uniform items with civilian garments (**exception:** PTG).

d. Trim loose strings and frayed seams on the uniform.

e. Keep the shirttail tucked in and tucked in the sides of the shirt. The shirt should never hang over the belt (**exception:** OCP blouse and PTG shirt during activity).

f. Do not carry bulky items in the pockets, which distort pocket flaps or the uniform. No items should ever protrude out of the pockets.

g. Gym bags, backpacks, purses, etc., will be carried over the left shoulder. Backpacks may be carried over both shoulders. Develop a habit of carrying items in the left hand to free the right hand for saluting.

h. The uniform cannot be worn at any functions outside the AFJROTC program without prior approval from the SASI/ASI.

i. Do not engage in any activity while wearing the uniform that may discredit it or cause damage to the uniform.

j. AFJROTC medals may be worn with the uniform on occasions approved by the SASI/ASI.

k. OCP may be earned. OCP may be worn on two uniform days each month as designated by the Corps Commander and approved by SASI/ASI.

l. Hats are required on uniform days (exception PTG) and are part of the uniform grade. Hats will be worn to and from campus and always while in public.

5.3. INSPECTIONS. Cadets will have a uniform inspection on uniform days. The inspections generally will be conducted by Standards and Evaluations (STAN/EVAL) with instructors providing oversight. Any discrepancies will be documented on an inspection sheet and all results will be recorded for a grade. Cadets absent on Uniform Day will receive a "1" for their grade in electronic gradebook, while cadets present but failing to wear the uniform will receive a "0." This is simply a shorthand way to keep track of how make up uniform days are tracked and to instill accountability (See para 5.2.b).

a. Cadets will begin each personal appearance and uniform wear inspection with a score of 100. Subtractions will be made for each sub-standard condition noted. The inspector will be evaluating hair, shaving, flight cap, insignia, ribbons, name tag, earrings, socks, pockets, shoes, neatness and cleanliness of the uniform, "gig line" and any inappropriate items worn. **NOTE:** If infractions are repeated from week to week, the inspector may increase the penalty.

b. A cadet must end up with a score of 60 or higher in order to pass an inspection. Cadets will not quibble or argue with an inspector. Occasions may arise wherein a cadet's appearance does not project the military image, although his/her uniform and hair are technically correct. The goal is to comply with the intent of Air Force policy, not to find loopholes in it or this handbook. The judgment and decisions of the AFJROTC instructors will be final and binding.

c. Cadets who fail to wear the uniform due to absences on multiple uniform days and do not make up the uniform wear days may be subject to removal from the program. Cadets who are present for class and fail to wear the uniform as prescribed will receive a zero (0) for their grade, with no opportunity to make up the grade. On the fourth (4th) occurrence in the semester, cadets will be subject to removal from the program and receive an overall failing grade for the class and no opportunity to return in the future.

5.4. UNIFORMS/PERSONAL APPEARANCE. There are several combinations of the male cadet uniform. The specific uniform combination will be directed by the Corps Staff with approval from the SASI/ASI each week. Grooming standards will be adhered to as outlined in DAFI 36-2903, Air Force Dress and Appearance during uniform days and when supporting an AFJROTC sponsored event(s). Cadets holding Key leadership positions will meet grooming standards “**every day**,” while in the AFJROTC classroom whether or not it is a uniform day. The Flight Leadership team will provide initial training on uniform wear and grooming standards with the STAN/EVAL team. See DAFI 36-2903, posted examples/photos, and the Cadet Operational Supplement in the publications book for reference.

5.5. FEMALE UNIFORMS/PERSONAL APPEARANCE. FINGERNAILS/COSMETICS. See DAFI 36-2903, Air Force Dress and Appearance and posted examples/photos.

5.6. SPECIAL UNIFORM ITEMS

a. AFJROTC medals may only be worn when authorized by the SASI/ASI.

b. Shoulder cords will be issued on a temporary basis to denote cadet positions, honors and teams. Only one cord will be worn at any one time and it will be on the left shoulder. None will be worn on the right. Ascots, gloves, and other special accessories may be issued to cadets who are performing special missions or tasks.

c. Cords issued include:

Corps and Deputy Corps Commander: Gold

SEL and First Sergeant: Maroon

Director of Standardization/Evaluation: Silver

Standardization/Evaluation: Green

Operations Support, Logistics, Mission Support, and Special Teams Commanders: White

Squadron Senior Enlisted Leader: White

Color Guard: White and Black

Cadets of the Month: Red

5.7. SHOE SHINE TIPS. A great shoeshine shows dedication, personal resolve, hard work, and attention to detail. Quickly shining your shoes, using paints, varnish and dye are costly to the appearance of your shoes, in a very negative way. Your shoes will look good at first, but they may be ruined by this practice. There are no short cuts in providing a quality shine for the care and maintenance of your shoes.

a. What You Need:

- A can of black shoe polish
- A supply of cotton balls (at least one per shoe) or cotton t-shirt
- Shoe brush
- Toothbrush
- Heel and sole edge dressing
- A cup of warm water
- Old nylons

b. What To Do:

- Remove laces from both shoes.
- Thoroughly clean the shoes. Use a brush to remove dust and dirt from the shoe. Clean the edges with a toothbrush. Then wipe with a damp cloth to remove remaining dust and dirt.
- Apply three coats of polish to the shoe on a small area using a circular motion. Dip a cotton ball into the water. Squeeze out most of the excess water. Flatten the cotton ball and make a handle between your thumb and index finger.
- Dab the cotton ball into the polish. Using a circular motion, apply the polish to the shoe (occasionally applying more polish as needed). Give the toe your best effort, then the front section, sides and back of the shoe.
- Repeat this process until you can see your reflection on the toe of the shoe, occasionally buffing with a nylon to smooth the finish and check your progress.
- The result is a highly shined pair of shoes you can be proud of.
- Replace laces.
- Protect shoes by placing them in a sock, shoe box, or neatly on the floor in a safe place.

c. Cleanup:

- This should be a clean process if you follow the steps. Place old newspaper on the surface you will use to clean your shoes. Try not to get polish on your hands.
- Clean up the area when you are done. Wash your hands.
- There are several ways to “spit shine” shoes. With time, you will learn many.
- This is just one way to get the job done right, with superior results.

Chapter 6

AWARDS AND DECORATIONS

6.1. Philosophy. The Cadet Awards and Decorations Program fosters morale, esprit- de-corps, and recognizes achievements of AFJROTC and SFJROTC cadets. Awards sponsored by national organizations are funded by the sponsoring organization and donated through local chapters where available. Only Awards and Decorations approved by Holm Center/JR and listed in the Operational Supplement (Ops Sup) may be worn. Only medals specifically designated within the Operational Supplement and depicted on the AFJROTC and SFJROTC Ribbon Chart are approved. They will be presented to cadets selected by the SASI/ASI and approved by the principal. Awards will be presented at appropriate ceremonies and families and friends of recipients will be invited to attend.

