



**U.S. AIR FORCE**  
**J•R•O•T•C**



# Cadet Guide

## For the 2016-2017 School Year

The Long Branch High School Cadet Guide is a compilation of Air Force and Air Force Junior ROTC directives and instructions along with guidance for specific unit procedures, customs, and operations. Every cadet must be familiar with its contents. This publication is reviewed and updated at least once a year.



**Tonight's Color Guard:**  
Long Branch Jr. ROTC



# Integrity - Service - Excellence



## **Long Branch High School AFJROTC (NJ-20102) Cadet Guide**

The NJ-20102 Air Force JROTC Group was established at Long Branch High School on 26 March 2010 by an agreement between the Long Branch School District and the United States Air Force. The Senior Aerospace Science Instructor (SASI) is a retired Air Force officer. The second Aerospace Science Instructor (ASI) is a retired non-commissioned officer. These instructors have an extensive background in leadership, management, and teaching.

The students who enroll in Air Force Junior ROTC are referred to as cadets. The entire group of cadets is referred to as a group. The cadet group is —owned, managed, and operated by students referred to as cadet officers and cadet non-commissioned officers. Using this cadet organization structures allows cadets to learn leadership skills through active involvement in the operations of the cadet group.

The attached cadet handbook contains policy guidance, requirements and rules of conduct for AFJROTC cadets. Each cadet will study this handbook and be held responsible for knowing its contents. The handbook also describes cadet operations, cadet rank and chain of command, job descriptions, procedures for promotions, awards, grooming standards, and uniform wear. It supplements AFJROTC and Air Force directives. This guide establishes the standards that ensure the entire Cadet Group works together towards a common goal of proficiency that will earn pride in achievement for our unit.

Your knowledge of aerospace science, development as a leader, and contributions to your high school and your community depend upon the spirit in which you abide by the provisions of this handbook.

We believe most cadets will voluntarily work for the betterment of the group if they are aware of the goals and mission of the unit. You, as a Cadet, are responsible for obtaining a thorough understanding of the contents of this cadet handbook. Only then can you maximize your experience and participation in the AFJROTC program and apply these standards to the benefit of yourself and NJ-20102.

We wish each of you, as a member of the Long Branch High School AFJROTC Group, great success in your academic and JROTC endeavors.

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## CHAPTER ONE



### Mission and Objectives

**\* You DO NOT incur military service obligation by participating in the program.**

**1.1. Fundamental Principals.** As in any organization, AFJROTC establishes rules and standards concerning behavior, appearance and participation to ensure it operates effectively. The objective of this cadet guide is to provide each cadet with a basic source of information about the Air Force Junior Reserve Officer Training Corps (AFJROTC) program. This guide was created to provide each cadet the necessary information to instill a sense of responsibility, self-discipline, citizenship and leadership within the cadet corps. **Each cadet should make it his or her personal responsibility to read and understand the information presented in this guide.**

**1.1.1. LEGAL BASIS: Public Law 88-647.** The Reserve Officers' Training Corps Vitalization Act of October 13, 1964 is the authority to operate Air Force Junior Reserve Officers' Training Corps (AFJROTC) programs in secondary schools.

**1.1.2. Admission.** Cadets must meet the following requirements to be eligible for membership in the NJ-20102 AFJROTC program:

- Enrolled in and attending a regular course of instruction at Long Branch High School (LBHS) or a high school with a cross-town agreement approved by the Long Branch School District.
- Home schooled students may participate in the NJ-20102 AFJROTC program if approved by the LBHS principal. These students will attend AFJROTC classes on campus and participate in the full program to include taking AFJROTC academic courses, participation in the cadet corps, and wearing the prescribed uniform.
- Completed the eighth grade.
- Possess the proper attitude and moral character indicative of an AFJROTC cadet.

**1.1.3. Transfers.** Students may transfer from Army, Navy/Marines or other AFJROTC units with full credit for training already received. **Note: Student must present documentation such as a cadet record or transcripts.**

**1.1.4. Disenrollment.** IAW AFROTCI 36-2001, Para 2.4.1.1, being in AFJROTC is a privilege. Students may be removed from the AFJROTC program for the following:

- Failing to maintain acceptable course standards i.e. poor military bearing and appearance, or uniform wear and grooming).
- Indifference to training; disciplinary reasons either on or off campus.
- Insubordination or disrespect toward AFJROTC instructors, other teachers or fellow cadets.
- Failure to maintain Air Force grooming standards.
- Violation of the Cadet Honor Code (lying, cheating and stealing).
- Failing to remain enrolled in school or suspended from school and any other reason deemed appropriate by the principal and the SASI.
- Failure to comply with classroom rules and procedures, or to maintain self-control (disrupting the class).
- Parental request.



**1.2. AFJROTC Mission. “Develop citizens of character dedicated to serving their nation and community.”**

**1.3. AFJROTC Cadet Creed.** Cadets will know the Cadet Creed. They are expected to recite the creed from memory, but more importantly, they will understand the meaning of the words and live by the creed’s principles and ideals.

I am an Air Force Junior ROTC Cadet.

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

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

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

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

I will hold others accountable for their actions as well.

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

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

I am an Air Force Junior ROTC Cadet.

**1.4. CADET Oath.**

“I (State Your Name) Do Solemnly Swear That I Will Devote My Efforts At All Times To Bring Credit To My School And Community.

I Will Not Lie, Cheat, Or Steal Nor Tolerate Those Who Do.

I Will Always Conduct Myself In Accordance With Standards Of High Moral Conduct And The Air Force Values Of Integrity First, Service Before Self And Excellence In All We Do.

I Will Respect, At All Times, Officials And Teachers At My High School, And The Laws Of Our State And Federal Government.

I Will Strive To Improve Myself In Mind, Body, And Spirit. I Will Work To The Best Of My Ability To Improve Our School In Order To Leave It A Better Place To Learn And Grow For Those Who Come After Me.”

**1.5. AFJROTC Goals.** AFJROTC strives to instill the following values in high school students:

- Values of citizenship
- Service to the United States
- Personal responsibility
- Sense of accomplishment

**1.6. Instructional Objectives.** The objectives of our program are to teach the following to high school cadets:

- Promoting the whole-person concept by encouraging physical fitness, academic excellence, moral character and community service.
- Patriotism and an understanding of their personal obligations for living in the United States.
- A high degree of personal honor, self-reliance, responsibility, and leadership.



- A broad-based knowledge of the aerospace age and fundamental aerospace doctrine.
- Habits of orderliness and precision by teaching cadets military customs and courtesies and basic military drill.
- A knowledge of and appreciation for the traditions of the Air Force.
- An interest in completing high school and pursuing higher educational goals and skills.
- How to interact with other cadets and use the chain-of-command by providing an environment for experience and growth in the attitudes, disciplines and techniques of effective leadership.
- Good personal appearance including neat military grooming, cleanliness and proper wear of a military uniform.
- Qualities of honorable behavior, high ideals, self-confidence and responsibility for the consequences of one's actions

**1.7. Code of Conduct.** On my word of honor, I will not lie, cheat, or steal, nor tolerate those who do. I will obey the orders of those appointed over me, and abide by all cadet and school regulations. I will perform my assigned duties to the best of my ability, so help me.

- Lying is making an untrue statement with the intent to deceive or mislead. You must avoid evasive or misleading statements.
- Stealing is intentionally depriving someone else of their property. If something does not belong to you, you cannot take it without permission from the owner.
- Cheating is taking unfair advantage of others.

**NOTE: *If you become aware of lying, stealing, or cheating, report the episode to the AFJROTC instructors.*** Maintaining high standards of trustworthiness is your responsibility. This requires discipline, self-control and a conscious effort at all times. The purpose of the code goes beyond the part of your life which involves AFJROTC. It should become your ethical code and lifestyle.

**Honor Code: I will not Lie, Cheat nor Steal nor tolerate those who do!**

**1.8. Core Values.** All cadets are expected to understand, follow, and encourage others to abide by the Air Force Core Values: **Integrity first, Service before self, Excellence in all we do**

**1.8.1. Integrity First.** *Integrity* is a character trait. It is the willingness to do what is right even when no one is looking. It is the —moral compass—the inner voice; the voice of self-control. A person of integrity can control impulses and appetites. But integrity also covers several other indispensable moral traits: courage, honesty, responsibility, accountability, justice, self-respect, and humility.

**1.8.2. Service Before Self.** *Service before self* tells us that professional duties take precedence over personal desires. At the very least it includes the following behaviors:

- Rule following. To serve is to do one's duty, and our duties are most commonly expressed through rules. While it may be the case that professionals are expected to exercise judgment in the performance of their duties, good professionals understand that rules have a reason for being, and the default position must be to follow those rules.
- Respect for others. Service before self tells us also that a good leader places the troops ahead of his/her personal comfort.
- Discipline and self-control. Professionals cannot indulge themselves in self-pity, discouragement, anger, frustration, or defeatism. They have a fundamental moral obligation to the persons they lead to strike a tone of confidence and forward-looking optimism.

- Faith in the system. To lose faith in the system is to adopt the view that you know better than those above you in the chain of command what should or should not be done.

**1.8.3. Excellence In All We Do.** *Excellence in all we do* directs us to develop a sustained passion for the continuous improvement and innovation that will propel the NJ-20102 Cadet Group into a long-term, upward spiral of accomplishment and performance. AFJROTC cadets should strive for a “never give up” attitude in achieving all their goals – personal, academic, and physical. AFJROTC cadets must respect all people regardless of race, ethnicity, economic status or gender.

**1.9. AFJROTC Related Clubs/Activities.** There are many extracurricular activities available to you that provide added insight into aerospace or leadership experiences. Although you are NOT required to participate, these activities will help you understand and enjoy the AFJROTC program.

***Participation in these activities will increase your chance of promotion and impact corps position selection.***

- Drill Teams/Color Guard/Physical Fitness Team
  - All active and reserve cadets may join the teams.
  - Team commander will determine cadets to perform.
- Model Aircraft/Rocketry: Design, build and fly small aircraft and rockets made of paper, plastic, balsa wood or lightweight material.
- Personnel/Administrative Support/Public Affairs: Update Wings and support NJ-20102 in administrative duties.
- Kitty Hawk Air Society: An academic honor society of AFJROTC to promote high academic standards and achievement.
  - Provide tutoring to AFJROTC cadets and support AFJROTC group events.
  - Community Service
- Fund-raising activities
- Community service projects
- Parades: Columbus Day

**1.10. Mandatory Events.** You are required to attend/participate in the following functions:

- Columbus Day Parade
- Military Ball
- Annual Awards Ceremony
- Cadet Group Commander Change of Command Ceremony

**1.11. Cadet Positive Attitude.** It is very important to develop a positive attitude to be successful in life. The AFJROTC program strives to instill this concept into each and every cadet. All cadets are encouraged to:

- Never give up! Strive to be your best personally, academically, mentally and physically
  - “When everything seems to be going against you, remember that the airplane takes off against the wind, not with it.” — Henry Ford
- Work together to achieve common goals and motivate classmates to get involved
- Respect all individuals regardless of race, ethnicity, economic status or gender.

## CHAPTER TWO

### Standards of Conduct and Military Courtesy

**2.1. General.** Cadets represent a select group of students and should always conduct themselves in such manner that is favorable upon themselves, their parents, the Cadet Corps, Long Branch High School, the community, and the United States AFJROTC program.

- Addressing Other Cadets: Cadet officers senior non-commissioned officers (SNCO) and non-commissioned officers are addressed by cadets of lower rank by their rank followed by last name. (Example: C/Captain Armour, C/ Master Sergeant Abraham or C/Sergeant Valdes) **OR**, addressed as "Sir" or "Ma'am." **NEVER** address a cadet officer, SNCO, or NCO in uniform by their first name.
- Active Duty, Reserve, and Retired Military Personnel: Military personnel are addressed by the rank, followed by their last name.
- Saluting: A salute is a formal greeting. Salute all cadet officers and the SASI. All officers must render a salute to officers of a higher rank. You only salute outside the building unless you are reporting into the SASI office. The key to saluting is recognition.
- Walking With Cadets and Military Personnel of a Higher Rank: When walking with a person of higher rank, always walk to their left. When passing through a doorway, the person of lower rank holds the door and allows the person of higher rank to proceed through the doorway first. When boarding and leaving a vehicle, the person of lower rank gets in first and gets out last.
- Treatment of Cadets: **Hazing is not tolerated in the Cadet Corps.** No cadet is to be embarrassed or degraded in any manner. This includes public reprimands, public punishment, or joking about difference in rank. **Abuse of authority in the Cadet Corps will not be tolerated.**
- Calling Rooms to Attention: When the United States flag, SASI, ASI, military officers, distinguished visitor, School Administrators, Cadet Group Commander or Cadet Vice Group Commander enters the room, the room is called to attention. The occupants of the room remain at attention until ordered otherwise. In addition, when the SASI departs the room, the room will be called to attention. You will hold at attention until told to "carry-on" or "as you were" by the SASI.
- Courtesies Rendered To Adults: Adults are addressed as "Mr.," "Ms.," (last name). In conversation they are answered "Yes sir/ma'am".
- Quibbling: When the SASI, ASI or cadet officer gives an order you should ensure the order is followed. You have the right to disagree, but all lawful orders should be followed. Cadets who feel they are not being treated fairly should see their flight commander, and if necessary take it up the chain of command to the ASI and if not resolved to the SASI.

**2.2. Classroom Rules/Procedures:** All cadets will be expected to follow the following rules and procedures while in the AFJROTC classroom.

#### 2.2.1. LBHS AFJROTC Fundamental Classroom rules:

- Be on time.
- Follow instructions first time given. Use good judgment, and be responsible for your actions
- Be prepared. Right tools at the Right Place at the Right Time. Pens, paper, uniforms, etc
- Be prepared for Active Participation in and out of the classroom.

- Treat yourself and others with dignity and respect. Be proud to be a cadet
- Display a positive attitude and be a team player.

### 2.2.2. Classroom Procedures.

**2.2.2.1. Reporting in, beginning of class.** Immediately after the first bell rings, cadets will:

- Enter the classroom in an orderly and quiet fashion
- Stow all personal belongings and stand behind their chair assuming the position **PARADE REST**

The flight commander will stand in front and monitor for proper entrance procedures. After the second bell rings, the flight commander gives the order “**FLIGHT, TENCH HUT**”, cadets will assume the position of **ATTENTION**. The flight commander then orders, “**PARADE REST.**”

The flight commander will take attendance. When a cadet’s name is called, the cadet comes to the position of **ATTENTION** and responds “**Here, Sir/Ma’am.**” The cadet then returns to the position of **PARADE REST**. When complete, the flight commander will command the flight to the position of **ATTENTION**. The flight commander will then lead the flight in reciting the **AFJROTC CADET CREED**. Upon completion of reciting the creed, the flight commander turn towards the SASI (ASI in the absence of the SASI) using facing movements, render **PRESENT ARMS** while reporting, “**All cadets present or accounted for.**” The SASI or ASI will return the flight commander’s salute, and the flight commander will then render **ORDER ARMS**. The SASI/ASI will have the cadets take their seats.

The flight commander may then take up to five minutes for an operations brief. This briefing may consist of upcoming events/activities and any pertinent issues affecting the flight. Upon completion of the Operations brief, the flight commander will advise the SASI/ASI, “The flight is ready for instruction.”

If the flight commander is absent or at the discretion of the flight commander, the flight sergeant will perform the reporting procedures.

**2.2.2.2. During Class.** Cadets will sit in assigned seats, the flight commander and flight sergeant will be responsible for ensuring the following rules are followed and military discipline is maintained.

- Do not bring or consume food or drinks in the classroom or office without permission of the instructors.
- **NO CELLPHONES OR OTHER ELECTRONIC DEVICES ARE ALLOWED!**
- Remain in your seat unless told otherwise and Keep feet, hands, and objects to themselves
- Raise your hand and wait to be called upon.
- If tardy for class or other events you will report to the senior person in charge and say: “Sir/Ma’am, I request permission to join the class/group.”
- If absent from class or event it is your responsibility, immediately on your return, to find out what you missed and if you may make up any work

- Obey all reasonable orders from all senior cadets, regardless of position or rank. Comply with instructions given to you by the cadet in charge when instructor is not present and at any other time that might be appropriate.
- Be attentive when someone is speaking and do not speak out of turn; rather raise your hand and wait until called upon.
- Turn in all assignments and projects on time.
- Do not lay your head down or sleep in class. (Let the instructor know if you are not feeling well).
- Do not put feet on tables, desks, chairs, or walls, nor sit on tables/desks.
- Do not throw anything in the classroom or throw trash of any kind on the floor.
- Do not tilt chairs or desks backwards or on two legs. All four legs must remain on the floor at all times.
- Do not write on or deface tables, desks, chairs, walls, whiteboards or any other equipment.
- Do not write on the boards without permission from ASI or SASI.
- Do not read or work on materials that do not apply to AFJROTC without the ASI or SASI permission.
- Do not remove markers or erasers from the dry eraser board trays.
- Do not make excessively loud noises nor participate in or allow horseplay in the classroom.
- Absolutely **NO PUBLIC DISPLAY OF AFFECTION IS PERMITTED IN ROTC!**

**NOTE: If the superintendent, principal, teacher, an adult, or any visiting officer in uniform enters the classroom, the first cadet to see the person will immediately call the class to attention.**

**2.2.2.3. Dismissal Procedures.** Approximately two minutes before the dismissal bell rings, the flight commander will order the flight to organize the classroom. After which, the flight commander will check with the SASI/ASI before giving dismissal permission. When the dismissal bell rings, the flight commander will stand at **ATTENTION** and call the flight to **ATTENTION**. The flight commander will then command **“MOTIVATION CHECK”** and the flight will respond in unison **“NJ TWO-ZERO-ONE-ZERO-TWO, HOOAH!”** An original flight motivation check would also be acceptable. After the motivation check, the flight commander will dismiss the Flight.