- a. Awards, decorations and devices are earned.
- b. Cadets are required to wear all awards, decorations and devices they have earned.
- c. Special Orders authorizing the wear of awards, decorations and devices are issued only after the SASI/ASI have made the best determination possible. Their determination is based on corps recommendations, available information, cadet performance, bearing and behavior.
- d. Cadets wearing awards, decorations or devices that they have not been appropriately awarded are violating the Cadet Oath and are subjected to administrative action, demotion, and/or potential removal from AFJROTC.

6.2. MEDALS, RIBBONS AND OTHER AWARDS

- a. Air Force Junior ROTC cadets may earn a variety of medals, ribbons and other awards. The Air Force imposes several limitations and restrictions on the presentation of medals and ribbons in order to maintain their **prestige** and **validity**. Active duty, guard, and reserve ribbons, medals and badges are not permitted on cadet uniforms. However, certain devices of the Civil Air Patrol are authorized.
- b. You may only wear medals, ribbons, clusters, cords, badges, and any other insignia that has been specifically authorized by the SASI/ASI through a Special Order. Medals may be worn simultaneously with ribbons during formal, semi-formal, and special occasions as determined by the SASI/ASI.

6.3. REFERENCE GUIDELINES AND UP TO DATE INFORMATION IN CADET PUBLICATION BOOK

Chapter 7

OUTSTANDING CADET COMPETITION

7.1. Outstanding Cadets of the Month. This award promotes excellence and teamwork within the flight during each academic month. It recognizes cadets, primarily first term airmen, who stand out among their peers. Each month, flight element leaders will nominate to their flight commander one cadet, again primarily first term airmen, to compete for this award. Each flight commander will meet with their element leaders and select one cadet as Cadet of the Month from the flight. Selection will be made during the last full week of each month, except December, when selection will be made prior to winter break.

a. The following criteria will be used by element leaders in nominating cadets for the award:

- (1) Arrived to class on-time daily.
- (2) Uniform wear and appearance
- (3) Community service involvement
- (4) AFJROTC and extracurricular activities
- (5) Attendance at special events
- (6) AFJROTC grades
- (7) Passing all other classes
- (8) Contributor to flight success

b. Each of the cadets of the month will be recognized and get to wear a special honor cord until the next cadet of the month is announced.

Chapter 8

OUTSTANDING FLIGHT COMPETITION

8.1. Outstanding Flight of the Month

a. Each school year there are competitions between the flights to determine the Outstanding Flight of the Month. This honor is based on the following criteria: Flight uniform wear average, flight uniform inspection average, flight PT uniform wear average, flight PT participation average, flight AFJROTC academic average, and flight activities participation average.

b. Outstanding Flight Competition Procedures: The flight with the highest numerical average (carried out two decimal places) after scores from all areas are factored, as described below, will be the winner.

(1) Flight Uniform Wear Average – This category measures cadet wear of the uniform. The flight with the highest numerical average receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(2) Flight Uniform Inspection Average – This category measures cadet uniform inspection grade. The flight with the highest numerical average receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(3) Flight PT Uniform Wear Average – This category measures cadet wear of the PT uniform. The flight with the highest numerical average receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(4) Flight PT Participation Average – This category measures cadet participation in PT. The flight with the highest numerical average receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(5) Highest AFJROTC Academic Average – This category measures cadet grade in AFJROTC. The flight with the highest academic average in AFJROTC receives 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(6) Fund-raising Participation – This category measures cadet participation in unit fundraisers. Every cadet within each flight is expected to participate as much as possible with the unit's fund-raising projects. For the purpose of flight competitions cited in this chapter, participation is the key. Therefore, the flight with the highest participation rate for fund-raisers will receive 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

(7) Community Service Projects (Food Drive, Christmas Cards, Adopt-A-Highway, etc.). This category measures cadet participation in community service projects. The flight with the highest percentage of cadet participation in all projects will be the winner of this competition. The winning flight will receive 100 points. Second, third, and fourth place will receive 95, 90, and 85 points respectively.

c. The Cadet Deputy Group Commander, Cadet Director of Standardization/Evaluation, and Cadet Director of Personnel will be responsible for assisting the SASI/ASI in collecting and analyzing data to determine the winning flight.

d. Outstanding Flight Awards. Cadets assigned to the outstanding flight for each quarter and semester will be awarded the **Outstanding Flight Ribbon Award**. The winning flight commander will determine if any flight member has not contributed enough to receive the ribbon. Final determination will be made by the SASI/ASI.

Chapter 9

SPECIAL TEAMS

9.1. General. An important function of the NC-959 AFJROTC Cadet Corps is to provide an Air Force presence at various school and community functions. Many times, the cadet corps presence is accomplished by our Color Guard, Drill Team, and Awareness Presentation Team. To be eligible for selection, and to remain a member of either of these units, a cadet must meet the most rigorous standards of military bearing, behavior, and dress and appearance. They are the most visible members of the cadet corps within the community and, as such, are required to set a high standard of excellence in all of their endeavors.

9.2. Color Guard.

a. **Composition.** A color guard is normally made up of three to eleven cadets depending upon the occasion. These cadets are handpicked by the Color Guard Commander/NCOIC with approval by the SASI/ASI. Total membership in the color guard will not exceed twenty cadets. Selections are made only after personal observation of the individual cadets and a review of their past performance as a member of the NC-959 AFJROTC Group. The criteria for selection are military bearing and behavior, dress and appearance, personal conduct, attitude, and drill ability. Qualified individuals can be selected at any time during the year.

b. **Practice.** All members are expected to attend practices. Practice times and dates will be announced in advance and will be posted on Sportsyou and the bulletin board in the classroom. Each color guard performance will require practice on the day of the performance unless otherwise directed by the SASI/ASI.

c. **Performances.** The color guard commander will be responsible for coordinating any upcoming color guard details. Color Guard members should check the Color Guard Detail Sheet in order to sign up for their fair share of events. Once an event is selected, you should check with your parents, bosses, etc., to make sure that there is no reason you cannot perform on the date and time posted. You then sign your name by the detail selected. Your signature indicates that on your word of honor, you will show up at the time indicated **ALREADY DRESSED IN THE PROPER UNIFORM**, prepared to honor your commitment. After the performance, the AFJROTC classroom will be open for a **MAXIMUM** of fifteen minutes for cadets to change clothes if they desire and to put away equipment. For their time and effort, Color Guard members will receive the following awards:

- (1) For every fifth performance, awarded a Color Guard Ribbon.
- (2) For every additional fifth performance a bronze oak leaf cluster (silver for the fifth oak leaf) will be awarded for placement on the Color Guard Ribbon.
- (3) Have no disciplinary write-ups during the award period.

d. **Participation.** The Color Guard Commander will determine the number of cadets necessary for each performance and will notify the SASI/ASI of the names of those members who have volunteered. When necessary, the Color Guard Commander will select members to perform using a rotational system so that all members get to participate equally. As stated earlier, once selected you have made a commitment and failure to show up is a serious breach of trust. Failure to perform on any two occasions during a semester will result in your removal from the color guard and raise serious questions about your reliability and character. Only under extreme circumstances will the SASI/ASI waive this requirement.