- The flight commander may use the two minutes prior to dismissal to address the flight on any pertinent issues affecting the flight, e.g. reminding cadets of upcoming events, suspenses, etc.
- If the flight commander is absent or at the discretion of the flight commander, the flight sergeant will perform the dismissal procedures.

### **2.3. Flight Commander Responsibilities for Absent/Tardy Cadets.**

- The flight commander is responsible for making sure absent or tardy cadets are informed of announcements and receive copies of notes, fliers, etc. The flight commander can delegate this duty to the flight sergeant.
- Extended absences (3 or more) require flight commander consultation with routing thru the ASI and then presented to the SASI.

**2.4. Seven Basic Responses: Cadets will use the following Seven (7) Basic Responses when asked a question by SASI, ASI or cadet officer. (In place of “I”, “this cadet” may be used).**

- Yes, Sir/Ma’am

- No. Sir/Ma'am
- Sir/Ma'am, I do not know but I will find out.
- Sir/Ma'am, may I make a statement?
- Sir/Ma'am, may I ask a question?
- No excuse, Sir/Ma'am.
- Sir/Ma'am, I do not understand.

## 2.5. Cadets will not use these comments: THINGS NEVER TO BE SAID.

- **I can't**, "*Whether you think you can, or you think you can't--you're right.*" — Henry Ford
- I forgot
- I don't know
- It's not my fault

## 2.6. Reporting In/Out of SASI/ASI Office.

(If the door is closed, do not disturb. This means that the instructors are busy and are not to be disturbed).

- Knock once, loud enough to be heard
- Wait until you are given permission to enter
- As you enter, stay perpendicular to the door, then execute the proper facing movement to be facing the middle of the SASI/ASI's desk
- Stand at the position of Attention and Salute (N/A for ASI)
- Statement: based on why you are reporting in
- If you were ordered to report.
- —Sir/Ma'am, Cadet (rank) (last name) reports as ordered
- If you were NOT order to report (use the applicable comment):
- —Sir/Ma'am, Cadet (rank) (last name) reports to ask question
- —Sir/Ma'am, Cadet (rank) (last name) reports to make a statement
- Reporting Out:
- Perpendicular to the door, stand at the position of Attention facing the instructor.
- Salute, hold salute and ask the SASI, —Will that be all Sir/Ma'am? (You will not salute the ASI) The SASI will salute (N/A for ASI) and state; —that will be all or —you are dismissed.
- Drop your salute, execute the proper facing movements and move toward the door and exit thru the door.

## 2.7. Public Display of Affection (PDA). At no time, while in uniform, will cadets do the following:

- Hold hands with girlfriend/boyfriend/anyone
- Kiss
- Sit on laps
- Engage in any PDA which may reflect unfavorably on the AFJROTC program
- 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
- Change relationships from professional to personal
- Give rise to perceptions of favoritism within the corps

- When not in uniform and in the ROTC classroom, LBHS Student Handbook restrictions apply.

**2.8. HAZING. Hazing, degrading, or deliberately embarrassing cadets will not be tolerated or permitted during any AFJROTC activity... from classroom to field trips and all in between, EVEN OFF CAMPUS.**

- Cadets in leadership positions will be continually reminded not to subject other cadets to physical or mental hazing or any type of discipline that would have a negative effect.
- In accordance with AFJROTC policy **push-ups, or any other type of physical activity, is inappropriate for use as a disciplining tool.**
- Any cadet who believes he/she has been a victim of hazing, degrading, or embarrassing behavior will immediately report it to his/her cadet chain of command.
- The ASI and SASI will also be informed immediately! If the effected cadet feels that it is necessary, he/she may report the incident directly to the SASI or ASI.
- NJ-20102 will constantly review its policies to ensure that the health and wellbeing of any cadet is not placed at risk.

**2.9. HARASSMENT/DISCRIMINATION: NO FORM OF SEXUAL HARASSMENT WILL BE TOLERATED! Any of the following may constitute sexual harassment or discrimination.**

- **Physical Contact.** Squeezing a person's shoulder or putting a hand around his or her waist.  
**Gestures:** Puckering one's lips suggestively or making obscene signs with one's fingers or hands.
- **Jokes.** Telling off-color, ethnic, or racial jokes.
- **Pictures.** Pin-ups, particularly those of scantily clad individuals.
- **Comments.** Generalities that lump certain Squadrons together or belittle them.
- **Terms of Endearment.** Calling anyone —honey, —dear, —sweetheart, or similar expressions are unacceptable. The effect is the primary issue rather than the intent. Even if you have —used the term for years, you should be aware that these expressions are inappropriate.
- As a simple rule... **TREAT OTHERS AS YOU WOULD LIKE TO BE TREATED!**

**2.10. Military Courtesy.** The practice of good manners is habit forming and will carry you far in your future.

- The practice of saying **—yes sir/ma'am” or no “sir/ma'am”** to your parents, instructors, teachers, employers and to cadets who are senior to you provides a vessel for you to develop a sense of respect through simple yet consistent application.
- Such responses reflect long established military courtesies, which will become habit forming even though it may be difficult at first.
- ASIs will enforce strict military courtesies throughout the course of instruction both in the classroom and during drill instruction.

**2.11. Think Before Speaking.**

- Try to do things yourself rather than asking questions that are not necessary.
- If you feel you are unable to answer a question on your own, ask a fellow cadet or look in the cadet handbook for the answer.
- Rely on your available resources rather than looking for the easy answers from the instructors.



- Follow the chain of command!

### 2.12. The Chain-of-Command.

A fundamental part of a structured environment. The military chain of command has been in existence for several millennia. The basic reason for the military's use of it is efficiency. We, **just like the military**, use it:

- Communicate objectives/information from **senior positions/functions to lower positions/functions**.
- Communicate responses or to advise from lower positions/functions to higher positions/functions.
- 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:
- Talk with your supervisor about the concern first. This is extremely important because most complaints are resolved at this level.
- If talking with your supervisor fails to resolve the problem, then use organizational chart (posted in Hangar) to figure out who is next in the chain of command to express your grievance. If the incident is personal, talk directly with the ASI or SASI.

**NOTE:** *It is important for all parties (complainant and those responding to the complaint) to act professionally and without recriminations (counter-accusation) as long as proper procedures are followed.*

### 2.13. General Leadership Guidelines.

- **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 military formation needs a haircut and singling that person out for ridicule. Respect their dignity.
- **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 NJ-20102 a positive experience.
- **Accept criticism graciously.** Feedback is common in a structured environment. This 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 being really 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. In addition, always ask the cadet that you will be providing him or her with some constructive criticism.**
- Good leaders know how to motivate. *"Motivation is the art of getting people to do what you want them to do because they want to do it."* — Dwight D. Eisenhower
- As members of NJ-20102, we are all responsible for making the corps something of which we want to be a part.

**2.14. Saluting Privileges.** Saluting has always been a privilege enjoyed by military personnel of honorable standing. Not only was it used in the early days of recorded history as a greeting, but also to express mutual trust and respect. Today the salute is a respectful greeting exchanged between military personnel not withstanding differences in military grade. Listed are several of the more important saluting rules. Your flight leadership will teach you the proper manner of saluting and the rules, which govern its use among the military services.

- Cadet Officers are saluted by any cadet with lesser rank. Junior officers will salute officers of higher rank when in uniform. Enlisted cadets are not required to salute each other.
- Salute, in or out of uniform, whenever you are required to report to the SASI in the AFJROTC office.
- Do not salute while running. Come to a walk, salute the senior ranking officer, and continue running if necessary.
- When you are in uniform and outdoors, salute all military officers in uniform.
- Begin the salute in time to allow the senior cadet/military officer to return it. If you are carrying articles in both hands you do not need to salute, although you will be saluted if recognized as an officer. The person being saluted should verbally acknowledge the salute.
- Except for formal reporting, you are not required to salute indoors.
- When you are outdoors in uniform and the National Anthem is being played, come to attention, face the music and salute. If the flag is being raised or lowered at the same time, face the flag and salute. Hold the salute until the flag has stopped moving or the music stops playing. Anytime you are in uniform and observe the American flag moving up or down the flagstaff, you will halt, come to attention and salute until the flag stops moving.
- Pledge of Allegiance to the United States of America flag.
  - When you are in uniform, indoors or outdoors, stand at attention facing the flag and recite the pledge. Do not render the hand salute.
  - When you are in civilian attire, stand at attention with the right hand over the heart, face the flag and recite the pledge.

**2.15. Reserve Cadet Participation Requirements.** Cadets not assigned to scheduled classes are known as Reserve Cadets. These cadets are typically prior year cadets who were unable to fit an ROTC class in their schedule. However, Reserve Cadet status is not limited to prior serving cadets. Reserve Cadets with no prior experience are required to receive ROTC orientation and drill training. Attending the summer Cadet Leadership Course will suffice for this orientation. Otherwise, they will have to make the time to receive instruction from the SASI/ASI or senior cadets. Reserve cadets are required to abide by all of the conditions of an AFJROTC Cadet as outlined in this guide. Reserve Cadets have the same privileges as Active Cadets. They may participate in CIA trips, Color Guards, drill competitions, and are eligible for awards. Reserve Cadets may even hold leadership positions within the Cadet Corps if they can devote sufficient time and energy to performing their duties. They will be issued a uniform. Reserve Cadets are not subject to the same weekly uniform wear requirement as an Active Cadet, but they are required to abide by uniform wear requirements when participating in an AFJROTC event. Without a valid excuse, Reserve Cadets are required to participate in the following events.

- Columbus Day Parade
- Military Ball
- Awards Ceremony
- Any mandatory unit formation to include a Unit Evaluation

## CHAPTER THREE



### Uniform Wear, Personal Appearance and Grooming Standards

**3.1. THE UNIFORM.** AFJROTC Cadets will wear the standard Air Force uniform in accordance with current Air Force and AFJROTC regulations and guidelines. The Air Force uniform symbolizes the rank, organization, and unity of the cadet corps, a commitment to self-discipline, and **the Air Force core values...“integrity first...service before self...and excellence in all we do.** The reputation of the United States Air Force, as a professional military organization, is known worldwide and has no equal. The uniform that both AFJROTC cadets and active duty personnel wear is a symbol of that reputation. **It must be worn correctly and proudly.**

**3.2. Standards.** Cadets will wear the uniform at least one day a week. For Day 1/ Day 2 classes, uniform day is either Tuesday or Wednesday, depending on which day your class meets. For those cadets who have ROTC every weekday, uniform day is Wednesday. Circumstances may dictate a change in the uniform wear day such as for a unit inspection, assembly or ceremony. Cadets will have plenty of advance notice for any change in the uniform wear day. Students will be graded on their wear and maintenance of the uniform. This grade counts as a test grade. Students not wearing the uniform will receive a —0 unless an excused absence is verifiable through the school’s main office. Cadets may make up their uniform wear grade for a maximum of 70 percent on Thursday. Students with verified excused absences must make-up the uniform grade the first day they return to school for maximum credit. Cadets will not make up uniform wear on Fridays since this day is reserved for health and wellness activities. **Failing to properly make up three missed uniform wears within a marking period will be grounds for termination from AF JROTC.**

Male cadets must meet uniform hair standard. If any of the following conditions occur, male cadets will receive a grade of zero for their uniform inspection and parents will be called to bring cadet a change of clothes.

- Excessively long hair (Any head hair over 2 inches in length)
- Faddish hair cut (i.e., Mohawk, Mullet, Braids, un-natural hair colors)
- Unshaved

Each AFJROTC cadet must maintain high standards of dress and personal appearance. Cadets will present a neat and well-groomed appearance at all times. Uniforms must be clean, neat and in good condition. Badges, insignia, belt buckles, and other metallic devices must be maintained in proper luster and finish. The fitting standards, wearing instructions, personal grooming standards, and proper haircut limitations are prescribed in Air Force regulations. Cadet standards of personal appearance are the same as those of personnel on active duty. Cadets will comply with the following **Air Force** personal appearance standards:

- Cadets will be issued the uniforms. Each **cadet will pay for lost or damaged** uniform items. The price of all uniform items is indicated on the Uniform Accounting Form that the cadet signs upon issue of the item. A full price listing will be provided to any student upon request. 21

- Uniforms will be maintained (cleaned) by each cadet. A part of the uniform grade is based on cadets maintaining a clean serviceable uniform. Please follow these instructions when cleaning uniform items:
- DRY CLEAN: Slacks, trousers, flight caps, coats, neckties, light weight jacket, service dress coat, (all dark blue items). **The material will be damaged** if you machine wash these items. You will be charged for uniforms damaged because of improper cleaning.
- MACHINE WASH: Shirts, blouses, and socks (but not together, wash light colors together and dark colors together).

### 3.3 Men's Personal Grooming Standards.

- Hair- Men's hair must be clean, well groomed, and neat, and must not contain excessive amounts of grooming aids. If dyed, the hair should look natural.
- Hair will not touch the ears or eyebrows and only closely cut or shaved hair on the back of the neck may touch the collar. Hair should not exceed 1 ¼ inch in bulk regardless of length. Bulk is the distance that the hair projects from the scalp when groomed (as opposed to length of the hair). Length and bulk of hair must not interfere with wearing any Air Force headgear properly and it must not protrude below the front bank of the headgear.
- Men's hair must have a tapered appearance on both sides and back, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the individual's hair so that it conforms to the shape of the head, curving inward to the natural termination point. The block cut is permitted with tapered appearance. Hair will not be worn in any faddish styles. (Faddish styles – Mohawks, Mullet, Braids...etc.).
- Men's hair will not contain nor have any visible foreign items attached to it.
- Beards, Mustaches, and Sideburns- Beards and mustaches will not be worn, cadets will be clean shaven.
- Sideburns, if worn, will be neatly trimmed and tapered in the same manner as the haircut. They will be straight and of even width (not flared) and end in a clean shaven horizontal line. They will not extend below the lowest part of the exterior ear opening.
- Wigs and Hairpieces: If worn, they will not exceed the prescribed limits for natural hair, must be of good quality and fit, present a natural appearance.
- Fingernails: must be clean and well-groomed, not exceed 1/4 inch in length past tip of finger.

### 3.4. Women's Personal Grooming Standards.

- Hair- Women must style their hair to present a professional appearance and to permit proper wear of any military headgear.
- Hair will not be worn in an extreme or fad style or violate safety requirements. If hair is dyed, it should look natural and not be an unusual color or contrast with natural coloring. The length of a woman's hair cannot extend below the bottom edge of the collar.
- Hairstyles must allow proper wear of headgear and will not exceed 3 inches in bulk. Hair will not touch the eyebrows or protrude below the front band of properly worn headgear. **EXCEPTION:** Hair may protrude in front of the flight cap.
- Women may wear plain and conservative pins, combs, headbands, elastic bands, and barrettes that are similar to their hair color to keep their hair in place. Hair ornaments such as ribbons, beads, or jeweled pins are not allowed.

- Women are allowed to wear braids, micro-braids, and cornrows. However, they must be a solid color similar to the individual hair color; conservative and not present a faddish appearance.
- Women may not have shaved heads, military high and tight, or flat-top haircuts
- Wigs and Hairpieces: Wigs or hairpieces must conform to the standards stated for natural hair.
- Cosmetics: Cosmetics must be conservative and in good taste.
- Female cadets will not wear shades of lipstick or nail polish that distinctly contrast with their skin complexion/tone. Some examples of extreme colors include but are not limited to i.e. purple, gold, blue, black, bright (fire Engine) red and florescent colors.
- When worn, nail polish must be conservative (**black is not conservative**), a single color, and in good taste (**compliments skin tone**). The polish will not contain any ornamentation. Nail polish must not distinctly contrast with their skin complexion/tone. Some examples of extreme colors include but are not limited to i.e. purple, gold, blue, black, bright (fire Engine) red and florescent colors.
- Fingernails must be clean and groomed, not exceed 1/4 inch in length past tip of finger.

**3.5. Uniform of the Day.** Unless stated otherwise by the SASI/ASI, the uniform of the day for uniform wear day will be the service dress uniform. All insignia, nametag, and ribbons will be properly placed on the service coat. There may be exceptions designated by the SASI/ASI on a dressed down version of the uniform like Class B (blue shirt, long or short sleeve with tie) or Class C (short sleeve blue shirt open collar without tie). The SASI/ASI will typically make these exceptions on excessively warm days. Shirts will be worn tucked in at all times. The necktie or tie tab is **MANDATORY** with the long sleeve shirts. Military creases in shirts are not authorized. (ONLY THE SHIRT SLEEVE WILL HAVE A CREASE.)

**3.6. Dress Uniform.** The service dress uniform will consist of the service coat, long or short sleeve shirt, necktie/tie tab, and pants. Shirts must be tucked in. All authorized insignia, nametags, and ribbons will be worn on the service coat. All buttons on the service jacket must be buttoned

**3.7. Airman Battle Uniform (ABU).** Those cadets who have the ABU may wear it on Thursdays. However, if they missed their uniform day that week, they are expected to wear their service dress uniform on Thursday as a make-up. There will be extracurricular events that require wear of the ABU. Cadets that wish to participate in these activities will be provided with the ABU.

**3.8. Lightweight Blue Jacket.** The lightweight blue jacket will be worn zipped at least halfway. Sleeves must be worn down. Enlisted and officer rank is worn on the collar. Be aware that this jacket is the second most frequently lost uniform item, second only to the flight cap. Remember also, **cadets will be required to reimburse the Air Force for any lost or damaged uniform items.**

**3.9. Belt.** The belt is threaded through all the loops around the body. When buckled, only the metal tab on the tip of the belt will show. No blue material will be visible between the belt tip and buckle.

**3.10. Shoes.** Shoes must be properly laced, tied and shined at all times. No ornamentation such as bows, buckles, bells or straps are permitted. Heels must be at least one inch, but no more than two and one half inches high. —Corfram shoes are permitted for 3rd and 4th year cadets only...and purchased at cadet's expense. If they get scratched, cadets must replace at their own expense.

Shoe Shine Tips:

- You are required to keep your shoes shined to a high gloss at all times. This requires a great deal of time and dedication, but the resulting feeling of pride in your work bolstered by inspection merits will make it all worthwhile. There are several ways to —spit shine your shoes.
- **WHAT YOU NEED:** A can of Kiwi black shoe polish, a cup of warm water, a large supply of cotton balls or cotton t-shirt, and old nylons
- **WHAT TO DO:** Dip a cotton ball into the water, then into the Kiwi polish. Apply the polish to the shoe on a small area using circular motion. Do this to the entire shoe but give the toe your best effort.
- Repeat this process until you can see your reflection on the toe of the shoe, occasionally buffing with nylon to smooth the finish and check your progress.

**Note: A great shoeshine shows dedication, personal resolve and hard work. We suggest that you consult with the Flight Commander or Flight Sergeant about a demonstration of “spit shine” techniques.**

**3.11. Socks and Hosiery.** Cadets will wear black socks with the uniform. Females may wear nylon sheer hose that are neutral, dark brown, black or off black, or dark blue shades that complement the uniform and skin tone. Patterned or fishnet hose will not be worn. Hose must be worn with the skirt.

**3.12. Headgear.** Hats (headgear) will not be worn indoors. Headgear is always worn while outdoors, **except** in "no hat" or "optional hat" areas as designated by the SASI. When the flight cap is not being worn, it should be tucked under the left or right side of the belt between the first and second belt loop with the opening of the cap to the rear.

- **Flight Cap:** The flight cap is worn slightly to the right with vertical crease of the cap at the center of the forehead in a straight line with the nose and front edge at a point approximately one inch above the eyebrows.
- **Wearing of headgear:** The wearing of headgear while riding in or operating a vehicle is optional. However, headgear will be worn exiting the vehicle. The SASI, ASI or highest ranking Cadet will determine the wear of the headgear for the vehicle. **Headgear is the most frequently lost uniform item. Be sure to put your name on a piece of tape placed inside the headgear.**
- **Service Caps:** Service caps are authorized to be worn by cadet officers when approved by the SASI and purchased at own expense.

**3.14. Shoulder Patches.** The AFJROTC shoulder patch is to be properly sewn (not glued) on the left shoulder of all uniform items, and the unit patch will be worn on the right shoulder. Patches should be centered on the sleeve, between one-half to one inch down from the shoulder seam.

**3.15. Cleaning and Care of Uniforms.** During the school year the care and cleaning of uniform items is the responsibility of the cadet. **All** uniform items with the exception of the Blues Shirt and ABU items must be **dry-cleaned**. Any other method of cleaning will cause damage to the uniform item. Cadets will be responsible for the replacement cost. Be sure the complete uniform is clean, pressed, sharp, and worn properly with pride. Cadets will turn uniforms in at the end of the year. Cadets that will not be returning the following school year will turn uniforms in cleaned with dry cleaner receipts attached.

**3.16. Alterations.** Alterations of any type on any uniform items are not authorized without the approval of the SASI/ASI. Pants that are too long will be hemmed, but no material will be cut from the bottom. If a cadet has someone else hem his or her pants or skirts, the cadet is responsible for informing that person not to cut material from the bottom or make any permanent alteration to any uniform item.

**3.17. Chord Wear.** The highest ranking chord is always to be worn on the left shoulder to represent the position of honor. All ropes are the property of AFJROTC and must be turned in at the time the uniform is turned in. **NO MORE THAN ONE ROPE MAY BE WORN.**

- **SILVER and BLUE DOUBLE KNOT:** NJ20102 Cadet Group Commander
- **BLUE DOUBLE KNOT:** NJ-20102 Cadet Group Vice Commander
- **WHITE and BLUE:** NJ-20102 Senior Staff
- **LIGHT BLUE:** NJ-20102 Flight Commanders and Flight Sergeants
- **SILVER:** NJ-20102 Color Guard Members
- **ROYAL BLUE:** NJ-20102 Physical Fitness Team
- **GREEN:** NJ-20102 Drill Team

**NOTE: Double knots represent commanders.**

**3.18. Miscellaneous Uniform Wear and Appearance Requirements.** Only the AFJROTC insignia, badges, ribbons and accessories issued by or authorized by the ASIs will be worn on the Air Force uniform. The official Air Force nametag and all authorized ribbons must be worn on all uniforms at all times. Adhere to the following:

- Do not mix civilian clothing items with items of the uniform.
- Bulky items should **not** be placed in the pockets, No item will protrude from the pockets, and hands...to include thumbs...are kept out of the pockets
- All loose threads will be closely trimmed.
- Pencils and/or pens are not to be carried behind ears, in hair, or any place visible on the blues uniform. Pencils and/or pens are authorized with the ABU, they are only to be carried in the pen/pencil pocket on the forearm or leg pencil/pen pocket.
- Eyeglasses and conservative sunglasses will be black, brown or metal (gold or silver), free of ornamentation, may be worn. They will not be worn around the neck or in the hair. —Faddish styles or mirror lenses are prohibited.
- Wrist watches with conservative wristbands (gold, silver).
- Bracelets – One plain gold or silver bracelet not to exceed one inch in width. **Stretch band bracelets are not authorized.**
- Necklace: not authorized with uniform



- Rings: a maximum of three (3) rings only; two (2) rings maximum on one hand. Thumb rings do not present a professional appearance and will not be worn with uniform
- **Earrings:** (females only) one pair of small, spherical, gold, silver, diamond, or pearl earrings worn one per earlobe, are the only jewelry authorized with the uniform.
- Males are not permitted to wear earrings at any time on campus or during any school or AFJROTC sponsored activities...in or out of uniform.
- Males **must** wear a **plain** (no lettering or graphics allowed), **white**, “**V/U**” neck type T-shirt. T-shirts are optional for females, but if worn, must be as described above.
- The **gig line** is a straight line aligning the shirt line, belt buckle, and fly line of the pants.

### **3.19. Prohibitions.**

- Cadets are not permitted to wear the uniform except on the specified uniform days or make up days, and then only during school hours, for AFJROTC activities, and en route to and from school.
- Cadets desiring to wear the uniform on other occasions must have the permission of the SASI/ASI. Unauthorized wear of the uniform or distinctive items of the uniform is prohibited and punishable under federal law.
- AFJROTC insignia will only be worn on the Air Force uniform. **Only authorized personnel may wear Air Force uniform items.**

## CHAPTER FOUR



### AFJROTC Curriculum

**4. Curriculum General Information.** The Air Force Junior ROTC program is a 4-year program for high school students. Each year is divided into three categories—Aerospace Science (AS), Leadership (LE) and Health and Wellness. Students may enroll in AFJROTC each of their four years at Long Branch High School. Academic credit is awarded as indicated in the School Course description guide and in the descriptions and schedule below.

#### 4.1. Course Descriptions.

##### 4.1.1. Aerospace Science.

- AS 100 – Aerospace Science: A Journey into Aviation History: It is an aviation history course focusing on the development of flight throughout the centuries. It starts with ancient civilizations, then progresses through time to modern day.
- AS 200 – The Science of Flight: A Gateway to New Horizons: is an introductory course and customized textbook that focuses on how airplanes fly, how weather conditions affect flight, flight and the human body, and flight navigation.
- AS220 - Global Cultural Studies: An Introduction to Global Awareness: It introduces students to the world’s cultures through the study of world affairs, regional studies, and cultural awareness. The course delves into history, geography, religions, languages, culture, political systems, economics, social issues, environmental concerns, and human rights.
- AS 300 – Exploring Space: The High Frontier: The course covers the human aspect of spaceflight, focusing on the human experience in space. It also examines the latest advances in space technology, including robotics in space, the Mars Rover, and commercial uses of space.
- AS400 – Management of the Cadet Corps: This hands-on experience affords cadets the opportunity to put theories of previous leadership courses into practice. Planning, organizing, coordinating, directing, controlling, and decision-making will be done by cadets. They will put into practice their communication, decision-making, personal-interaction, managerial, and organizational skills.
- Survive/Return: The survival instruction will provide training in skills, knowledge, and attitudes necessary to successfully perform fundamental tasks needed for survival. Survival also presents —good to knowl information that would be useful in any situation. The information is just as useful to an individual lost hunting or stranded in a snowstorm.
- AS510 - AFJROTC Honors Senior Project: This project is provided for those units who have students that want to continue on in AFJROTC during their senior year and receive honors credit. It will allow top cadets to earn Honors Credit for a more demanding version of Management of the Cadet Corps allowing cadets the opportunity to improve their leadership, management, and organizational skills.

##### 4.1.2. Leadership.

- LE 100 – Citizenship, Character, & Air Force Tradition: introduces cadets to the Air Force Junior Reserve Officer Training Corps (AFJROTC) program providing a basis for

progression through the rest of the AFJROTC program while instilling elements of good citizenship. It contains sections on cadet and Air Force organizational structure; uniform wear; customs, courtesies, and other military traditions; health and wellness; fitness; individual self-control; and citizenship.

- LE 200 – Communication, Awareness, and Leadership: stresses communications skills and cadet corps activities. Much information is provided on communicating effectively, understanding groups and teams, preparing for leadership, solving conflicts and problems, and personal development. Written reports and speeches compliment the academic materials.
- LE 300 – Life Skills and Career Opportunities: provides an essential component of leadership education for today’s high school students. This course it is designed to prepare students for life after high school in the high-tech, globally oriented, and diverse workplace of the 21st century.
- LE 400 – Principles of Management: provides exposure to the fundamentals of management. The text contains many leadership topics that will benefit students as well as provide them with some of the necessary skills needed to put into practice what they have learned during their time in AFJROTC.

**4.1.3. Wellness Program.** AS/LE I, II, III, IV: Health and Wellness education is provided as part of all AS and LE classes. All cadets will participate in all health and wellness activities and these activities are graded.

## **4.2. Syllabus (EXAMPLE Only, current syllabi will be issued at the beginning of the school year)**

**Course Name:** ROTC 1

**Credit Hours:** 5 Elective Credits for the entire year (must complete both semesters)

**Instructors’ Names:** Col Spare and MSgt Wilson

**Required Text:** Aerospace Science —A Journey into Aviation History, Leadership Education —Citizenship Character & Air Force Traditions.

### **Course Description.**

**Aerospace Science:** This is an aviation history course focusing on the development of flight throughout the centuries. It starts with ancient civilizations, then progresses through time to modern day. The emphasis is on civilian and military contributions to aviation; the development, modernization, and transformation of the Air Force; and a brief astronomical and space exploration history. It is interspersed with concise overviews of the principles of flight to include basic aeronautics, aircraft motion and control, flight power, and rockets.

**Leadership:** The leadership studies relate directly to military traditions, core values, and self-control.

The **wellness program** focuses on nutrition, exercise and physical. Additionally, wear of the uniform, Air Force customs and courtesies, and basic drill skills are introduced.

**Course Objectives:**

- Know the historical facts and impacts of the early attempts to fly
- Know the major historical contributors to the development of flight
- Know the contributions of the U.S. Air Force to modern aviation history
- Know the key events of space exploration history
- Know the importance of AFJROTC history, mission, purpose, goals, and objectives.
- Know military traditions and the importance of maintaining a high standard of dress and personal appearance.
- Know the importance of attitude, discipline, and respect, and why values and ethics are so important.
- Know the importance of individual self-control and that an effective stress management program improves the quality of life.
- Know why courtesies are rendered to the United States flag and the National Anthem.
- Know why it is important to be a good democratic citizen and to be familiar with the different forms of governments.
- Know the importance of keeping yourself well and helping others stay well.
- WELLNESS: Motivate JROTC cadets to lead active, healthy lifestyles beyond program requirements and into their adult lives.

**Uniform Day:**

Worn during the designated uniform wear day, all day, as described in the Cadet Guide.

**Course Content:**

- a. Aerospace Science 40%
- b. Leadership 40%
- c. Fitness 20% (Every Friday)

**Grading Scale:**

| Grade | Percentage Required |
|-------|---------------------|
| A     | 93% and above       |
| B     | 86%-92%             |
| C     | 76%-85%             |
| D     | 69%-75%             |
| F     | 68% and below       |

## CHAPTER FIVE

### Promotion System

#### 5. General Promotion and Appointment Description

##### 5.1. Basis for Promotions:

- Academic Performance
- Demonstrated Leadership
- Personal Character
- Subjective Inputs

##### 5.2. Temporary Rank Appointments.

Promotions will be announced and published on Group Special Orders.

- The Senior Aerospace Science Instructor (SASI), based on the recommendations of the Aerospace Science Instructors (ASIs), will appoint the Cadet Corps Commander, Cadet Corps Vice Commander, Flight Commanders, and Cadet Corps First Sergeant.
- Group Commander will appoint subordinate staff members, as required, by the organizational structure of the unit and forward to SASI for final approval. Once a cadet is no longer in this position they will return back to the permanent rank that the cadet has held.

##### 5.3. Cadet Promotion System.

The SASI/ASI is the final approval authority for all cadet promotions and demotions. Cadet promotions are made to fill authorized positions in the cadet corps. Promotions for cadets to the next higher grade may be either permanent or temporary.

##### 5.4. Promotion Criteria – PERMANENT PROMOTIONS.

Permanent promotions for all cadets will be determined by a promotion board using the criteria listed.

- First Year Cadets
  - Academic performance (no failing grade)
  - Cadet knowledge and performance testing
  - AFJROTC & community service involvement
  - No ISS time
- 2nd, 3rd & 4th Year Cadets
  - Academic performance (no failing grade and an A or B in AFJROTC)
  - Cadet knowledge and performance testing
  - Community service involvement
  - Cadet Corps participation
  - No ISS time
- Required To Reach Next Rank
  - Grades E1 thru E4 will be recommended by respective chain of commands
  - NCOs must test
  - SNCOs and Officers must test and meet a board

**5.5. Permanent Officer and SNCO Ranks.** A cadet officer's and SNCO's temporary rank may be converted to permanent rank if the cadet maintains the rank for 2 semesters consecutively or 3 total semesters. *In order to maintain any officer rank, a cadet officer must perform at the level of an officer no matter what job he/she holds. The officer must also participate in JROTC events and be an overall model cadet.*

**5.6. Cadet Promotion Opportunity & Permanent Promotions.** Twice each year all cadets are eligible for consideration for promotion. Minimum ranks are awarded based on longevity and successful progress within the AFJROTC program. In addition, first year students may earn Airman (1st Stripe) by successfully meeting all AFJROTC requirements during the first eight weeks of school. These requirements include a passing academic grade, uniform wear and health and wellness participation.

**5.7. Cadet Leadership Course.** Cadets may be selected to attend the Cadet Leadership Course (CLC) during the summer. Selection will be based on overall performance in AFJROTC and academic accomplishments at Long Branch High School. Cadets that earn honors as a distinguished graduate or honor graduate of a CLC may be promoted to the permanent rank of Staff Sergeant. Cadets who successfully complete CLC earn a CLC ribbon, and cadets who are members of CLC flights that earn honor, athletic or drill awards will be awarded an appropriate ribbon.

**5.8. Promotion Board/Cadet Evaluation Board (CEB).** The SASI will convene a cadet promotion board after the winter break (Jan) and during April for purpose of selecting cadets for permanent promotions. The board will be run by cadet leadership and results will be approved by SASI/ASI. The board will utilize criteria in paragraph 5.3 to select cadets for promotion.

- If the cadet leadership would like to consider additional criteria other than items listed in paragraph 5.3., the group commander must submit request in writing to SASI. The CEB selection results will be submitted to the SASI for approval. Selections will be announced in group special orders with an appropriate date of rank.
- The CEB may also be convened to assess discipline issues within the cadet organization and make recommendations to the SASI.

**5.9. Cadet Position Rotation.** In order to provide leadership training and experience to a greater number of cadets, the cadet staff positions **may** be rotated during the school year. The rotation of various squadron, flight, and staff positions will be on the basis of positions available, individual cadet abilities, and cadet chain of command recommendation. Personnel changes will be considered whenever a cadet has demonstrated the ability to perform at a higher level of responsibility or when performance is not up to an acceptable standard.

**5.10. Special Orders.** Promotions, demotion, and appointments to command or staff positions will be made by Special Orders drafted by the Personnel/Admin NCO, published by the Mission Support Squadron Commander, and signed by the Cadet Group Commander and the SASI.

## CHAPTER SIX

### Responsibilities and Performance Evaluations

#### 6. Cadet Responsibilities.

- “You can't build a reputation on what you are going to do.” — Henry Ford

#### 6.1. Cadets are responsible and accountable for:

- Adhering to the rules and instructions contained in this Cadet Handbook and Air Force directives concerning the AFJROTC program.
- Following the directions and orders of senior cadet officers, SNCOs and NCOs.
- Volunteering for and assuming other duties as directed by student leaders and ASIs.
- Being mindful of their status as AFJROTC cadets, and striving to become leaders within the AFJROTC program and throughout the campus.
- AFJROTC cadets are expected to represent Long Branch High School, NJ-20102, their communities, and the Air Force in an exemplary manner.