- (1) Prior to each performance, the color guard commander will conduct practice as necessary to ensure a flawless performance at the scheduled event. A personnel inspection will be accomplished by the commander to determine that all participants meet or exceed the standards outlined in paragraph 9.2.e below.
- (2) As a member of the color guard, you **DO NOT** have the right to refuse to perform when asked. If you are designated to perform and fail to perform on any two occasions during a semester, you will be removed from the color guard. Only under extreme circumstances will the SASI/ASI waive this requirement.

e. Standards. As mentioned earlier, the color guard is an elite, highly visible unit that is called upon to represent West Craven High School at many community and school functions. As such, you must maintain the highest standards of military bearing and behavior, as well as dress and appearance. Your performance must always accurately reflect the fact that NC-959 AFJROTC Group is the best of the best. Therefore, the following guidelines will be strictly enforced WITHOUT DISCUSSION.

(1) Hair standards for all members that do not meet or exceed the standards set forth in the DAFI 36-2903, will not be permitted to perform.

(2) Nail polish colors and make-up standards that do not meet or exceed the standards set forth in the DAFI 36-2903, will not be permitted to perform.

(3) All cadets are required to wear the uniform at least one day per week during the school year. Color guard members who fail for any reason to meet this requirement will be dismissed from the team AFTER THE SECOND OFFENSE. Just as important as wearing the uniform is the requirement for wearing it properly and maintaining it in the proper manner. Color guard members who constantly fail in either of these areas, as noted in the weekly inspection of cadets, will be dismissed from the team. YOU MUST SET THE EXAMPLE.

(4) Each time a competitive team participates as a unit, they are a direct reflection on the group as a whole. Therefore, conduct of any kind that does not accurately portray the NC-959 AFJROTC Group as the best of the best will not be tolerated. The military term for actions on the part of a cadet that does not meet acceptable standards of behavior is "Conduct Unbecoming of a Cadet." This includes such things as lying, cheating, stealing, fighting, starting rumors or any other action deemed inappropriate for the occasion. Remember, there is no such thing as cheating a little bit, stealing something of little or no value, or telling a little lie. Either you lie, cheat, and steal, or you don't. COMPETITIVE TEAM MEMBERS DO NOT. Conduct unbecoming of a cadet, deemed as such by the SASI/ASI, is cause for immediate dismissal from the team for the remainder of the semester.

9.3. Drill Team. The NC-959 drill team unit represents our most experienced drill members who participate in competitive drill meets.

a. Composition. A drill team is made up of not less than twelve members plus a commander. Thirteen-member teams are required to participate in drill meets. ALL MEMBERS WILL BE SUBJECT TO ALL RULES AND REGULATIONS CONCERNING THE TEAM.

b. Practice. Practices may be conducted after school based on requirements. Practice times and dates will be announced in advance and will be posted on the whiteboard in the classroom. During each practice, the drill team commander will have the responsibility to conduct practice in a military manner. Since the sequences will have been pre-approved by the SASI/ASI and will not be changed without their approval, practice time will be devoted to practice, not a discussion or question and answer period. Practice is what is required for a team to win a competition since all scoring is based on the precision of movement demonstrated by the team. Thirteen people must move as one. Therefore, the team will never be any better than its weakest member. By nature, then, drill practice must consist of repetition followed by more repetition until each of the thirteen members coordinate their movements to the point of moving as one. You will perform at a meet at the same level at which you perform at practice. Desire, dedication, and discipline coupled with complete CONCENTRATION during practice will be rewarded with a trip to the winner's circle at the meet. Like any athletic event, drill meets are won or lost on the practice field. Poor performance on the day of a meet can always be traced back to poor practice habits. The SASI/ASI will not allow poor practice habits or poor attitudes. If you are not prepared to dedicate yourself during practice to giving total effort at all times, your resignation will be gladly accepted. If your idea of total effort does not correspond with those of the SASI/ASI...you lose. BE PREPARED TO WORK HARD EVERY DAY!!

c. Participation. You were chosen to be a member of a competitive team not only because you asked to be considered, but also more importantly because of the potential you have displayed. The most important factors considered in determining potential are DESIRE, DEDICATION, DISCIPLINE, AND CONCENTRATION.

Everything else can be taught. Now is not the time for you to relax and feel as though you "have it made". Rather, now is the time that you must prove yourself on a daily basis. Nothing less than your best effort each and every time you take the field, whether in a meet or practice, will be accepted.

d. Standards. As a member of the drill team, you are expected to represent the group in many highly visible situations. As such, military bearing and behavior, as well as dress and appearance, is of utmost importance. Members of the drill team are expected to exceed the standards set for the other members of the group AT ALL TIMES. Therefore, the following guidelines as outlined in paragraph 9.2e. for the Color Guard applies to the Drill Team and will be strictly enforced.

9.4. Awareness Presentation Team. The Awareness Presentation Team is an academic endeavor designed to provide role models for the elementary and middle school students. Initially implemented in 1990 to deliver an anti-drug message to younger students, it has expanded to cover topics such as peer pressure, conflict resolution, sexual issues, violence, and alcohol awareness. The team is usually composed of about five (5) cadets selected by the SASI/ASI based on their demeanor, verbal abilities, and professional appearance. Team members are not considered or advertised as experts. They research a subject, then prepare and deliver a presentation. Question and answer sessions are not part of APT presentations. Units with active programs make presentations to hundreds of students annually and team members can qualify to wear the APT badge on their AFJROTC uniform. AFJROTC also supports programs in the local communities such as the Drug Abuse Resistance Education (D.A.R.E.) and the Red Ribbon campaign – a program established in remembrance of federal agent, Enrique Camarena, who was killed in Mexico by drug traffickers. All APT presentations must be cleared and approved by the SASI/ASI and the high school principal.

9.5. Awareness Presentation Team – Recruiting. An additional requirement of the Awareness Presentation Team effort is to recruit new students for the cadet corps. In addition to delivering presentations at elementary and middle schools, this team is expected to tell the AFJROTC message at the high school level. They are to seek opportunities to make presentations to school clubs, during classroom settings, and during freshmen orientations. Cadets on this team must meet rigorous standards of military bearing, behavior, and dress and appearance.

9.6. Kitty Hawk Honor Society (KHHS). KHHS is the academic honor society of AFJROTC. It is an organization dedicated to community service and leadership and is run entirely by the cadets under the supervision of the instructors. Its purpose is to promote high academic standards, school and community service, self-confidence, and initiative. KHHS also develops leadership abilities, recognizes academic excellence, and furthers members' knowledge of the Air Force role in aerospace. KHHS has the flexibility to include objectives of local unit chapters under a single umbrella with the advantages of national stature. All active members of KHHS are authorized to wear the distinctive KHHS pin and a royal blue cord. Cadets automatically become members when they meet these criteria:

- Earn and maintain an 86 cumulative semester average for all semesters in JROTC and have a current semester GPA of 3.0.
- Recite from memory the Air Force Core Values, their definitions, the Cadet Oath, preamble to the KHHS Constitution, and KHHS objectives.
- Know the mission of the Air Force Association, when it was established, and its location.
- Complete at least one semester of JROTC.

Chapter 10

CADET ACTIVITIES

10.1. Co-curricular/Extra-curricular Activities: Cadet activities give an added dimension to the corps to make it more fun, entertaining and educational. They serve to augment AFJROTC aerospace education and leadership education course requirements. It is your corps and your involvement helps to make it stronger. Standards of conduct, academic achievement, personal behavior, uniform wear and appearance must be routinely adhered to before a cadet will be considered for participation in co-curricular/extracurricular activities.

10.2. Cadet Staff and Corps Meetings

- a. Cadet staff and corps meetings should be held weekly during the school year at a time specified by the corps commander. The location of these meetings will normally be in AFJROTC Classroom.
- b. The SASI/ASI must attend all cadet corps meetings. They will attend in the capacity of advisors to support cadet staff and to ensure meetings are consistent with AFJROTC goals.
- c. Procedures for Corps/Staff Meetings. Listed below is a suggested meeting agenda:

- (1) Cadet Group Commander chairs and opens the meeting

- (2) The Cadet Director of Public Affairs begins taking notes on the meeting (to include attendance).

- (4) OLD BUSINESS: Status of all previous business not "closed" at the last meeting. Personnel tasked with projects (project/action officers) are expected to provide up-to-date information at this time.

- (5) NEW BUSINESS: These are matters of concern to the corps not previously discussed. Can it be resolved during the meeting or does it require an action or project officer. If the item of new business requires an action or project officer, the Group Commander assigns one. The cadet taking minutes will ensure the item of New Business is recorded as follows:

- (a) Action Item Name
 - (b) Project/Action Officer assigned
 - (c) Action(s) required
 - (d) Suspense date
 - (e) Status (may not be any initially)

- (6) Group Commander polls cadet staff for comments. After cadets have finished their discussion, the SASI/ASI makes comments.

- (7) ADJOURNMENT:

- (a) The Group executive officer announces the time and place for the next meeting after the SASI/ASI comments.
 - (b) The Group executive officer asks for further comments (there should be none) and then dismisses the meeting.
 - (c) Unexcused absences from cadet corps or staff meetings are cause for removal from position and possible additional disciplinary action.

10.3. Color Guard, Drill Team, APT. Additional information can be found in Chapter 9 and following.

10.4. Service Projects. Supporting our school and community. These can include park cleanups, graffiti eradication, highway litter pickup, etc. The corps is always open to new projects.

10.5. Fundraising. NC-959 besides being a class is also a “club”, therefore we need money to support activities and projects that the Air Force and West Craven High School do not fund. Two major fundraising activities will be scheduled during the school year. Types of activities for which funds will be used are:

- a. Awards Banquet/Brunch, etc.
- b. Field Day, Drill Meets, Picnics, etc.
- c. Drill Team, Color Guard, APT supplies/equipment.

10.6. Kitty Hawk Honor Society (KHHS). KHHS is the academic honor society of AFJROTC. It is an organization dedicated to community service and leadership. The honor society is run entirely by the cadets under the supervision of the instructors. See Chapter 9 for more information.

10.7. Model Rocketry Program: The model rocketry program involves the designing, building and flying of model rockets that are made of paper, plastic, balsa wood or other suitable lightweight material. The program is offered throughout the school year. Cadets must have parental/guardian permission in order to participate. Cadets must complete all requirements to be awarded the Model Rocketry Badge (see rocketry program book).

10.8. Field Day (Optional): A military-styled activity day held once a year for cadets, usually in conjunction with other JROTC units. Cadets must be eligible for a field trip if Field Day is held during school hours. Safety, sportsmanship, and camaraderie are emphasized. Activities include sports, games and other events designed to give every participating cadet an opportunity to have fun. Field Day normally lasts most of the day and usually includes a picnic.

10.9. Pass-In-Review: A uniquely styled military ceremony and parade steeped in centuries of tradition. Pass-In-Review may be held once a year and it is conducted exactly the way active duty military units perform it. It is an opportunity for NC-959 cadets to display their skills in drill and ceremony, their North Johnston High School spirit, appearance, and their corps pride. Every eligible cadet is expected to participate.

10.10. Awareness Presentation Team (APT):

- a. The APT team makes presentations at local middle and elementary schools. The presentations are on topics about drug abuse, dropping out of school, avoiding fights, etc. See Chapter 9.
- b. The most important duty of the APT is to help increase our cadet corps membership through recruiting. Recruiting is mainly conducted through visits to middle schools and cadets recruiting other students one-on-one. A recruiting team made up of three to six cadets and the SASI or ASI conducts recruiting visits. Cadets must be nominated by senior cadet staff and approved by the SASI/ASI in order to be on the recruiting team. Cadets participating in recruiting visits to schools will be awarded a Recruiting Ribbon at the end of the school year. The Awareness and Presentation Team is tasked to lead NC-959’s recruiting efforts.
 - (1) Open House involves cadets, SASI and ASI working to increase AFJROTC awareness by staffing a table in the main North Johnston High School academic building and manning the NC-959 facility. Literature on AFJROTC is passed out to interested parents and students and questions are answered about AFJROTC. Tours of the NC-959 facility are offered.
 - (2) One-on-one recruiting is the most powerful way to keep NC-959’s enrollment healthy. Every cadet should consider himself or herself to be a recruiter. Asking a friend to join should be easy if you believe in the AFJROTC program. Each cadet who gets a student to enroll in NC-959 earns a Recruiting ribbon with confirmed registration.

10.11. Parades/Ceremonies: The corps will participate in many parades throughout the year, specifically around special holidays and they are very visible public relations activities. These opportunities give cadets exposure to more people on these occasions than they will receive all year from any other activity. These parades are an opportunity for NC-959 to display their marching and drill skills, appearance, discipline, West Craven High School spirit and corps pride. Each cadet is expected to participate in these parades.