**6.2. Officer promotions:** The officer corps will be comprised of those proven, dedicated cadets with a demonstrated interest and performance in AFJROTC. Although the SASI may make exceptions for unique circumstances, cadet officer candidates must meet the following criteria:

- Successful completion of one year of JROTC and one summer leadership school unless waived by SASI.
- Assignment to officer jobs and duties listed in the Unit Manning Document.

**REMEMBER, IF YOU WANT TO BE A LEADER YOU MUST FIRST PROVE THAT YOU CAN FOLLOW, AND THAT YOU HAVE WHAT IT TAKES TO BE A ROLE MODEL CADET.**

#### 6.3 Officer, SNCO & NCO Responsibilities:

- The grade/position means extra recognition, advancement in rank, and the requirement to exercise authority over subordinates.
- Hand-in-hand with this extra prestige and authority is an increased amount of responsibility.
- In addition to the responsibilities shown under specific job descriptions, **cadets in these positions are expected to be exemplary role model cadets...expected to lead by example and to take charge!**
- Feedback: Cadet Commanders will periodically receive confidential feedback from their subordinates, ASIs and SASI to aid in their professional leadership development.
- Brief all flights: Cadet Officers in command positions will present briefings as necessary to ensure that cadets are informed of all activities in the AFJROTC program. This requirement will not be delegated.
- Set the example: All officers, SNCOs, and NCOs are expected to set the standard and demonstrate the proper example, including the proper wear of the uniform, proper wear of civilian clothing in accordance with school dress code, and the appropriate treatment of fellow cadets, students, teachers, and all school staff.



- As in the Air Force, being an officer, SNCO, and NCO in NJ-20102 is a 24-hour-a-day job.
- Officers, SNCOs and NCOs that do not properly wear the uniform or exemplify the standard of a NJ-20102 AFJROTC cadet may receive a reprimand from the cadet flight and or squadron commander, and may face demotion.

**6.4. Proficiency:** Cadet Officers, SNCOs and NCOs will demonstrate a sense of responsibility and commitment to excellence. They will constantly striving to do a better job of learning individual responsibilities and knowing more about AFJROTC policies and procedures. They will read directives and the Cadet Guide. Cadet Officers/NCOs will ensure subordinates remain proficient in their areas of responsibility.

**6.5. Unit Activities:** The SASI and ASI will be formally briefed by the Cadet Group Commander and staff regarding unit initiatives and activity status weekly. All proposed initiatives and programs will be vetted thru the ASI and approved by the SASI before proceeding.

**6.6. Substandard Performance:** Cadet Officers will counsel cadets in their chain whose job performance, conduct, attitude and/or appearance are below acceptable standards. A copy of the counseling will be provided to SASI or ASI. If performance does not improve, cadets will elevate to SASI or ASI. The SASI or ASI will counsel cadets whose job performance, conduct, attitude and/or appearance are below acceptable standards and place a letter of counseling in the cadet's personnel records. The second counseling will normally result in demotion to the next lower rank (or to a rank considered appropriate by the SASI). The cadet may be disenrolled from AJROTC after the third offense.

**6.7. Cadet Performance Report:** Cadets will receive performance reports twice during the school year – the first one just prior to the end of marking period 2 and the second one prior to the end of marking period 4. The SASI/ASI will report on the Corps' Group Commander and Vice Commander. The Corps' Group Commanders and Vice Commanders will report on their staff and Squadron Commanders. The Squadron Commanders will report on their Flight Commanders. The Flight Commanders will report on their Element leaders. The Element Leaders will report on cadets in their element.

- There are seven categories that are rated on the cadet performance. Performance reports are used for promotion boards, disciplinary boards, awards boards, and whenever requested by competent authority.
- The cadet's chain-of-command reviews the Performance Report. The report is returned to the rater(s) if there are any questions.
- Once the chain-of-command is satisfied with the report, it is passed to the personnel officer who will review it for administrative compliance. The personnel officer collects all reports requested for a cycle, board, etc., and forwards them to the SASI and ASI.
- The SASI and ASI review and initial all performance reports prior to their filing or being made use of by the corps. Once the Performance Report has been initialed by the SASI and the ASI it is a permanent part of the cadet's personnel record.
- Raters are expected to complete Cadet Performance Reports with objectivity and with the highest degree of integrity. Flight commanders and flight sergeants are the raters for the

majority of the cadets; the group commander and the vice group commander rate staff officers. Staff positions filled with cadet enlisted members in the grade of C/SSgt and below will have Performance Report inputs forwarded to their respective flight commanders when an evaluation is due.

- Performance Reports may be challenged through the chain-of-command. **The challenger is cautioned** to make sure they carefully and professionally present a case based on facts, not on emotion or unsubstantiated claims.

Should a performance report be challenged:

- The challenger has 30 days from the date of placement in their personnel file to register a protest.
- The challenge must be in writing.
- The group commander will select a review committee. It will consist of two flight commanders and two flight sergeants outside the cadet's chain. The review committee is charged with:
  - Making an initial assessment of the challenge to see if it warrants dismissal. If recommended for dismissal, the recommendation is made to the group commander and to the SASI/ASI. If the group commander and JROTC staff support the recommendation, a copy is sent to the challenger and a copy of the approved recommendation is filed in the challenger's personnel file.
- If the challenge has enough merit, a thorough investigation must be conducted. This means gathering facts, interviewing cadets, etc. A Report of Findings and Recommendation(s) is completed and sent to the group commander and to the SASI/ASI. The group commander and SASI/ASI will determine an appropriate course of action based upon their assessment of the report.

## CHAPTER SEVEN



### Cadet Leadership Positions and Duties

**7.1. Cadet Leadership Positions:** Each cadet is expected to fill various positions within the corps. The cadet should know in detail the responsibilities associated with their position. The SASI/ASI will have the ultimate say in which cadet fills each position. Any cadet interested in filling a certain position within the corps should inform the SASI/ASI. A cadet should be able to demonstrate they can perform the various facets of the job. The rank of the cadet will be taken into consideration but will not have as much of an effect as the ability of the cadet to perform the job.

**7.2. Selecting Cadets For Leadership Positions Philosophy:** The purpose of the Air Force JROTC organizational structure is to provide the means for cadets to;

- Understand the duty, responsibility, and authority that accompany a job, title or rank.
- Practice leadership, management, task accomplishment and personal responsibility in a controlled and supervised environment mirroring the active duty Air Force organizational structure.
- Understand the organization and workings of an Air Force Wing/Group and the interrelation of the component organizations within it.

**7.2.1. Selection Criteria:** Every effort will be made to ensure that cadets are selected for leadership positions they want and of which they are capable of performing. The following criteria will be used in selecting cadets for leadership positions:

- Will the Group activities improve with this cadet holding this position?
- Is the cadet capable of performing in the position?
- Will the position improve the cadet's leadership potential?
- Cadet availability (school, sports, job, personal, etc.)
- Grades/citizenship (JROTC & school)
- Involvement -- active or passive, is this cadet a team player?
- Class/JROTC rank.
- Performance in other held positions.
- What has the cadet done for the school overall?
- Recommendation by JROTC Cadet Staff based on past performance.
- Recommendation by teachers, coaches, and counselors.

**7.3. Cadet Positions and Duties.** *“Leadership is not about titles, positions or flowcharts. It is about one life influencing another.”* – John C. Maxwell

**7.3.1. Cadet Group Commander:** The Cadet Group Commander (CC) is supervised by the SASI/ASI and will:

- Accept responsibility for the appearance, discipline, efficiency, training, and conduct of the group
- Ensure all cadet group activities are conducted in accordance with current Air Force AETC, AFJROTC, and corps instructions, directives, policies, and procedures

- Plan and coordinating all group activities, facilities, and resources.
- Ensure all members of the cadet corps have the opportunity to develop leadership commensurate with their individual abilities
- Submit recommendations for promotions and leadership positions changes to the ASI for comments, prior to submission to the SASI for final action. **PROMTIONS or LEADERSHIP POSITION CHANGES WILL NOT BE ACCOMPLISHED WITHOUT ASI REVIEW AND SASI APPROVAL**
- Supervise all activities of his/her staff. This authority may be delegated to the Deputy Group Commander, however, **RESPONSIBILITY CANNOT BE DELEGATED**
- Coordinating with the SASI/ASI twice a week and as required.
- Provide unit update no less than twice a month.
- Establish weekly group staff meeting
- Publish agenda for Staff Meetings NLT the day before meeting
- Ensure Group is prepared for and has met all established criteria for annual Air Force inspections
- Schedule at least two teambuilding events for your Senior Staff
- Evaluate staff members prior to end of each semester

**7.3.2. Cadet Vice Group Commander:** The Cadet Vice Group Commander (CV) is supervised by the Group Commander and is responsible for:

- Command group during absence of the group commander
- Assist the Group Commander as directed
- Ensure all cadet group activities are conducted in accordance with current
- Air Force AETC, AFROTC, and corps instructions, directive policies, and procedures
- Performing other duties as assigned by the Cadet Group CC
- Coordinate cadet operations with squadron and flight commanders

**7.3.3. Cadet Executive Officer (CCE):**

- Work directly for the Group CC
- Maintain and track cadet performance reports
- Coordinate group promotion boards
- Perform other duties as assigned by the Group CC, ASI and SASI
- Produce and post weekly Group staff meeting minutes
- Work closely with the Cadet Personnel/Admin NCO

**7.3.4. Cadet Group Command Chief (CCC):** The Cadet Group Command Chief (CCC) will:

- Advise Cadet Group Commander on cadet enlisted issues
- Promote Esprit de Corps and camaraderie with the Cadet enlisted ranks
- Supervise and train cadet first sergeants and flight sergeants
- Evaluate and observe Squadron Flight Sergeants
- Establish a Guidon Training Program
- Form all parades and other squadron co-curricular activities related to drill and ceremonies
- Establish an NCO advisory board

- Work with Squadron commanders (through first sergeants) to resolve discipline problems with the first year cadets
- Resolve personnel conflicts and behavior problems in the Cadet enlisted ranks. Seek SASI/ASI advice to resolve conflicts where necessary
- Hold periodic NCO staff meetings to ensure proper support is given to the Group Commander
- Directly support ASI in the conduct of corps activities
- Attend all Group Staff meeting

**7.3.5. Cadet Inspector General (IG):** The Cadet Inspector General Commander (IG) will:

- Ensure the Cadet Group is in compliance with appropriate Air Force, High School and NJ-20102 policies, directives, and instructions
- Advisor to Group Commander
- Establish Group recall procedures
- Investigate and report matters/problems to the Group Commander
- Identify and recommend solutions to the Group problems
- Conduct periodic self-inspections of the cadet group operations (Squadron & Flight CCs)
- Ensure all Flight CCs know the proper procedures for accomplishing Uniform Inspections
- Set up competitions for Honor Flight (once a Semester)
- Assist SASI and ASI, as requested
- Ensure maintenance and timely update of Continuity Folders is completed by responsible staff personnel
- Attend all Group Staff Meetings

**7.3.6. Cadet Protocol Officer (CCP)** will:

- Develop and maintain programs and activities that will enhance Esprit de Corps among the cadet organization
- Plan, coordinate, and execute of group special activities/projects
- Plan cadet participation in Columbus Day parade, any Veterans' Day activities, military ball, parties and other ROTC activities
- Assist the SASI/ASI in scheduling cadets for base visits and similar activities
- Coordinate with student council to find opportunities for ROTC to be involved in student activities
- Ensure scheduled events are placed on the Group announcements/calendar
- Maintain list of cadet birth dates by flight
- Submit/file after-action reports on all special projects
- Develop/Update checklists for recurring duties...have SASI review for completeness
- Perform other duties as assigned by the Service Commander and SASI
- Attend all Group Staff meetings

**7.3.7. Cadet Public Affairs NCO (PA):**

- Inform the school and community on Corps events
- Communicate the value of JROTC
- Record event details in writing, compliment with photos and videos as necessary

- Provide all group photographic service
- Publish and distribute monthly newsletter
- Provides AFJROTC Headquarters with all matters of publicity related to the Long Branch AFJROTC program
- Ensures Long Branch High School Year Book coverage reflects a thorough, professional and accurate portrayal of cadet group activities
- Generally promote JROTC; work closely with Recruitment & Retention Officer (RR)
- Attend all Group Staff meetings

#### **7.3.8. Cadet Recruitment & Retention Officer (RR):**

- Plan, organize, coordinate and execute all recruiting events
- Develop promotional literature to encourage JROTC participation
- Utilize various media means to promote JROTC
- Work closely with Public Affairs Officer (PA) to promote JROTC
- Survey current members of the of the Corps to discover what they enjoy about JROTC
- Suggest to the Group Staff, the ASI, and the SASI what changes would encourage better retention.
- Attend all Group Staff meetings

#### **7.3.9. Cadet Financial Management Officer (FM):**

- Plan, organize, coordinate and execute all fundraising events
- Canvas the entire Corps for all fundraising ideas and identify talent and resources for fund raising efforts.
- Assist the ASI and SASI with maintaining the Corps' fund balance sheets with monthly statements
- Work with the Group Staff, ASI, and SASI on ways to effectively and efficiently spend the Corps' funds
- Attend all Group Staff meetings

#### **7.3.10. Cadet Cyber Patriot/Information Technology SNCO/NCO (IT)**

- Maintain the unit web site/page
- Provide information security for unit information systems
- Handle any other cyber or information technology issues for the unit

#### **7.3.11. Cadet Operations Squadron Commander (OSS/CC)**

- Relay information from the Cadet Group Commander to the Ops Squadron units
- Train flight commanders on assigned duties to include drill
- Coordinate with ASI/SASI on upcoming drill training for flights
- Know the duties and responsibilities of those positions under your command and supervise accordingly
- Ensure the responsibilities under your command are carried out successfully. You can delegate authority but **NOT** responsibility
- Ensure all Cadet Operations Squadron activities are conducted in accordance with current regulations, directives, policies, and procedures
- Perform other duties as assigned by the Cadet Group CC

- Attend Group staff meetings

**7.3.12. Cadet CIA/Co-Curricular Officer (CA):**

- Plan, coordinate, and execute Curriculum in Action and Co-Curricular activities
- Canvas the entire Corps for ideas for CIA and co-curricular trips/activities
- Coordinate all proposals with the ASI/SASI
- Confer with the ASI/SASI concerning current and future curriculum when deciding on CIA/co-curricular trips/activities
- CIA/co-curricular activities should correspond with the current curriculum as described in the syllabus
- Update WINGS event data with CIA/co-curricular activities
- Attend Group staff meetings

**7.3.13. Cadet Drill Team Commander (DT/CC):** The Drill Team Commander (DT) is supervised by the Cadet OSS/CC. DT/CC will:

- Command the drill team
- Recruit, organize, select, and train team members
- Comply with applicable drill manuals and procedures governing drill team activities and routines
- Report all issues to the Operations Squadron Commander
- Ensure all members maintain a 2.5 GPA
- Ensure all drill team equipment is in serviceable condition. Report deficiencies to the Logistics Support Officer
- Supervise all after school extracurricular activities (practices)
- Provide calendar of events to SASI/ASI bi-weekly
- Perform other duties as assigned by the OSS/CC
- Plan and coordinate for all performances

**7.3.14. Cadet Color Guard Commander (CG/CC):** The Color Guard Commander is supervised by the Drill Team Commander. CG/CC will:

- Command the color guard
- Work for the Drill Team Commander and be a part of the drill team
- Recruit, organize, select, and train team members
- Comply with applicable drill manuals and procedures governing color guard activities and routines
- Report all issues to the Drill Team Commander
- Ensure all members maintain a 2.5 GPA
- Ensure all color guard equipment is in serviceable condition. Report deficiencies to the Services Officer
- Plan and coordinate for all parades and ceremonies
- Supervise all after school extracurricular activities (practices)
- Provide instruction and supervision for all retreat and flag-raising ceremonies
- Provide calendar of events to SASI/ASI weekly
- Perform other duties as assigned by the OSS/CC

**7.3.15. Cadet Physical Training SNCO/NCO (PT)**

- Assist the instructors with the unit physical training program
- Plan organize weekly physical training session
- Ensure all flight Presidential Fitness Representatives are trained on exercises weekly
- Plan, organize, and coordinate all athletic events and field day participation
- Schedule and execute Physical Fitness Tests every semester
- Recommend cadets for physical fitness ribbon to the Recognition NCO
- Coordinate with Drill and other special teams to ensure proper representation for all PT events/competitions

**7.3.16. Cadet Mission Support Squadron Commander (MSS/CC)**

- Know the duties and responsibilities of those positions under your command and supervise accordingly
- Ensure the responsibilities under your command are carried out successfully. You can delegate authority but **NOT** responsibility
- Ensure all cadet mission support group activities are conducted in accordance with current regulations, directives, policies, and procedures
- Perform other duties as assigned by the Cadet Group CC
- Attend Group Staff meetings

**7.3.17. Cadet Administrative/Personnel SNCO/NCO (AP)**

- Work directly for the Mission Support Squadron CC
- Maintain cadet personnel records following group guidelines
- Maintain the group organizational chart and unit manning document (UMD)
- Maintain a log of numbers for assignment of special orders
- Ensure that all published orders are posted promptly and properly into each cadet personnel file.
- Input data into WINGS and provide a monthly status report.
- Coordinate with flight personnel representative to complete assigned duties
- Perform other duties as assigned by the MSS/CC, Group CC, ASI and SASI

**7.3.18. Cadet Community Support SNCO/NCO (CS)**

- Establish an effective community outreach program for the Group
- Organizing Group community service for each semester
- Collecting and maintaining individual and flight community service records
- Update community service events and hours in WINGS
- Recommend individuals for community service ribbons to the Recognition NCO
- Coordinating with flight personnel representative to complete assigned duties

**7.3.19. Cadet Recognition NCO (RO)**

- Be familiar with the AFJROTC Operational Supplement, Chapter 7
- Know the criteria for various ribbons, medals and awards
- Track cadets' eligibility for AFJROTC awards
- Track the Group's eligibility for available unit awards
- Coordinate with community agencies to support awards program



- Prepare award nomination packages, both individual and unit
- Submit nomination packages to SASI/ASI for approval
- Update cadet data in WINGS

#### **7.3.20. Cadet Kitty Hawk Commander (KH/CC)**

- Ensure the appearance, discipline, training, and conduct of all Kitty Hawk members
- Hold election for Kitty Hawk Officers at the end of the school year
- Responsible for all Kitty Hawk Air Society (KHAS) community service and fundraising activities
- Convene meetings at least monthly
- Conduct an effective pledge program
- Induct new members at the end of the first semester
- Evaluate KHAS officers each semester
- Ensure all members maintain 3.0 GPA, if not ensure members are placed on probation and provide a list to SASI
- Keep SASI and ASI informed of Kitty Hawk issues

#### **7.3.21. Cadet Logistics Squadron Commander (LGS/CC)**

- Know the duties and responsibilities of those positions under your command and supervise accordingly
- Ensure the responsibilities under your command are carried out successfully. You can delegate authority but **NOT** responsibility
- Ensure all cadet logistic squadron activities are conducted in accordance with current regulations, directives, policies, and procedures
- Perform other duties as assigned by the Cadet Group CC
- Attending Group Staff meetings.