10.12. Curriculum in Action (CIA) (AKA Field Trips). CIA trips are taken to enhance the cadets' morale and awareness of the "Real World" job opportunities. Trips are taken to military bases, civilian airports, and educational sites. Trip requirements:

- a. Parental Permission Slip, NC-959 Form 4.
- b. Grade requirements are outlined in paragraph 2.10.
- c. Meet AFJROTC personal grooming standards.
- d. Must have 5 or less absences.

10.13. Cadet Leadership Course. NC-959 cadets have an opportunity each summer to attend the Cadet Leadership Courses. Attendance teaches cadets aspects of citizenship and leadership in a highly structured and focused instructional environment. The week-long training is designed to prepare cadets for leadership roles in their units, schools, and local communities. As such, the activities during CLC stress the following: team building, leadership, respect for authority, time management, responsible citizenship, personal character, academic achievement, health, and community service. Only NC-959 cadets in good standing are eligible to attend.

10.14. Awards Ceremony. Held annually to recognize outstanding cadets for their efforts during the school year.

10.15. Color Guard. This is a special team's unit, which carries and presents the U.S. and North Carolina flags at parades, school and civic events. Practice is usually held several times a week and just prior to each performance. Cadets who achieve proficiency in color guard procedures will be authorized to wear the color guard cord. See performance requirements in Chapter 9.

10.16. Drill Team. Much extra effort is required in this activity. Here is a chance to "polish" the basic skill learned in Drill and Ceremonies classes. After school practice, learning the manual-of-arms, extreme concentration, complete compliance with the commands of the team commander, extra care of uniforms and personal grooming standards, a desire for public exhibition and recognition, and competition will limit this activity to only our best cadets. Also, see chapter 9.

10.17. Physical Fitness. The goals of the NC-959 physical fitness program is to develop an appreciation of lifelong physical fitness, and encourage physical fitness goals beyond the minimum.

Chapter 11

RESERVE CADET PROGRAM

11.1. Purpose. The purpose of the “Reserve Program” is to provide some training continuity for the first-year cadets and opportunity for all other cadets, who desire, to continue to participate in the AFJROTC Co-curricular activities.

11.2. Applicability. This program is voluntary for all cadets who cannot enroll in AFJROTC during any given school semester or school year. You must be enrolled in one semester or a previous school year to be in the reserve program. This program will offer no academic credit for the participating cadets. Reserve cadets are attached to the first period class for accountability purposes and uniform inspection.

11.3. Requirements. Cadets wishing to join this program will:

- a. Have successfully completed at least one semester or a previous school year of AFJROTC at WCHS.
- b. Obtain prior written parental approval and agree to follow the program’s guidelines.
- c. Pay any costs associated with the co-curricular activities they wish to participate.
- d. Participate in any fundraising project while they are in the program.
- e. Keep one set of issued uniform (one pair of pants, one shirt/blouse, a tie/tab, a windbreaker, and a service dress coat).
- f. Wear the uniform every uniform day. Failure to wear the uniform three or more times in a semester voids the student’s reserve status. It is the student’s responsibility to present themselves to an instructor each week for inspection and certification that the uniform requirement is being satisfied.
- g. Be “attached/assigned” to a current-semester flight for formations and any co-curricular activities they participate.
- h. Be eligible to earn ribbons the same as active cadets.
- i. Be eligible to participate as a member of the Drill Team and Color Guard. They must meet all the requirements pertaining to the selected team.
- j. Turn-in all uniform items at the end of the annual school year/semester.

11.4. Incentives and Rewards. Cadets who participate in this program will be able to maintain a high level of proficiency in drill and the wear of the uniform. Cadets will be able to wear their new rank and ribbons received during the previous semester’s final promotions and awards banquets. Reserve cadets will have an opportunity to interact with all cadets year-round, thus, obtaining a greater “name recognition” within the corps. Participating in the Reserve will be annotated on each cadet’s official AFJROTC Cadet Record. Finally, Reserve cadets will be able to participate in any of the AFJROTC co-curricular activities without being enrolled in the AFJROTC program. They will also be able to hold positions within the corps (as long as they can put in the time before or after school to do the job) and compete for promotions just as if they were an active cadet enrolled in AFJROTC.

Chapter 12

PHYSICAL FITNESS PROGRAM

12.1. GENERAL. The Physical Fitness Program is a physical training (PT) program that represents 30% of the overall AFJROTC grade. It is designed to offer all cadets a way to make significant improvement in their health and to promote a more active and healthier lifestyle. It includes both aerobic and strength exercises that work all muscle groups and do not require special equipment. This program identifies areas of improvement and incorporates a physical training program that motivates cadets to achieve individual and group goals. The program also provides leadership opportunities, builds esprit de corps, and increases cadet confidence.

12.2. PHYSICAL FITNESS PROGRAM MANAGEMENT.

- a. At the beginning of the school year, the flight PT representatives will ensure all cadets in their flight have a completed Fitness Consent Form signed by a parent/guardian on file in the PT binder.
- b. Physical training is normally conducted on Fridays. Cadets receive two grades; one for PT uniform wear (AFJROTC T-shirt, AFJROTC shorts, and tennis shoes), and the other for participation and progress in the program. Cadets who do not wear the appropriate clothing or refuse to participate will receive a “0” for the day. Only cadets with a valid medical excuse are exempt from participation but will be required to help with other duties as designated by the instructor or flight PT representatives. Cadets who fail to dress out or refuse to participate for two consecutive weeks will be referred to an administrator for In-School Suspension.
- c. As a general rule, activities that will occur on PT Day are as follows:
 - (1) Week 1: Core and upper-body workouts
 - (2) Week 2: Lower body workouts
 - (3) Week 3: Full body workouts
 - (4) Week 4: Games (Dodgeball, kickball, etc.)
 - (5) Week 5: Mile Run
- d. Flight PT representatives will ensure the following:
 - (1) Cadets are properly dressed and hydrated before going to the exercise area.
 - (2) Conduct warm-up exercises for at least 10 to 12 minutes prior to the day’s activities.
 - (3) Lead the designated exercises, ensuring cadets properly perform and complete required repetitions.
 - (4) Lead cool-down/stretching exercises.
 - (5) Ensure results are recorded on each individual Cadet Fitness Record as applicable during testing.