#### **7.3.22. Cadet Logistics Support SNCO/NCO (LGS)**

- Ensure all group uniform and supply requirements is supported and maintained
- Supervise both uniform and weapon technicians, delegate as necessary but ensure accuracy and completeness of duties
- Report any/all discrepancies and/or problems to the ASI (inventory all controlled items)
- Maintain storage areas in inspection order
- Develop/Update checklists for recurring duties...have SASI and ASI review for completeness
- Provide logistic status report to SASI/ASI monthly
- Maintain an inventory of on-hand uniforms including rank and ribbons for the group.
- Coordinate with C/LG/CC and ASI/SASI to purchase additional uniform items including rank and ribbons.
- Organize uniform issue and return with ASI
- Coordinate, in writing, the uniform requirements of all flight uniform representatives.
- Provide list of uniform requirements to SASI/ASI
- Distribute uniforms to cadets

#### **7.3.23. Cadet Flight Commanders**

- Maintain the appearance, discipline, efficiency, training, and conduct of the flight,
- Command flight in classroom and in formal formations
- Plan and coordinating activities within the flight
- Recommend the top cadets within the flight for awards and recognition
- Establish flight recall procedures and execute when required
- Maintain flight seating chart as required
- Assign sponsors for new students
- Ensure students are assigned to support positions (i.e. uniform, supplies, community support, personnel, mission support, current ops, special project, etc.)
- Meet all suspenses from group and squadron leadership and the SASI or ASI
- Establish goal for your flight and a system to monitor goals
- Work with Kitty Hawk and establish a tutorial system for flight
- Perform other duties as assigned by the chain of command
- Assign classroom element leaders

#### **7.3.24. Cadet Flight Sergeant**

- Assist Flight Commander in all tasks
- Prepare Flight for attendance, roll calls and inspections Flight Commander
- Prepare flights for inspections
- Assume command of the flight in the absence of the flight commander
- Assist the Flight Commander with discipline problems within the flight
- Assist the Flight Commander during drill and ceremonies
- Assist the Flight Commander with maintaining updated cadet flight records
- Assist with in keeping the classroom neat and clean
- Assist the Flight Commander in all other activities

#### **7.3.25. Cadet Squadron First Sergeants**

- Advise the Commander of problems and recommend solutions concerning the enlisted members of the Squadron
- Promote Esprit de Corps and camaraderie with the Cadet enlisted ranks
- Establish a training program for flight sergeants
- Ensure Squadron guidon bearer is trained and proficient
- Forming all parades and other squadron co-curricular activities related to drill and ceremonies
- Preparing the classroom for staff meetings
- Hold periodic NCO staff meetings to ensure proper support is given to the Squadron Commander
- Resolves personnel conflicts and behavior problems in the Cadet enlisted ranks.
- Seeks Command Chief for advice to resolve conflicts where necessary
- Accomplish other duties assigned by the Squadron Commander

**7.3.26. Cadet Element Leaders**

- Learn the duties and responsibilities of the Flight Sergeant
- Lead the element in all drill activities and, if he/she is the ranking Element Leader, assuming command of the flight in the absence of the Flight Commander and Flight Sergeant
- Train cadets assigned to the element on proper execution of drill movements in accordance with Air Force directives
- Maintain order and ensuring all cadets assigned to the element follow all applicable classroom rules
- Assume the duties of Flight Sergeant when requested/required

**7.3.27. Cadet Mentors**

- Help first year cadets with tutoring
- Check on first year cadet's grades and progress and assist where needed
- Make progress reports to the Flight Sergeant and Flight Commander

## CHAPTER EIGHT



### Unit Manning Document (UMD) and Chain of Command

| <b>Position/Title</b>                    | <b>Maximum Rank</b>      |
|--|--------------------------|
| Group Commander                          | C/Colonel                |
| Vice Group Commander                     | C/Lieutenant Colonel     |
| Executive Officer                        | C/First Lieutenant       |
| Group Command Chief                      | C/Chief Master Sergeant  |
| Inspector General                        | C/Major                  |
| Deputy Inspector General                 | C/Captain                |
| Protocol Officer                         | C/Captain                |
| Public Affairs NCO                       | C/Senior Master Sergeant |
| Recruitment & Retention Officer          | C/First Lieutenant       |
| Financial Management Officer             | C/First Lieutenant       |
| Cyber Patriot/Information Management NCO | C/Master Sergeant        |
| Operations Squadron Commander            | C/Major                  |
| CIA/Co-Curricular Officer                | C/First Lieutenant       |
| Drill Team Commander                     | C/Captain                |
| Color Guard Commander                    | C/First Lieutenant       |
| Physical Fitness NCO                     | C/Master Sergeant        |
| Mission Support Squadron Commander       | C/Major                  |
| Administrative/Personnel NCO             | C/Master Sergeant        |
| Community Support NCO                    | C/Master Sergeant        |
| Cadet Recognition NCO                    | C/Master Sergeant        |
| Kitty Hawk Commander                     | C/Captain                |
| Logistics Squadron Commander             | C/Major                  |
| Logistics Support SNCO/NCO               | C/Master Sergeant        |
| Uniform Technicians (2)                  | C/Master Sergeant        |
| Equipment Custodian NCO                  | C/Master Sergeant        |
| Flight Commanders (8)                    | C/Second Lieutenant      |
| Flight Sergeants (8)                     | C/Technical Sergeant     |
| Squadron First Sergeants (3)             | C/Master Sergeant        |

#### NJ-20102 CHAIN OF COMMAND (Current as of 17 August 2016)

|   |                                    |
|---|------------------------------------|
| President of the United States                | The Honorable Barack H. Obama      |
| Vice President of the United States           | The Honorable Joe Biden            |
| Secretary of Defense                          | The Honorable Ashton B. Carter     |
| Secretary of the Air Force                    | The Honorable Debra Lee James      |
| Chief of Staff of the Air Force               | General David L. Goldfein          |
| Commander, Air Education and Training Command | Lieutenant General Darryl Roberson |

Commander, Air University LG  
Commander, Holm Center  
Air Force Junior ROTC Director  
Senior Aerospace Science Instructor (SASI)  
Aerospace Science Instructor (ASI)  
NJ-20102 Cadet Group Commander  
NJ-20102 Cadet Vice Group Commander  
NJ-20102 Cadet Squadron Commander  
NJ-20102 Cadet Flight Commander  
NJ-20102 Cadet Flight Sergeant

Lieutenant General Steven L. Kwast  
Brigadier General Steven D. Garland  
Colonel Bobby C. Woods Jr.  
Colonel (r) Jonathan Spare  
Master Sergeant (r) William Wilson

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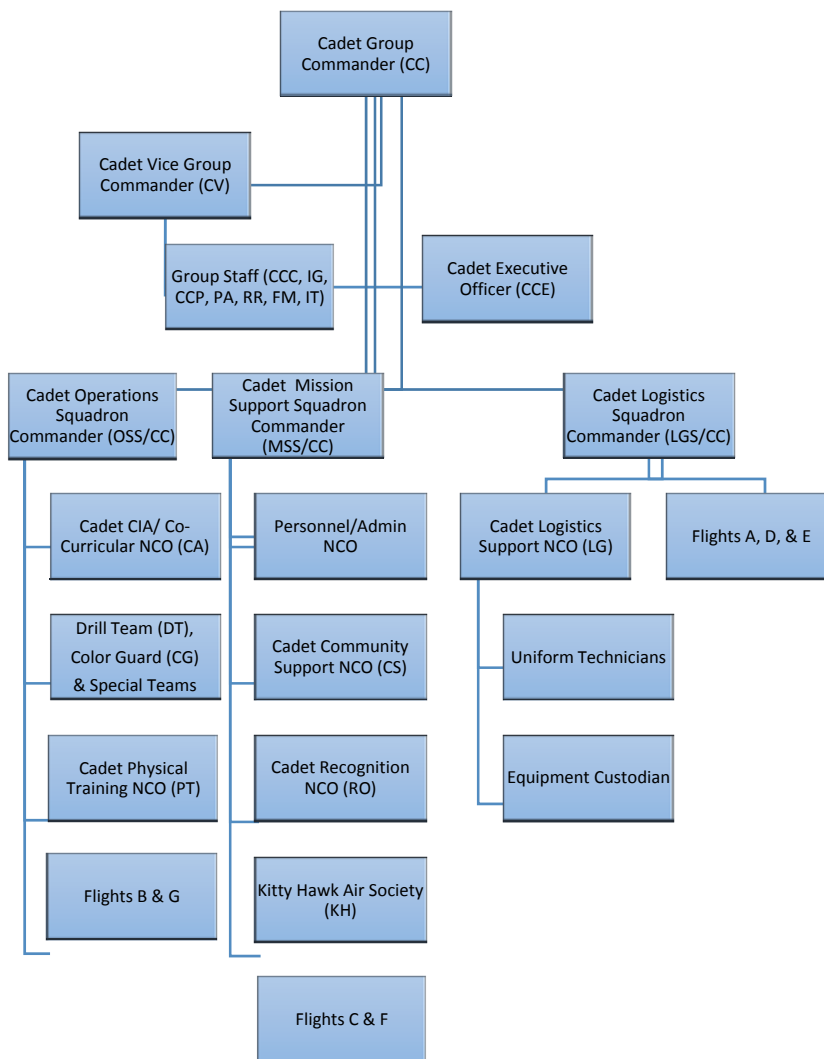
***\*Cadets Must Know The Chain Of Command!***

CHAPTER NINE



Cadet Corps Organizational Chart

*Cadet Corps Organization Chart*



## CHAPTER TEN



### MERIT / DEMERIT SYSTEM

The merit system weighs greatly on promotions and awards. For the above average, normally active, interested, and productive cadet it can produce a promotion and award commendation. The demerit system can also lead to probation, demotion, and a loss of position, even removal from the corps.

**10.1 Purpose.** Merits and demerits are points earned by individual cadets that collectively reflect the image of that cadet's conduct, competence, and discipline. Their standing also indicates whether they are improving or detracting from the overall Corps reputation.

**10.2 Process.** Each marking period every cadet's JROTC Form 341 balance begins at 85 points and is a portion of their citizenship grade. Merits will add to that score and demerits will be subtracted.

- The primary method of tracking the merits and demerits are using the JROTC Form 341. This is a very similar form used by the USAF during basic training. Every cadet is to keep two 341's on them at all times. Any cadet in that cadet's chain of command may pull a 341 for the purposes of awarding merits or assessing demerits. The form is processed through the squadron First Sergeant and tracked by the Group Cadet Administrative/Personnel NCO.
- Anytime a cadet feels they have been issued demerits erroneously, excessively, or insufficiently, they may submit their reasons in writing to their chain of command.

### 10.3 Merit / Demerit assessment Guidance

| <u>Merit Description</u>             | <u>Assessment</u> |
|--------------------------------------|-------------------|
| Top 3 of Knockout Drill              | 2                 |
| Each day of Drill Team practice      | 1                 |
| Each day of PFE Team Practice        | 1                 |
| Each day participating in TAP        | 1                 |
| Parade / special event participation | 10                |

| <u>Demerit Description</u>                   | <u>Assessment</u> |
|--|-------------------|
| Late to Class                                | 1                 |
| Unexcused Absence                            | 3                 |
| Littering Classroom                          | 1                 |
| Moving in formation                          | 1                 |
| Inattention / indifference                   | 5                 |
| Insubordination                              | 5                 |
| Not complying with orders                    | 5                 |
| Cell phone use in class                      | 3                 |
| Unauthorized disruptions or talking in class | 3                 |

**10.4. Reduction of Demerits.**

Any cadet may reduce their number of demerit points by selecting an event as follows and appeal to their squadron 1SGT.

| <u>Event</u>                    | <u>Reduction</u> |
|---------------------------------|------------------|
| Every hour of community service | 5                |
| Every \$50 of fundraising       | 10               |
| Recruiting one cadet            | 25               |

**10.5. Other Disciplinary Measures.**

Insubordination, disrespect toward your SASI/ASI or Cadet chain of command will cause immediate calling of a disciplinary action board. This board will consider de-motion, removal from position, etc. Additionally, a 25 demerit balance will also result in a disciplinary action board and will most likely result in a demotion of one rank.



## CHAPTER ELEVEN



### Activities and Meetings

**11.1. Staff Meetings.** Staff meetings are held after school every Wednesday unless otherwise stated. Those required to attend must be present unless prior absence approval is granted by the cadet Group Commander/SASI/ASI.

- The Vice Group Commander will be responsible for setting up the room for all staff meetings.
- All meetings will begin and end with the staff being called to attention. The commander will give the command "seats" and the meeting will begin. Commanders and staff officers will brief on plans, programs, and the unit's progress, identifying and discussing problem areas. The order will follow the organizational chart for NJ-20102.
- Staff officers will brief the commander on their respective areas, identifying progress and discussing problem areas.
- Flight Commanders will brief the status of their flights and discuss how their flight's metrics are aligned with the Group's goals. These metrics will include: weekly uniform wear, community service hours, academic standings, fundraising, and recruitment efforts. Those flight commanders not meeting group goals are expected to have a plan to bring their flight into compliance.
- The staff meeting will be under the cadets' control, and military courtesies will be followed at all times. The SASI and ASI will be present when applicable and will brief cadets and provide approvals. It is the responsibility of the Cadet Group Commander to ensure that time is made available for this briefing. Meeting minutes will be published within 48 hours.

**11.2. Co-Curricular Activities and Field Trips.** In addition to normal classroom activities, AFJROTC cadets will be involved in many co-curricular activities.

- Participation in any co-curricular activity except service projects requires passing grades in all subjects.
- Periodically, cadets will go on field trips to Air Force bases, science museums, FAA control towers, other military installations, and the like.
- When spaces are limited, participation will be determined by cadet leadership requirements and then on overall performance in AFJROTC.

**11.3. Drill Teams.** These activities are the "spit and polish" activities of the corps.

- Cadets may participate in various activities within the school and community, as well as compete in drill meets.
- Cadets chosen for membership must maintain a passing grade in all subjects.

- Practice schedules will be requested by the commander and approved by the SASI/ASI. Unexcused absences from practices/scheduled events may lead to removal from the drill team/color guard/saber team. No one will be removed without prior approval of the SASI/ASI.

**11.4. Kitty Hawk Air Society (KHAS).** The Kitty Hawk Air Society is a national honor society for AFJROTC cadets who excel academically.

- To be considered for membership, cadets must maintain an A average in AFJROTC courses, a B average overall, and SASI approval.

**11.5. Model Rocketry/RC Clubs.** The model/rocketry/RC clubs are for cadets interested in constructing and flying model airplanes, rockets and other aerospace vehicles. The clubs meet on a regular basis. Cadets must maintain passing grades in all subjects.

**11.6. Competitions.** NJ-20102 attends at least two drill competitions a year. Other competitions include Physical Training, Academic Bowls, Cyber Patriot.

**11.7. Military Ball.** The AFJROTC military ball is an annual formal function that is planned, executed, and attended by the cadets. Military personnel and male cadets dress in formal uniforms and female cadets may wear a formal dress. Male guests are expected to dress in a suit and female guests a formal dress. Females attending the ball are encouraged to wear a conservative formal dress, one that is either floor length or at the knee and does not show an excessive amount of skin. There are different sections to a military ball including a reception hour, receiving line, dinner and dance portion. The reception hour is when guests are encouraged to mingle. The dinner has multiple courses, during which there are toasts and military traditions are observed. Guests are required to follow a printed program and respond correctly to each toast or tradition, including standing when the American flag is presented. This great event allows cadets to experience their first formal dinner and dance at a price that is significantly less than the annual Prom.

**11.8. Awards Ceremony.** AFJROTC awards ceremonies are normally held during the spring semester. Cadets will be presented with unit, AFJROTC and nationally recognized awards earned during the year. Families and friends are invited.

***\*THE MILITARY BALL AND AWARDS CEREMONY ARE ALSO MANDATORY FOR ALL CADETS, AND CONSIDERED PART OF THE AFJROTC CURRICULUM!***

## CHAPTER TWELVE



### Awards and Decorations

**12.1. Cadet Awards and Decorations:** The Cadet Awards and Decorations program fosters morale, incentive, esprit de corps, and recognizes the achievements of AFJROTC cadets. The cadet chain-of-command may make recommendations for awards to the SASI/ASI; however, final approval rests with the SASI. Presentations will be made at appropriate times during the school year.

**12.2. Certificate of Completion:** A Certificate of Completion is presented to a student in good standing who has successfully completed at least three years of the AFJROTC program. In order to receive the SASI's endorsement the cadet must have maintained 70% or C and satisfactory citizenship grades. A cadet must have this certificate in his/her 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.

- With the Certificate of Completion, the cadet may be excused from one year of the General Military Course (GMC) of the senior AFROTC program. This privilege must be arranged with the Professor of Aerospace Science (PAS) when enrolling at the college or university.
- If the AFJROTC cadet elects to enlist in the Armed Forces, the Certificate of Completion will allow enlistment in pay grade E-3 in the Army, Navy or Air Force. Enlistment in the Marine Corps will be in pay grade E-2. This provides for 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.
- In order to receive the benefits outlined, the Certificate of Completion or Certificate of Training must be endorsed by and/or accompanied by a letter from the SASI recommending enlistment at higher grade. It is possible to receive the Certificate and NOT receive the endorsement and/or letter from the SASI.

**12.3. Certificate of Training:** A Certificate of Training is presented to a cadet in good standing who completes two years of the AFJROTC program.

- With the Certificate of Training, the cadet may be excused from one semester of the General Military Course (GMC) of the senior AFROTC program. This privilege must be arranged with the Professor of Aerospace Science (PAS) at the time of enrollment in the college or university.
- If the AFJROTC cadet elects to enlist in the Armed Forces, the Certificate of Training will allow enlistment pay grade E-2 in the Army, Navy or Air Force. This provides for 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.

**12.4. AFJROTC Awards Order of Precedence (highest to lowest).** The following awards are authorized for wear on the AFJROTC uniform.

**Special Awards.**

Gold Valor Award  
Silver Valor Award  
Cadet Humanitarian Award  
Community Service with Excellence Award

**National Awards.**

Air Force Association Award  
Daedalian Award  
American Legion Scholastic Award  
American Legion General Military Excellence Award  
Daughters of the American Revolution Award  
American Veterans Award  
The Military Order of World Wars Award  
Military Officers Association of America Award  
Veterans of Foreign Wars Award  
National Sojourners Award  
Sons of the American Revolution Award  
Scottish Rite, Southern Jurisdiction Award  
Military Order of the Purple Heart Award  
Air Force Sergeants Association Award  
Tuskegee Airmen Incorporated Air Force Junior ROTC Cadet Award

**AFJROTC Awards.**

Outstanding Cadet Ribbon  
Leadership Ribbon  
Achievement Ribbon  
Superior Performance Ribbon  
Distinguished/Outstanding Unit Award  
Academic Ribbon  
Outstanding Flight Ribbon  
Leadership School Ribbon  
Drill Competition Ribbon  
Orienteering Competition Ribbon  
Co-curricular Activities Leadership Ribbon  
Drill Team Ribbon  
Color Guard Ribbon  
Saber Team Ribbon  
Service Ribbon  
Longevity Ribbon  
Bataan Death March Memorial Hike Ribbon  
Patriotic Flag Ribbon

Physical Fitness Ribbon  
 Recruiting Ribbon  
 Activities Ribbon  
 Attendance Ribbon  
 Good Conduct Ribbon  
 Dress and Appearance Ribbon 54

**12.5. Devices on Ribbons:** Additional awards of ribbons will be indicated by the addition of clusters. Wear a maximum of four devices on each ribbon. Place silver devices to the wearer's right of bronze devices. Replace the bronze device with a silver device after receipt of the fifth bronze device. Place clusters horizontally on ribbons and vertically on medals. Tilt clusters slightly downward to the wearer's right to allow maximum number of clusters and other devices. Tilt all or none. If all devices do not fit on a single ribbon wear a second ribbon. When future awards reduce devices to a single ribbon, remove the additional ribbon.

**12.6. Medals and Ribbons:** May be worn simultaneously for formal, semiformal, and/or special occasions of a limited nature (as specified by the SASI). Place medals on the mounting rack in the proper order of precedence. The top row of medals should be positioned 1/2 inch below bottom row of ribbons. The routine wear of both medals and ribbons is prohibited.

**12.7. Devices on Medals:** Additional awards of medals will be indicated by the addition of clusters. Place clusters vertically down the center of the cloth section of the medal. Do not wear single-constructed devices. Tilt clusters slightly downward to the wearer's right to allow maximum number of clusters and other devices. Tilt all or none. Wear a maximum of four devices unless wearing more prevents the addition of a second medal.

**12.8. Ribbons of Other Services:** AFJROTC cadets are authorized to wear ribbons earned while enrolled in United States Army, United States Navy, or United States Marine Corps, JROTC. Group ribbons according to service with the order of precedence determined by the regulations of each service. AFJROTC cadets will wear AFJROTC ribbons ahead of other service JROTC ribbons or awards. Other services' ribbons are grouped by service in the following order: Army, Navy, and Marine Corps. Badges or insignia from Active Duty, Guard, Reserve, or any other non-AFJROTC Group are not authorized on the AFJROTC uniform. Badges, ribbons or insignia from middle school programs such as Youth Leadership Corps are not authorized on the AFJROTC uniform.

**12.9. Air Force Awards Descriptions and Criteria:** Valor awards from all services are worn ahead of all other ribbons from any service. The AFJROTC Valor Awards will be worn first, with other services'

- Valor Awards worn in the following order: Army, Navy, Marine Corps, and Coast Guard.

**Gold Valor Award.** Awards consist of a medal, ribbon, and certificate. The Gold Valor Award recognizes the most outstanding voluntary acts of self-sacrifice and personal bravery by a cadet involving conspicuous risk of life above and beyond the call of duty.

**Silver Valor Award.** Awards consist of a medal, ribbon, and certificate. The Silver Valor Award is awarded to a cadet for a voluntary act of heroism which does not meet the risk-of-life requirements of the Gold Valor Award.

**Cadet Humanitarian Award.** Award consists of a ribbon and certificate. This award recognizes humanitarian effort or performance by cadets involving actions above and beyond the call of duty. This award is not to be used to recognize community service.

**Community Service with Excellence Award.** Award consists of a ribbon and certificate. It is intended to recognize those individual cadets who provide significant leadership in the planning, organizing, directing, and executing of a major unit community service project that greatly benefitted the local community. This is not an award given to participants but to the key leader(s) of the project.

**Air Force Association (AFA) Award.** This AFA-sponsored award consists of a medal and ribbon. This is presented annually at each unit to the outstanding second-year (in a 3-year program) or third-year cadet (in a 4-year program). The award recipient must possess/meet the following personal characteristics and eligibility criteria:

- Positive attitude (toward AFJROTC and school) Outstanding personal appearance (uniform and grooming)
- Display personal attributes such as initiative, judgment, and self-confidence Courteous demeanor (promptness, obedience, and respect for customs)
- Growth potential (capacity for responsibility, high productivity, and adaptability to change)
- Possession of the highest personal and ethical standards and strong positive convictions
- Rank in the top 5% of their AS class
- Rank in the top 10% of their academic class
- Be recommended by the SASI for the Outstanding Cadet Ribbon

**Daedalian Award.** The Order of Daedalians is a fraternity of commissioned pilots from all military services. It is named after the legendary figure, Daedalus, and was organized by WW I military pilots who sought to perpetuate the spirit of patriotism, love of country, and the high ideals of self-sacrifice which place service to the nation above personal safety and position. This award is offered to encourage the development of these traits in cadets and to interest them in a military career. The medal is fashioned after an ancient Grecian plaque discovered by a Daedalian in the village of Lavadia, Greece and depicts Daedalus and his son Icarus fabricating their legendary wings of wax and feathers. The award also includes a ribbon. This annual award recognizes one outstanding third-year cadet at each unit that meets the following criteria:

- Demonstrate an understanding and appreciation of patriotism, love of country, and service to the nation
- Indicate the potential and desire to pursue a military career
- Rank in the top 10% of their AS class
- Rank in the top 20% of their school class

**American Legion Scholastic Award.** This award consists of a bronze medal accompanied by a ribbon with a distinctive miniature attachment depicting a scholastic scroll. This award is

presented annually to one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet's overall scholastic achievements. Each cadet must:

- Rank in the top 10% of the high school class Rank in the top 25% of their AS class
- Demonstrate leadership qualities
- Actively participate in student activities

**American Legion General Military Excellence Award.** This award consists of a bronze medal accompanied by a ribbon with a distinctive miniature attachment depicting a torch. This award is presented annually to one second- or third-year cadet (in a 3-year program) or a third- or fourth-year cadet (in a 4-year program) based on the cadet's general military excellence. Each cadet must:

- Rank in the top 25% of their AFJROTC class.
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship.

**Daughters of the American Revolution (DAR) Award.** This award consists of a bronze medal and ribbon and is presented annually to one third-year (in a 3-year program) or fourth-year cadet (in a 4-year program) that meets the following criteria:

- Rank in the top 25% of their AS class
- Rank in the top 25% of their high school class Demonstrate qualities of dependability and good character
- Demonstrate adherence to military discipline
- Possess leadership ability and a fundamental and patriotic understanding of the importance of JROTC training

**American Veterans (AMVETS) Award.** This award consists of a medal pendant and ribbon and is presented annually to one qualified cadet that possesses individual characteristics contributing to leadership such as:

- A positive attitude toward Air Force JROTC programs and service in the Air Force
- Personal appearance (wearing of the uniform, posture, and grooming, but not physical characteristics per se)
- Personal attributes (initiative, dependability, judgment, and self-confidence)
- Officer potential (capacity for responsibility, adaptability, and maintenance of high personal standards)
- Obtained a grade of —A (or the numerical equivalent) in their AS class
- Be in good scholastic standing in all classes at the time of selection and at the time of presentation

**Military Order of World Wars Award.** This award consists of a bronze medal pendant, certificate, and ribbon. This is presented annually to an outstanding cadet who has committed to continue the aerospace science program the following school year. Selection is based on outstanding accomplishments or service to the AFJROTC unit.

**Military Officers Association of America (MOAA) Award.** This award, formerly known as The Retired Officers Association Award, consists of a medal pendant with ribbon and is

presented annually to an outstanding second-year cadet in a 3-year program (third-year cadet in a 4-year program) who shows exceptional potential for military leadership. Each cadet must:

- Be a member of the junior class, in good academic standing
- Be of high moral character
- Show a high order of loyalty to the unit, school, and country
- Show exceptional potential for military leadership

**Veterans of Foreign Wars (VFW) Award.** This award consists of a medal pendant with ribbon and is presented annually to an outstanding second- or third-year cadet in a 3-year program (third- or fourth-year cadet in a 4-year program) who is actively engaged in the AFJROTC program and who possesses individual characteristics contributing to leadership. Each cadet must:

- Have a positive attitude toward AFJROTC Have outstanding military bearing and conduct
- Possess strong positive personal attributes (such as courtesy, dependability, punctuality, respect, and cooperation)
- Demonstrate patriotism (being a member of the color guard/drill team) and promote Americanism
- Demonstrate leadership potential, be active in student activities
- Attain a grade of —B|| in AFJROTC with an overall average grade of —C|| in all subjects for the previous semester
- Has not been a previous recipient of this award

**National Sojourners Award.** This award consists of a ribbon, medal pendant, and certificate, annually recognizing an outstanding first- or second-year cadet in a 3-year program (second- or third-year cadet in a 4-year program) who contributed the most to encourage and demonstrate Americanism within the corps of cadets and on campus. Each cadet must:

- Be in the top 25% of their academic class Encourage and demonstrate ideals of Americanism Demonstrate potential for outstanding leadership
- Not have previously received the award

**Sons of the American Revolution (SAR) Award.** This award consists of a bronze medal with ribbon and recognizes an outstanding second-year cadet in a 3-year program (third-year cadet in a 4-year program) who is enrolled in the AFJROTC program. The recipient must exhibit a high degree of leadership, military bearing, and all-around excellence in AS studies and not have previously received the award. Each cadet must:

- Be currently enrolled in the AFJROTC program
- Be in the top 10% of their AFJROTC class
- Be in the top 25% of their overall class

**Scottish Rite, Southern Jurisdiction Award.** This award consists of a medal, ribbon, and certificate and annually recognizes an outstanding second-year cadet in a 3-year program (third-year cadet in a 4-year program). Each cadet must:

- Contribute the most to encourage Americanism by participation in extracurricular activities or community projects



- Demonstrate academic excellence by being in the top 25% of class
- Demonstrate the qualities of dependability, good character, self-discipline, good citizenship and patriotism
- Has not been a previous recipient of this award

**Military Order of the Purple Heart Award.** This award consists of a medal pendant with a ribbon and annually recognizes an outstanding second- or third-year cadet in a 3-year program (third- or fourth-year cadet in a 4-year program) who is enrolled in the AFJROTC program and demonstrates leadership ability. Each cadet must:

- Have a positive attitude toward AFJROTC and country Hold a leadership position in the cadet corps
- Be active in school and community affairs
- Attain a grade of B or better in all subjects for the previous semester
- Has not been a previous recipient of this award

**Air Force Sergeants Association (AFSA) Award.** This annual award consists of a medal pendant with a ribbon and recognizes an outstanding second- or third-year cadet in a 3-year program (third- or fourth-year cadet in a 4-year program). The recipient must demonstrate outstanding qualities in military leadership, discipline, character, and citizenship. Each cadet must:

- Be in the top 25% of the AFJROTC class
- Demonstrate outstanding qualities in military leadership, discipline, character, and citizenship
- Has not been a previous recipient of this award

**Tuskegee Airmen Incorporated (TAI) Air Force JROTC Cadet Award.** This TAI sponsored award consists of a ribbon and a certificate and is presented annually to two cadets. Cadets may be first-year, second-year, or third-year (in a 3- or 4-year program) and must meet the following criteria:

- Attain a grade of B or better in their AS class
- Be in good academic standing
- Actively participate in cadet corps activities Participate in at least 50% of all unit service programs

**Outstanding Cadet Ribbon.** Awarded annually to the outstanding first-year, second-year, third-year, and fourth-year cadet. The recipient from each class must be of high moral character, demonstrate positive personal attributes, display outstanding military potential, and attain academic and military excellence.

**Leadership Ribbon.** Awarded for outstanding performance in a position of leadership as an AFJROTC cadet in corps training activities. Limit this ribbon to 5 percent of the eligible group to ensure recognition of cadets who have consistently displayed outstanding leadership ability above and beyond expected performance.

**Achievement Ribbon.** Awarded for a significant achievement as deemed appropriate by the SASI. Limit this ribbon to 5 percent of the cadet corps. Individuals may not receive more than one ribbon during a 1-year period.

**Superior Performance Ribbon.** Awarded annually for outstanding achievement or meritorious service rendered specifically on behalf of AFJROTC. Present the ribbon for a single or sustained performance of a superior nature. Limit this ribbon to 10 percent of the cadet corps to ensure recognition of achievements and services which are clearly outstanding and exceptional when compared to achievements and accomplishments of other cadets.

**Outstanding Unit Award (OUA).** Awarded to cadets enrolled during the academic year when a unit is selected by HQ AFJROTC to receive the OUA. AFJROTC Operations Support will post criteria for this award annually.

**Academic Ribbon.** Awarded for academic excellence as signified by attaining an overall grade point average of at least a B for one academic term, in addition to an A average in AFJROTC.

**Outstanding Flight Ribbon.** Awarded each academic term to members of the outstanding flight under criteria determined by the SASI.

**Leadership School Ribbon.** Awarded for completion of an approved leadership school program of at least five days duration. Add a silver star for outstanding performance or leadership ability at a Leadership School. Limit the star to 10 percent of the class. This ribbon may only be earned once.

**Orienteering Ribbon.** Awarded to team members for completing unit specific Orienteering Program as part of unit curriculum.

**Co-Curricular Activities Leadership Ribbon.** Awarded at the SASI's discretion for leadership in AFJROTC co-curricular activities (such as dining-in chairperson, military ball chairperson, etc.). The recipient must have demonstrated exceptional leadership in achieving objectives through the coordinated efforts of others. This award may be earned a maximum of four times. An oak leaf cluster should be added to this ribbon for each additional award.

**Special Teams Competition Ribbon.** Awarded to team members for placing 1st, 2nd or 3rd in an Air Force or Joint Service Competition to include Color Guard Teams, Rifle Teams, Drill Teams, Saber Teams, Academic Bowl Teams, CyberPatriot, etc.

**Drill Team Ribbon.** Awarded to cadets who participate in at least 75 percent of all drill team practice sessions per academic year. An oak leaf cluster should be added to this ribbon for each year of active membership beginning with the second year.

**Color Guard Ribbon.** Awarded to cadets who participate in at least 10 color guard events per academic year. An oak leaf cluster should be added to this ribbon for each year of active membership beginning with the second year.

**Saber Team Ribbon.** Awarded to cadets who participate in at least 10 saber team events per academic year. An oak leaf cluster should be added to this ribbon for each year of active membership beginning with the second year.