12.3. EXERCISE SAFETY. When exercising, cadets need to be aware of the following heat disorders:

- a. Heat Cramps: Painful spasms in skeletal muscle. Pupils often dilate with each spasm. First aid used in this instance is to firmly press on the cramping muscle with a warm wet towel. Gentle stretching of affected muscles is also helpful. Re-hydrate with cold electrolyte (Sports Drink).
- b. Heat Exhaustion: Profuse sweating, weakness, dizziness, skin cool and wet, body temperature usually elevated. Possible nausea and vomiting, headache. No central nervous system impairment. First aid used in this instance is to move the cadet to a cooler environment to avoid further dehydration through sweat losses. Administer cold electrolyte drink. Reduce body temp if elevated. Seek medical attention for serious cases.
- c. Heat Stroke: Body temp greatly elevated, central nervous system impaired, including confusion, amnesia, ataxia (loss of balance), incoherent speech, syncope (dizziness), delirium, loss of consciousness. Contrary to public perception, hot dry skin is not always seen in exertion heat stroke. The individual is often sweating profusely. First aid used in this instance, given that heat stroke is a life and death situation, is to obtain emergency first aid care immediately. Move the victim into a cooler environment; reduce body temperature as quickly as possible with ice cold water and ice packs. Monitor pulse and respiration, administer CPR if

necessary. The standard of ordinary care upon arrival to the emergency room is to immerse the victim in ice water.

12.4. EXERCISES.

- a. 1-Mile Run: The run takes place on the track. Cadets are required to cover the distance in 9 minutes for males and 10 minutes for females. Scoring is to the nearest second.
- b. Sit-Ups: Lie on your back with legs bent 90 degrees at the knees. Cross your arms and place your hands so that your fingertips touch your shoulders. Have a spotter hold your feet. Curl up to touch your arms to the thighs and then lower the back to the floor so that the scapula's (shoulder blades) touch the floor. Keep your hands on your chest at all times. The sit-up does not count if your hands come off your chest. You must rest in the up position and cannot lean on your knees while resting. One's hips or buttocks should not come off the ground to produce momentum. Cadets must try to complete as many curl-ups as possible in 60 seconds.
- c. Push-Ups: Place your hands slightly wider than shoulder width apart; keep torso straight and head aligned with spine throughout the exercise. Lower yourself until your arms are 90 degrees to the floor; (your upper arm should be parallel with the ground). Press up to starting position. You may rest in the up position. Cadets must try to complete as many push-ups as possible in 60 seconds.

Attachment 1

CHAIN OF COMMAND

President of the United States /Commander-in-Chief	
Secretary of War	
Secretary of the Air Force	
Chief of Staff, United States Air Force	
Chief Master Sergeant of the Air Force	
Commander, Air Education and Training Command	
Commander, Air University	
Commander, Holm Center	
Director, Air Force Junior ROTC	
Superintendent, Craven County Public Schools	
Principal, West Craven High School	
Senior Aerospace Science Instructor	
Aerospace Science Instructor	
Cadet Group Commander	
Cadet Deputy Group Commander	
Cadet Group Senior Enlisted Leader	
Cadet Group First Sergeant	
Cadet Squadron Commander	
Cadet Flight Commander	
Cadet Flight Sergeant	

Attachment 2

MILITARY TIME & PHONETIC ALPHABET

TIME		THE PHONETIC ALPHABET	
Civilian	Military		
1:00 a.m.	0100	A	Alpha
2:00 a.m.	0200	B	Bravo
3:00 a.m.	0300	C	Charlie
4:00 a.m.	0400	D	Delta
5:00 a.m.	0500	E	Echo
6:00 a.m.	0600	F	Foxtrot
7:00 a.m.	0700	G	Golf
8:00 a.m.	0800	H	Hotel
9:00 a.m.	0900	I	India
10:00 a.m.	1000	J	Juliet
11:00 a.m.	1100	K	Kilo
12:00 noon	1200	L	Lima
1:00 p.m.	1300	M	Mike
2:00 p.m.	1400	N	November
3:00 p.m.	1500	O	Oscar
4:00 p.m.	1600	P	Papa
5:00 p.m.	1700	Q	Quebec
6:00 p.m.	1800	R	Romeo
7:00 p.m.	1900	S	Sierra
8:00 p.m.	2000	T	Tango
9:00 p.m.	2100	U	Uniform
10:00 p.m.	2200	V	Victor
11:00 p.m.	2300	W	Whisky
12:00 Midnight	0000 or 2400	X	X-Ray
		Y	Yankee
		Z	Zulu

Attachment 3

AIR FORCE JUNIOR ROTC INSIGNIA

CADET OFFICER RANK



c/Second Lieutenant	c/First Lieutenant	c/Captain	c/Major	c/Lieutenant Colonel	c/Colonel
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CADET ENLISTED RANK

(No Insignia)



c/Airman Basic	c/Airman	c/Airman First Class	c/Senior Airman	c/Staff Sergeant
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c/Technical Sergeant	c/Master Sergeant	c/Senior Master Sergeant	c/Chief Master Sergeant
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Attachment 4

OFFICERS PAY GRADE & INSIGNIA

Figure 1. Pay Grade, Grade, and Insignia of Officers

Paygrade	Army	Navy	Marine Corps	Air Force	Space Force
WARRANT OFFICERS					
W1	Warrant Officer 1 	USN Warrant Officer 1 	Warrant Officer 1 	Warrant Officer 1 	NO WARRANT
W2	Chief Warrant Officer 2 	Chief Warrant Officer 2 	Chief Warrant Officer 2 	Chief Warrant Officer 2 	NO WARRANT
W3	Chief Warrant Officer 3 	Chief Warrant Officer 3 	Chief Warrant Officer 3 	Chief Warrant Officer 3 	NO WARRANT
W4	Chief Warrant Officer 4 	Chief Warrant Officer 4 	Chief Warrant Officer 4 	Chief Warrant Officer 4 	NO WARRANT
W5	Chief Warrant Officer 5 	Chief Warrant Officer 5 	Chief Warrant Officer 5 	Chief Warrant Officer 5 	NO WARRANT
OFFICERS					
O1	Second Lieutenant 	Ensign 	Second Lieutenant 	Second Lieutenant 	Second Lieutenant 
O2	First Lieutenant 	Lieutenant Junior Grade 	First Lieutenant 	First Lieutenant 	First Lieutenant 
O3	Captain 	Lieutenant 	Captain 	Captain 	Captain 
O4	Major 	Lieutenant Commander 	Major 	Major 	Major 
O5	Lieutenant Colonel 	Commander 	Lieutenant Colonel 	Lieutenant Colonel 	Lieutenant Colonel 
O6	Colonel 	Captain 	Colonel 	Colonel 	Colonel 
O7	Brigadier General 	Rear Admiral Lower Half 	Brigadier General 	Brigadier General 	Brigadier General 
O8	Major General 	Rear Admiral Upper Half 	Major General 	Major General 	Major General 
O9	Lieutenant General 	Vice Admiral 	Lieutenant General 	Lieutenant General 	Lieutenant General 
O10	General 	Admiral 	General 	General 	General 
WARTIME ONLY	General of the Army 	Fleet Admiral 		General of the Air Force 	