**Service Ribbon.** Awarded at the SASI's discretion for distinctive performance in school, community, or AFJROTC service projects. Limit to members whose active participation in a service project contributed significantly to the goals of the organization. Participation in Drill Teams, Saber Team or Color Guard does not qualify for the service ribbon. Cadets must exceed the minimum of 18 hours community service in a semester to qualify for the award.

**Longevity Ribbon.** Awarded for completion of each AS year with a minimum grade of C.

**Bataan Death March Memorial Hike Ribbon.** To honor and remember the sacrifices of the victims and survivors of World War II's Bataan Death March, AFJROTC units may conduct an optional 14-mile Bataan Death March Memorial Hike. This event must be accomplished on a locally-determined 14 mile course (trails, road courses, tracks, etc). Units may complete the full hike in a span of one to no more than three days. Cadet safety must be monitored at all times and advanced planning for any first aid/medical attention is paramount. Cadets who fully complete the 14-mile hike are authorized to wear the ribbon.

**Patriotic Flag Ribbon.** May be awarded for participation in *non-color guard* events specifically designed to honor our nation's flag. Such events include flag raising ceremonies, flag retirement ceremonies, flag folding ceremonies, and historical flag demonstrations. SASIs may award this ribbon based on local criteria which must be clearly published in the unit's *Cadet Guide or Unit Operating Instruction*. Unit NJ-20102 requires participating in at least 5 non-color guard flag related events during an academic year. An oak leaf cluster should be added to this ribbon for each year of active membership beginning with the second year.

**Health and Wellness Ribbon.** Awarded by the SASI for participation in the health and wellness physical fitness program. All cadets who participate in the wellness program will receive the Physical Fitness Ribbon. All cadets who participate in the Presidential Physical Fitness Program will receive the Physical Fitness Ribbon. The bronze star device will be awarded and worn on the ribbon to any cadet scoring in the 75-84 percentiles in the Presidential Physical Fitness Program. If a cadet earns a percentile score of 85-95 they will wear a silver star. If they receive a 96-100 percent they will wear the gold star on the ribbon. The percentiles are computed automatically under Presidential Physical Fitness Program Assessment in WINGS.

**Recruiting Ribbon.** Awarded for outstanding effort in support of unit recruiting activities. Awarded to students who participate in at least 50% of recruiting activities. Also awarded to cadets who are directly responsible for recruiting at least two new cadets that stay for at least one semester.

**Activities Ribbon.** Awarded for participation in co-curricular activities other than Drill, Color Guard, and Special Teams. These include, but are not limited to orienteering teams, model/rocketry clubs, AFJROTC academic teams, and AFJROTC sports teams. For teams other than Drill and Color Guard teams, the ribbon will be awarded for participation in at least two

afterschool programs. The ribbon will also be awarded for participation in all scheduled corps activities (parades, picnics, military balls, awards ceremonies, etc.) in the academic year. An oak leaf cluster should be added to this ribbon for each year of completion beginning with the second year.

**Attendance Ribbon.** Awarded to cadets with no unexcused absences. Max of four excused absences and no more than one tardy during the term

**Good Conduct Ribbon.** Awarded to cadets with no suspensions of any kind, as well as no adverse reports from other staff or faculty in an academic term and no skipped uniform inspections.

**Dress and Appearance Ribbon.** Awarded for wearing uniform on all designated uniform days and conforming to all AFJROTC dress and appearance standards. Criteria: no score < 80 and no more than 1 missed uniform wear.

**CAP Awards:** Only five CAP ribbons (General Carl Spaatz Award, Amelia Earhart Award, General Billy Mitchell Award, General J. F. Curry Achievement Award, and General Ira C. Eaker Award) may be worn on the AFJROTC uniform. Units should contact the nearest CAP unit to obtain awards, invite presenters, or obtain any guidance on criteria or presentation.



# AIR FORCE JUNIOR ROTC

Wear your Ribbons Properly and Proudly!

|   |  |   |   |  |  |
|---|--|---|---|--|--|
|   |  |   |   |  |  |
| Air Force JROTC Gold Valor Award        | Air Force JROTC Silver Valor Award               | Cadet Humanitarian Award                          | Silver Star Community Service with Excellence Award | Community Service with Excellence Award  | Air Force Association Award                |
|   |  |   |   |  |  |
| Daedalian Award                         | American Legion Scholastic Award                 | American Legion General Military Excellence Award | Daughters of the American Revolution Award          | American Veterans Award                  | Reserve Officers Association Award         |
|   |  |   |   |  |  |
| Military Order of World Wars Medal      | Military Officers Association Award              | Veterans of Foreign Wars Award                    | National Sojourners Award                           | Sons of the American Revolution Award    | Scottish Rite, Southern Jurisdiction Award |
|   |  |   |   |  |  |
| Military Order of the Purple Heart      | Air Force Sergeants Association                  | Sons of Union Veterans of the Civil War           | Sons of Confederate Veterans H.L. Hunley Award      | Tuskegee Airmen Inc. AFJROTC Cadet Award | The Retired Enlisted Association Award     |
|   |  |   |   |  |  |
| Celebrate Freedom Foundation Award      | National Society United States Daughters of 1812 | Air Commando Association Award                    | Non-Funded National Award                           | Distinguished Unit Award With Merit      | Distinguished Unit Award                   |
|   |  |   |   |  |  |
| Outstanding Organization Award          | Outstanding Flight Ribbon                        | Top Performer Award                               | Outstanding Cadet Ribbon                            | Leadership Ribbon                        | Achievement Ribbon                         |
|   |  |   |   |  |  |
| Superior Performance Ribbon             | Academic Ribbon                                  | Leadership School Ribbon                          | Special Teams Competition                           | Orienteering Ribbon                      | Co-Curricular Activities Leadership Ribbon |
|   |  |   |   |  |  |
| Drill Team Ribbon                       | Color Guard Ribbon                               | Sabre Team Ribbon                                 | Marksmanship Ribbon                                 | Good Conduct Ribbon                      | Service Ribbon                             |
|   |  |   |   |  |  |
| Health and Wellness Ribbon              | Recruiting Ribbon                                | Activities Ribbon                                 | Attendance Ribbon                                   | Dress and Appearance Ribbon              | Longevity Ribbon                           |
|   |  |   |   |  |  |
| Bataan Death March Memorial Hike Ribbon | Patriotic Flag Ribbon                            | Gen Carl A. Spaatz Award (CAP)                    | Gen Ira C. Eaker Award (CAP)                        | Amelia Earhart Award (CAP)               | Gen Billy Mitchell Award (CAP)             |
|   |  |   |   |  |  |
|   |  | Gen J. F. Curry Award (CAP)                       |   |  |  |

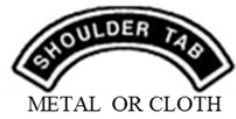
Version: 10 February 2016



CHAPTER THIRTEEN

Attachment 7-1

**AUTHORIZED AIR FORCE JROTC  
BADGES/INSIGNIA/PINS**



Badges/Insignia/Pins not listed here are unauthorized  
(Exception: Section 7.2.10)  
of AFJROTC Operations Supplement

## AIR FORCE JROTC RANK INSIGNIA

### CADET OFFICER RANK



SECOND  
LIEUTENANT



FIRST  
LIEUTENANT



CAPTAIN



MAJOR



LIEUTENANT  
COLONEL



COLONEL

NOTE: Cadet Officer rank used is either cloth epaulet or collar rank, depending on specific uniform worn.

### CADET ENLISTED RANK

AIRMAN BASIC:  
NO RANK INSIGNIA



AIRMAN



AIRMAN  
FIRST CLASS



SENIOR  
AIRMAN



STAFF  
SERGEANT



TECHNICAL  
SERGEANT



MASTER  
SERGEANT



SENIOR  
MASTER  
SERGEANT



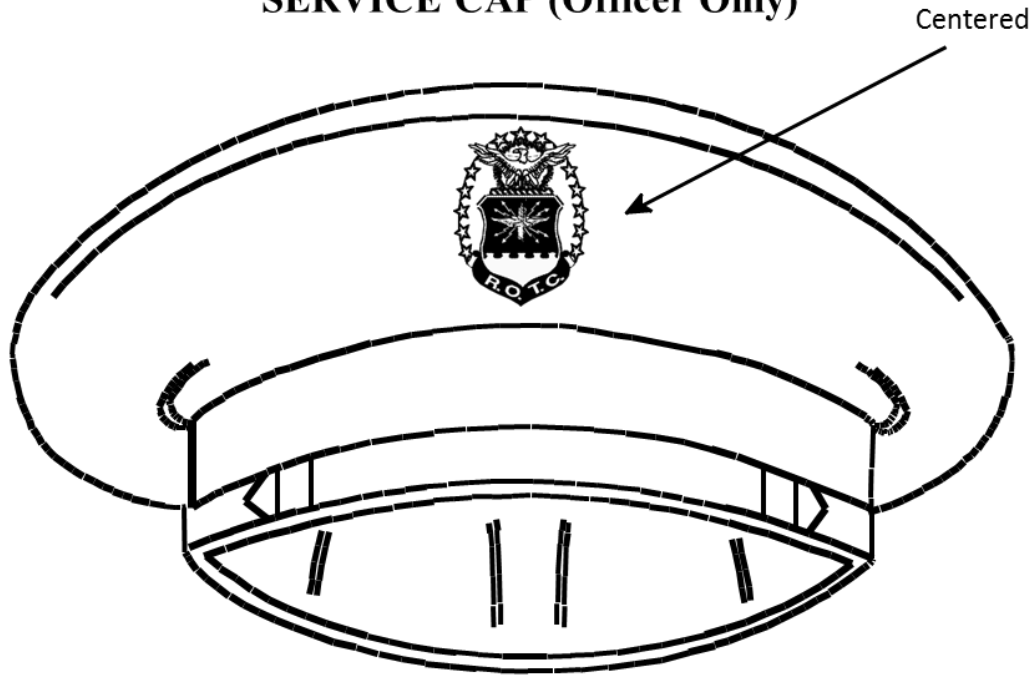
CHIEF  
MASTER  
SERGEANT

NOTE: Cadet Enlisted rank used is small collar rank only, regardless of uniform worn

Rank insignia not listed here is unauthorized. The First Sergeant device is not authorized.

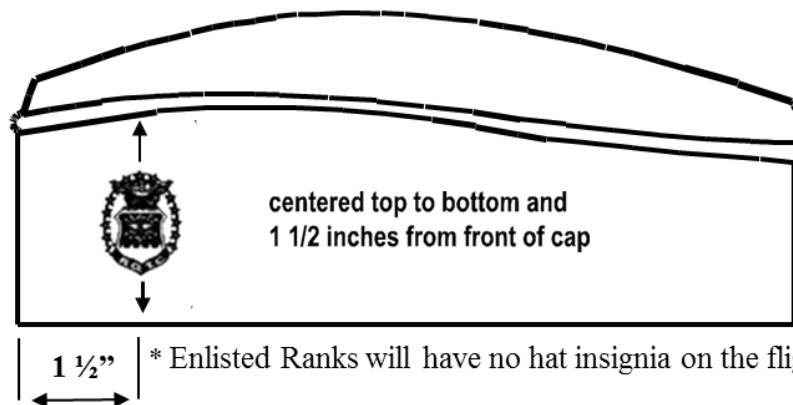
# CADET MALE HEADGEAR

## SERVICE CAP (Officer Only)



Service Caps with a different insignia than shown above require an approved waiver through HQ AFJROTC. See Section 7.8.

## FLIGHT CAP\* (Officer and Enlisted)





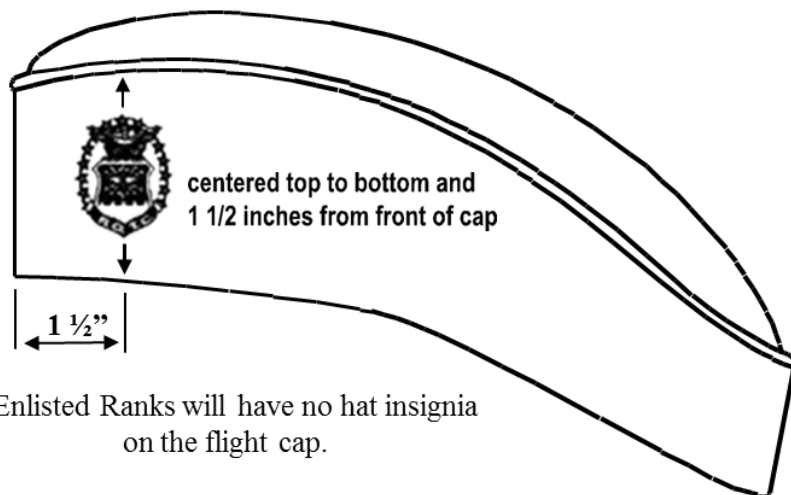
## CADET FEMALE HEADGEAR

### SERVICE CAP (Officer Only)



Service Caps with a different insignia than shown above require an approved waiver through HQ AFJROTC. See Section 7.8.

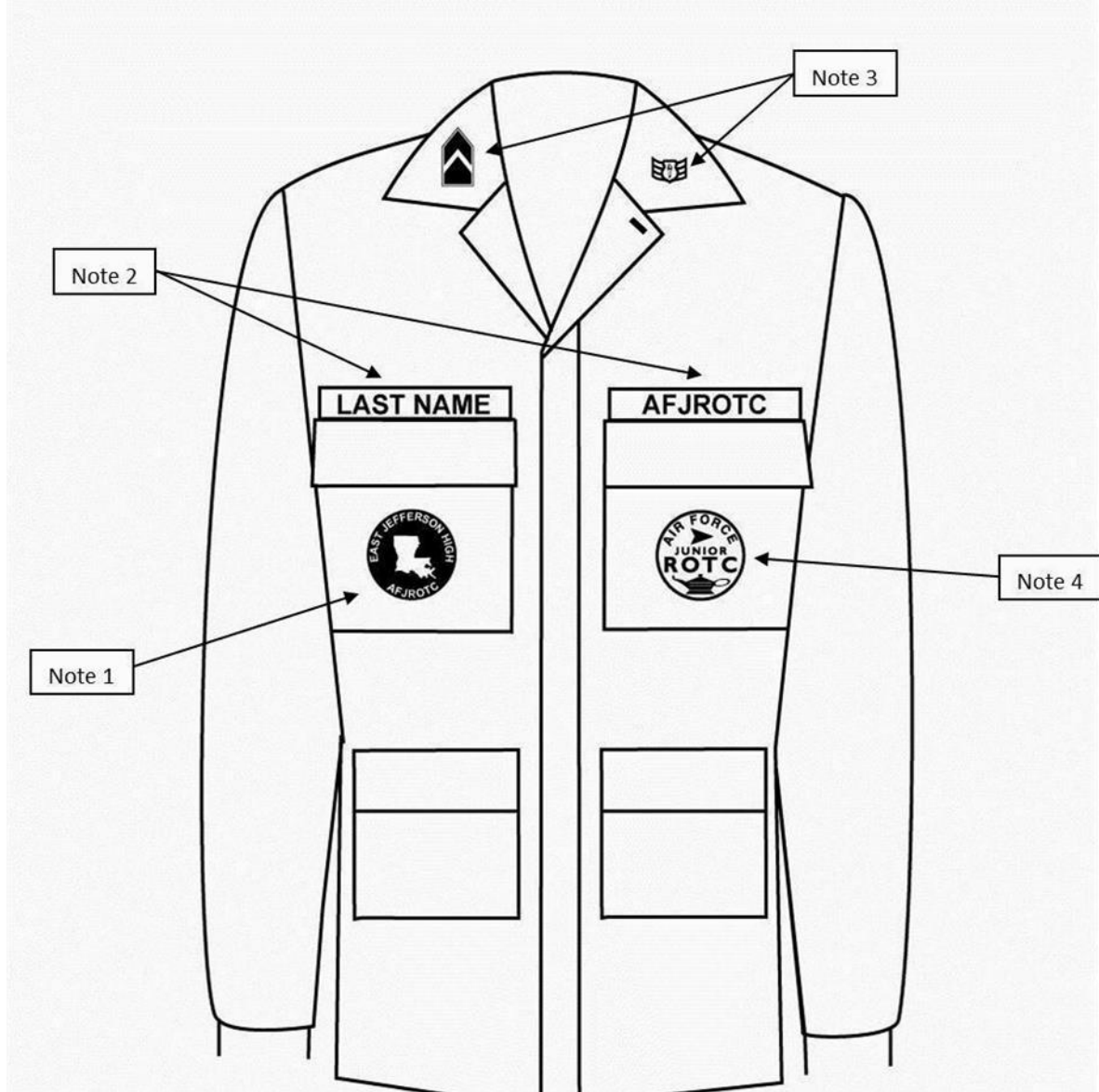
### FLIGHT CAP\* (Officer and Enlisted)



\* Enlisted Ranks will have no hat insignia on the flight cap.