Attachment 5

ENLISTED PAY GRADE & INSIGNIA

Paygrade	Army	Navy	Marine Corps	Air Force	Space Force
E1	Private <i>NO INSIGNIA</i>	Seaman Recruit <i>NO INSIGNIA</i>	Private <i>NO INSIGNIA</i>	Airman Basic <i>NO INSIGNIA</i>	Specialist 1 
E2	Private E-2 	Seaman Apprentice 	Private First Class 	Airman 	Specialist 2 
E3	Private First Class 	Seaman 	Lance Corporal 	Airman First Class 	Specialist 3 
E4	Corporal Specialist  	Petty Officer Third Class 	Corporal 	Senior Airman 	Specialist 4 
E5	Sergeant 	Petty Officer Second Class 	Sergeant 	Staff Sergeant 	Sergeant 
E6	Staff Sergeant 	Petty Officer First Class 	Staff Sergeant 	Technical Sergeant 	Technical Sergeant 
E7	Sergeant First Class 	Chief Petty Officer 	Gunnery Sergeant 	Master Sergeant  First Sergeant 	Master Sergeant 
E8	Master Sergeant  First Sergeant 	Senior Chief Petty Officer 	Master Sergeant  First Sergeant 	Senior Master Sergeant  First Sergeant 	Senior Master Sergeant 
E9	Sergeant Major  Command Sergeant Major 	Master Chief Petty Officer  Fleet/Command Master Chief Petty Officer 	Master Gunnery Sergeant  Sergeant Major 	Chief Master Sergeant  First Sergeant  Command Chief Master Sergeant 	Chief Master Sergeant 
E9	Sergeant Major of the Army 	Master Chief Petty Officer of the Navy 	Sergeant Major of the Marine Corps 	Chief Master Sergeant of the Air Force 	Chief Master Sergeant of the Space Force 

Attachment 6

AIR FORCE JUNIOR ROTC BADGES



Hap Arnold Optional
Enlisted/Officer Service
Cap Insignia



OFFICERS
SERVICE CAP
INSIGNIA



MODEL ROCKETRY
BADGE



KITTY HAWK
AIR SOCIETY
BADGE



DISTINGUISHED
CADET BADGE



SHOULDER TAB
METAL OR CLOTH



GROUND SCHOOL
BADGE



FLIGHT SOLO
BADGE



FLIGHT CERTIFICATE
BADGE



UNMANNED AIRCRAFT
BADGE

Cadets may only wear one of these badges on their uniform



AWARENESS
PRESENTATION
TEAM BADGE

Cadets can choose only one
badge. Either the APT badge or
the Marksmanship Shield. Follow
APT placement criteria if cadets
wear the Marksmanship Shield.

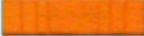
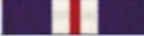
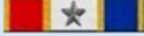
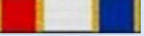
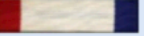
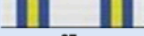
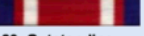
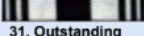
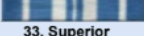
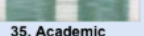
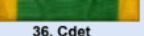
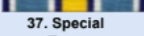
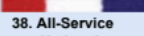
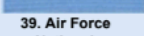
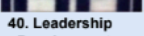
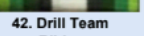
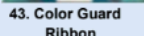
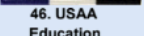
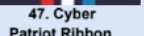
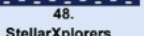
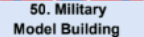
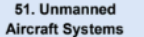
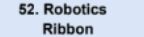
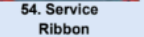
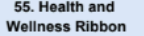
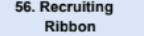
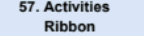
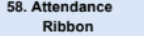
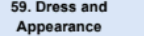
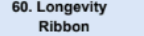
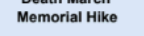
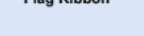
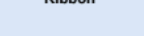


AEF BADGE

Badges/Insignia not listed here are unauthorized for wear.

Attachment 7

Air Force JROTC Ribbon Chart

					
1. Gold Valor Award	2. Silver Valor Award	3. Cadet Humanitarian Award	4. Silver Star Community Service	5. Community Service with Excellence	6. Air Force Association Award
					
7. Daedalian Award	8. Daughters of the American Revolution	9. American Legion Scholastic	10. American Legion General Military	11. Reserve Organization of America (ROA)	12. Military Officers Association
					
13. Veterans of Foreign Wars (VFW) Award	14. National Society United States	15. National Sojourners Award	16. Scottish Rite Southern Jurisdiction	17. Military Order of the Purple Heart	18. Sons of the American Revolution
					
19. Military Order of World Wars Medal	20. American Veterans Award	21. Air Force Sergeants Association	22. Tuskegee Airmen Inc. Award	23. The Retired Enlisted Association	24. Celebrate Freedom Foundation
					
25. Air Commando Association	26. Distinguished Unit Award	27. Distinguished Unit Award	28. Distinguished Cadet Corps	29. Outstanding Flight Ribbon	30. Top Performer Award
					
31. Outstanding Cadet Ribbon	32. Leadership Ribbon	33. Superior Performance Ribbon	34. Achievement Ribbon	35. Academic Ribbon	36. Cadet Leadership Course Ribbon
					
37. Special Teams Placement	38. All-Service National Competition	39. Air Force Nationals Competition	40. Leadership Development Requirement	41. Orienteering Ribbon	42. Drill Team Ribbon
					
43. Color Guard Ribbon	44. Sabre Team Ribbon	45. Marksmanship Ribbon	46. USAA Education Foundation	47. Cyber Patriot Ribbon	48. StellarXplorers Ribbon
					
49. Raiders Team Ribbon	50. Military Model Building Ribbon	51. Unmanned Aircraft Systems (UAS) Ribbon	52. Robotics Ribbon	53. Good Conduct Ribbon	54. Service Ribbon
					
55. Health and Wellness Ribbon	56. Recruiting Ribbon	57. Activities Ribbon	58. Attendance Ribbon	59. Dress and Appearance Ribbon	60. Longevity Ribbon
			64-68. CAP Ribbons		
61. Bataan Death March Memorial Hike	62. Patriotic Flag Ribbon	63. Resiliency Ribbon			

Version: 1 May 2026

Attachment 8

Drill Routine (Basic/30-Step Drill Sequence)

The requirement for all second-year cadets is to be able to march. Headquarters AFJROTC has developed a 30-step drill sequence which is required to be executed by all second-year cadets or higher. Each cadet will perform (at a minimum), the following commands in the order listed.

1. Fall In*	16. To the Rear
2. Open Ranks	17. To the Rear
3. Ready, Front	18. Column Right
4. Close Ranks	19. Forward, March
5. Present, Arms	20. Eyes, Right
6. Order, Arms	21. Ready Front
7. Parade, Rest	22. Column Right
8. Attention	23. Forward, March
9. Left, Face	24. Change Step
10. About, Face	25. Column Right
11. Forward, March	26. Forward, March
12. Right, Flank	27. Halt
13. Left, Flank	28. Left Face
14. Column Right	29. Right Step
15. Forward, March	30. Halt**

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

**Cadet Commander will report out to the inspector, after the command flight halt is given. Example: Sir/Ma'am, Unit Number or Cadet Name, this completes my drill evaluation. Request permission to exit your drill area, Sir/Ma'am!

Attachment 9

Drill Routine Advanced (Adv) 36-Count Drill Sequence

Each semester cadets will strive to perform the following commands in the order listed.

1. Fall In	19. To the Rear
2. Report *	20. Column Right
3. Count, Off	21. Forward, March
4. Open Ranks, March	22. Eyes, Right
5. Ready, Front	23. Ready Front
6. Close Ranks	24. Column Right
7. Present, Arms	25. Forward, March
8. Order, Arms	26. Change Step
9. Parade, Rest	27. Column Right
10. Attention	28. Forward, March
11. Left, Face	29. Halt
12. About, Face	30. Left, Face
13. Forward, March	31. Right Step
14. Right, Flank	32. Halt
15. Left, Flank	33. Left Step
16. Column Right	34. Halt
17. Forward, March	35. Report Out ** (Adv)
18. To the Rear	36. Fall Out (Adv)

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

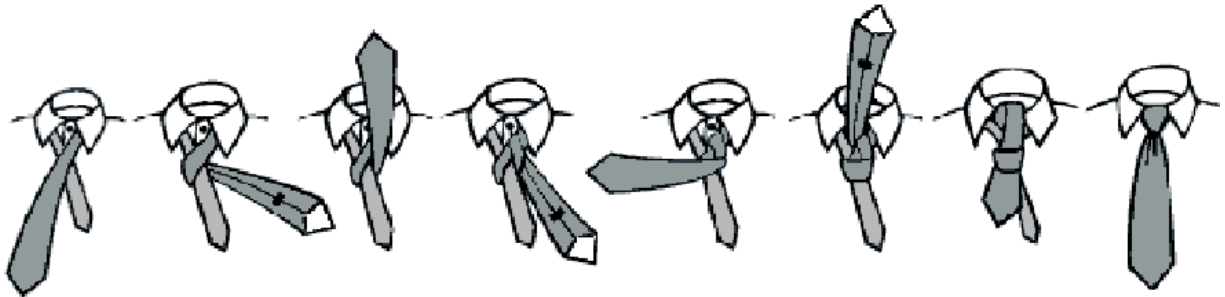
**Cadet Commander will report out to the inspector, after the command flight halt is given. Example: Sir/Ma'am, Unit Number or Cadet Name, this completes my drill evaluation. Request permission to exit your drill area, Sir/Ma'am!

Attachment 10

THE AIR FORCE SONG 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! HIGH FLIGHT By John Gillespie Magee, Jr. Oh, I have slipped the surly bonds of Earth And danced the skies on laughter-silvered wings; Sunward I've climbed, and joined the tumbling mirth of sun-split clouds; - and done a hundred things You have not dreamed of--wheeled and soared and swung High in the sunlit silence. Hov'ring there, I've chased the shouting wind along, and flung My eager craft through footless halls of air... Up, up the long, delirious, burning blue I've topped the windswept heights with easy grace Where never lark, or even eagle flew- And, while with silent, lifting mind I've trod The high untrespassed sanctity of space, Put out my hand, and touched the face of God.	THE STAR-SPANGLED BANNER O say can you see, by the dawn's early light, What so proudly we hail'd at the twilight's last gleaming, Whose broad stripes and bright stars through the perilous fight O'er the ramparts we watch'd were so gallantly streaming? And the rocket's red glare, the bomb bursting in air, Gave proof through the night that our flag was still there, O say does that star-spangled banner yet wave O'er the land of the free and the home of the brave?
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TYING A NECKTIE

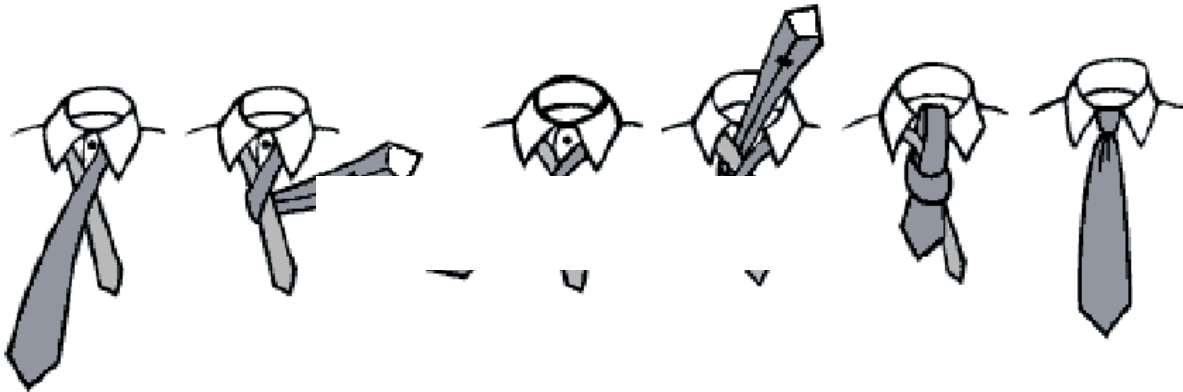
Single Windsor



1. Begin with the wide end on your right and extending about a foot below the narrow end of your tie. (Pictures are mirror images, in other words images are what you would see if you were looking in a mirror.)
2. Bring the wide end of the tie over the narrow (right side to left side).
3. Bring the wide end back underneath (left side to right side).
4. Bring the wide end of the tie through the middle of the loop (right side to left side).
5. Bring the wide end around the front (left side to right side).
6. Bring the wide end of the tie through the back of the loop (right side to center).
7. Hold the front of the knot loose with your index finger; pass the wide end down through loop (created in step 5) in the front.
8. Remove your finger and tighten the knot.
9. Hold the narrow end of the tie and slide the knot up to the collar.

TYING A NECKTIE

Four-in-Hand Knot



1. Begin with the wide end on your right and extending about a foot below the narrow end of your tie. (Pictures are mirror images, in other words images are what you would see if you were looking in a mirror.)
2. Bring the wide end of the tie over the narrow (right side to left side).
3. Bring the wide end underneath the narrow end (left side to right side).
4. Bring the wide end of the tie over the narrow again (right side to left side).
5. Bring the wide end of the tie through the back of the loop (left side to center).
6. Hold the front of the knot loose with your index finger; pass the wide end down through the loop (created in step 4) in front.
7. Remove your finger and tighten the knot.
8. Hold the narrow end of the tie and slide the knot up to the collar.