## Attachment 7-5

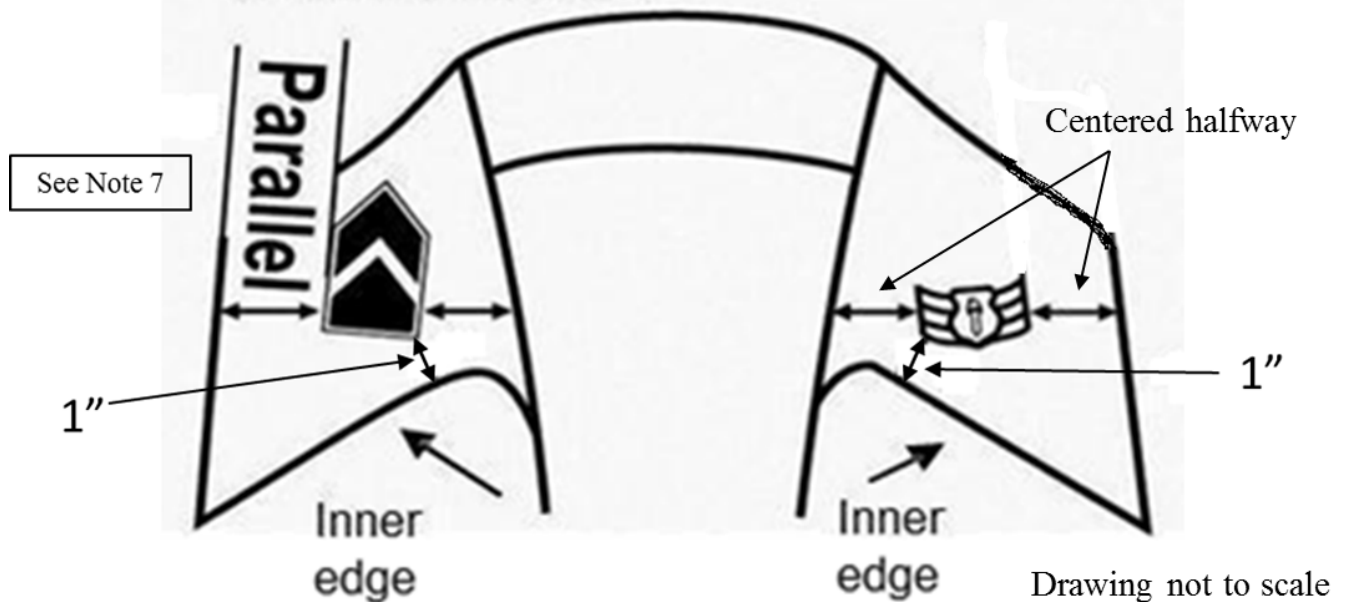
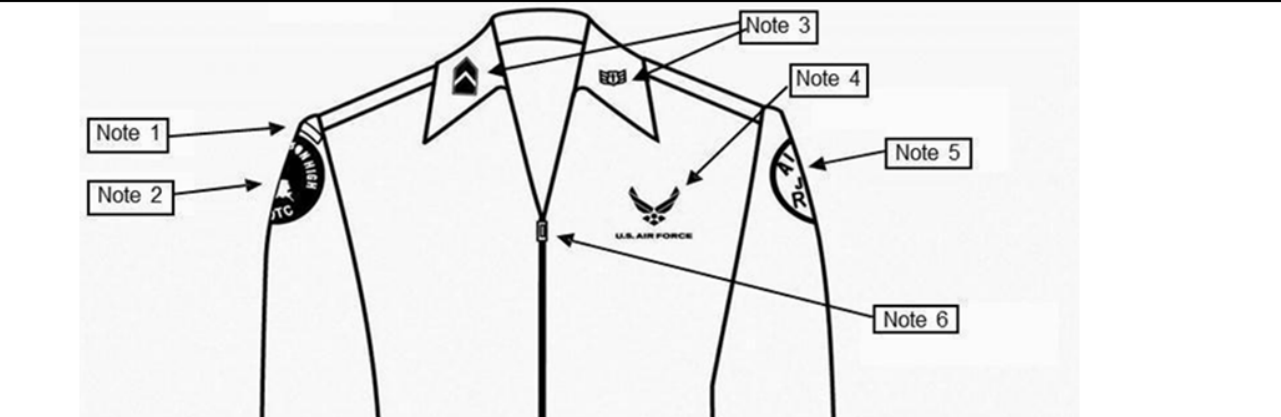
# CADET ABU Male and Female



1. Unit patch (optional). If worn, will be placed on right pocket and centered. (AF Funds may not be used to procure unit patches.)
2. Last Name and AFJROTC tapes (mandatory). Tapes are grounded and centered on pockets. Name tape only may be held with velcro to enable reuse/reissue to a different cadet.
3. Grade insignia (officer or enlisted) (mandatory). Will be worn on the left and right collars, centered on collar and parallel with bottom of collar. Airman Basic have no collar insignia.
4. AFJROTC patch: WHITE patch only (mandatory). Will be worn on left pocket and centered.

## Attachment 7-6

# CADET LIGHTWEIGHT BLUE JACKET

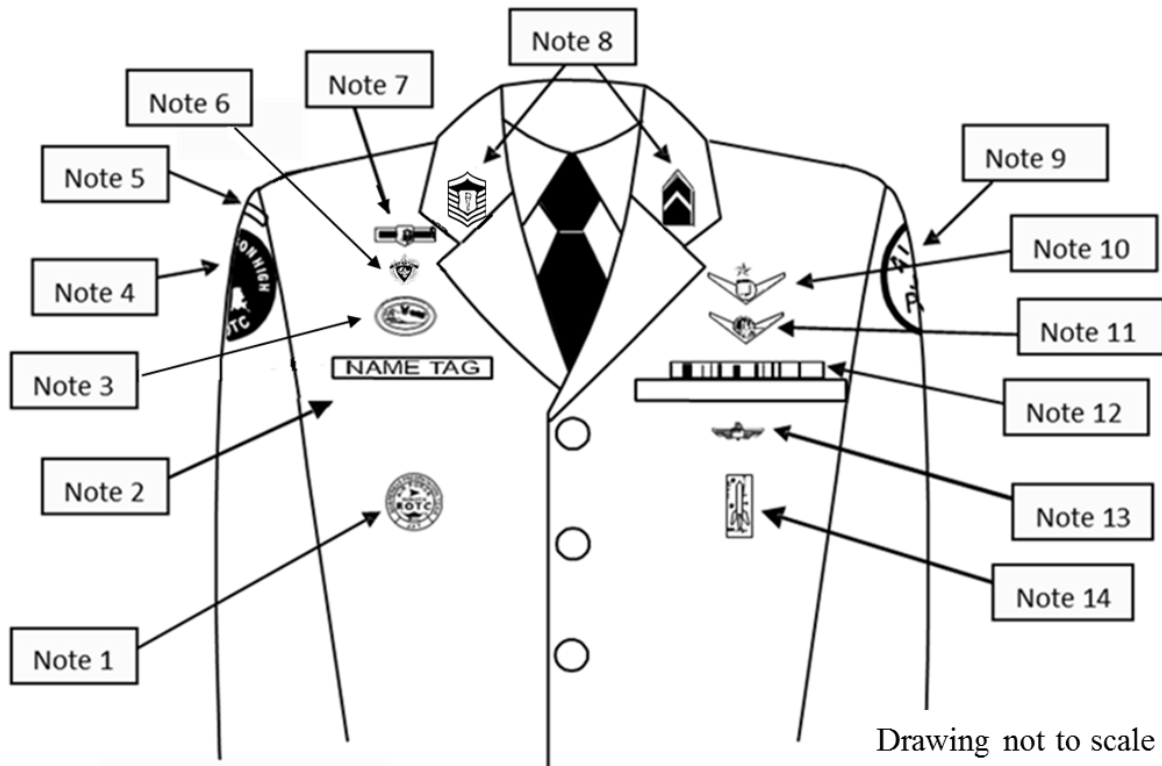


1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1" below shoulder seam.
2. Unit patch on right sleeve ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) is worn on both left and right collar. Airman Basic have no collar insignia.
4. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
5. AFJROTC patch on left sleeve ½ to 1 inch below shoulder seam and centered.
6. Jacket will be closed to at least the halfway point.
7. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.

NOTE: The epaulet rank is no longer authorized on the lightweight blue jacket.

## Attachment 7-7

# CADET MALE SERVICE DRESS

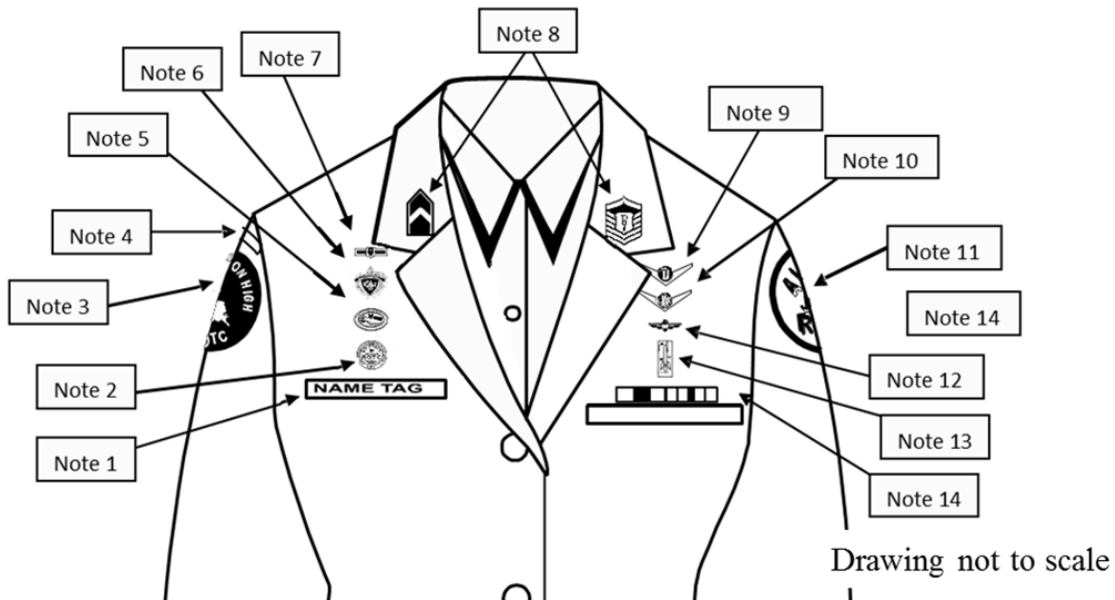


Drawing not to scale

1. Awareness Presentation Team (APT) badge: Center 3 inches below bottom of name tag
2. Name tag: Center between arm seam and lapel with bottom edge parallel to top of welt pocket
3. Kitty Hawk Badge: see note 15.
4. Unit patch: Placed  $\frac{1}{2}$  to 1 inch below shoulder seam and centered.
5. Shoulder tabs: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
6. Aerospace Education Foundation (AEF) Badge: see note 15.
7. Distinguished Cadet Badge: see note 15.
8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground. \*(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)
9. AFJROTC Patch: Placed  $\frac{1}{2}$  to 1 inch below shoulder seam, and centered.
10. Flight Solo or Flight Certificate Badge: see note 15.
11. Ground School Badge: see note 15.
12. Ribbons: Center, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all ribbons earned.
13. Academy of Model Aeronautic Wings: worn 1 inch below pocket.
14. Model Rocketry Badge: worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
15. First badge placed  $\frac{1}{2}$  inch above name tag or ribbons and is centered horizontally. Additional badges placed  $\frac{1}{2}$  inch above previous badge.

Large medals may be worn on the Service Dress coat only, directly under ribbon rack and only during special events (as determined by SASI) , not during regular weekly uniform days.

# CADET FEMALE SERVICE DRESS

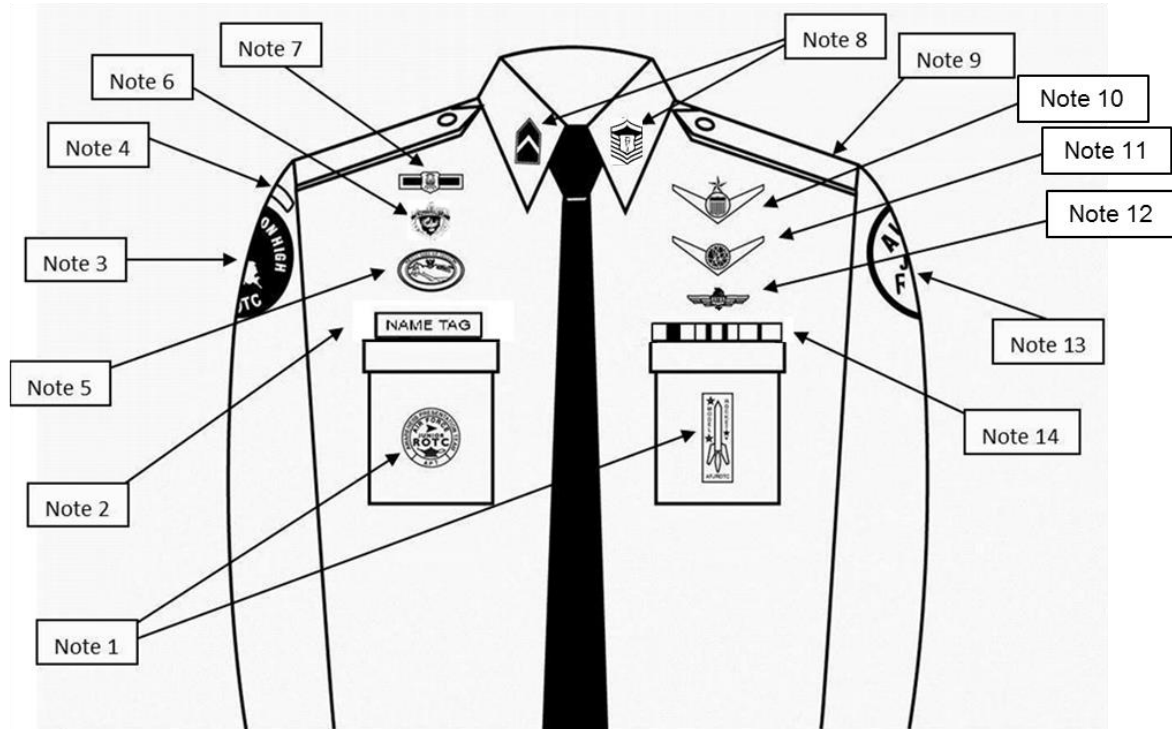


1. Name tag: authorized for wear and is to be centered on right side, even with to 1 1/2 inches higher or lower than the first exposed button.
2. Awareness Presentation Team Badge: see note 15.
3. Unit patch: center 1/2 to 1 inch below shoulder seam.
4. Shoulder tab: centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 15.
6. Aerospace Education Foundation (AEF) Badge: see note 15.
7. Distinguished Cadet Badge: see note 15.
8. Grade insignia (officer or enlisted) worn on both lapels. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground. \*(The lapel insignia (eagles non-chrome) will no longer be worn on the lapels by Airmen Basics.)
9. Flight Solo or Flight Certificate Badge: see note 15.
10. Ground School Badge: see note 15.
11. AFJROTC Patch: center 1/2 to 1 inch below shoulder seam.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. Model Rocketry Badge: see note 15.
14. Ribbons: center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all ribbons earned.
15. First badge placed 1/2 inch above name tag or ribbons (whichever is appropriate) and is centered horizontally. Additional badges placed 1/2 inch above previous badge.

Large medals may be worn on the Service Dress coat only, directly under ribbon rack and only during special events (as determined by SASI) , not during regular weekly uniform days.

## Attachment 7-9

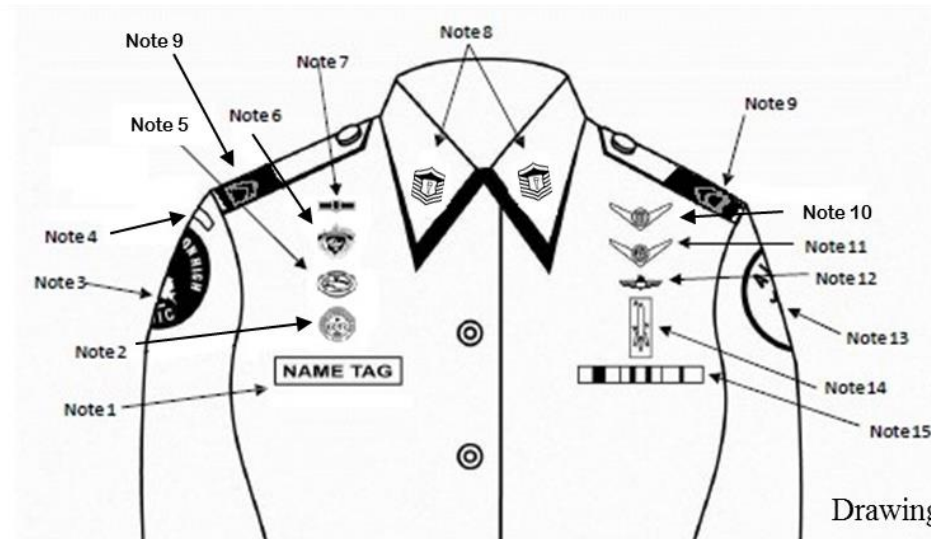
# CADET MALE BLUE SHIRT



1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name tag: Must be grounded and centered over wearer's right pocket.
3. Unit patch: center  $\frac{1}{2}$  to 1 inch below shoulder seam.
4. Shoulder tab: center between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge: see note 15.
6. Aerospace Education Foundation (AEF) Badge: see note 15.
7. Distinguished Cadet Badge: see note 15.
8. Grade insignia (officer or enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points toward the point of the collar. Officer top point of rank aligned with point of collar. Airman Basic have no insignia of any kind on the collar. (See Note 9)
9. (Officers only) When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge: see note 15.
11. Ground School Badge: see note 15.
12. Academy of Model Aeronautic (AMA) Wings: see note 15.
13. AFJROTC Patch: center  $\frac{1}{2}$  to 1 inch below shoulder seam.
14. Ribbons: ground and center on pocket. Wear all ribbons earned.
15. First badge placed  $\frac{1}{2}$  inch above name tag or ribbons and is centered horizontally. Additional badges placed  $\frac{1}{2}$  inch above previous badge.

## Attachment 7-10

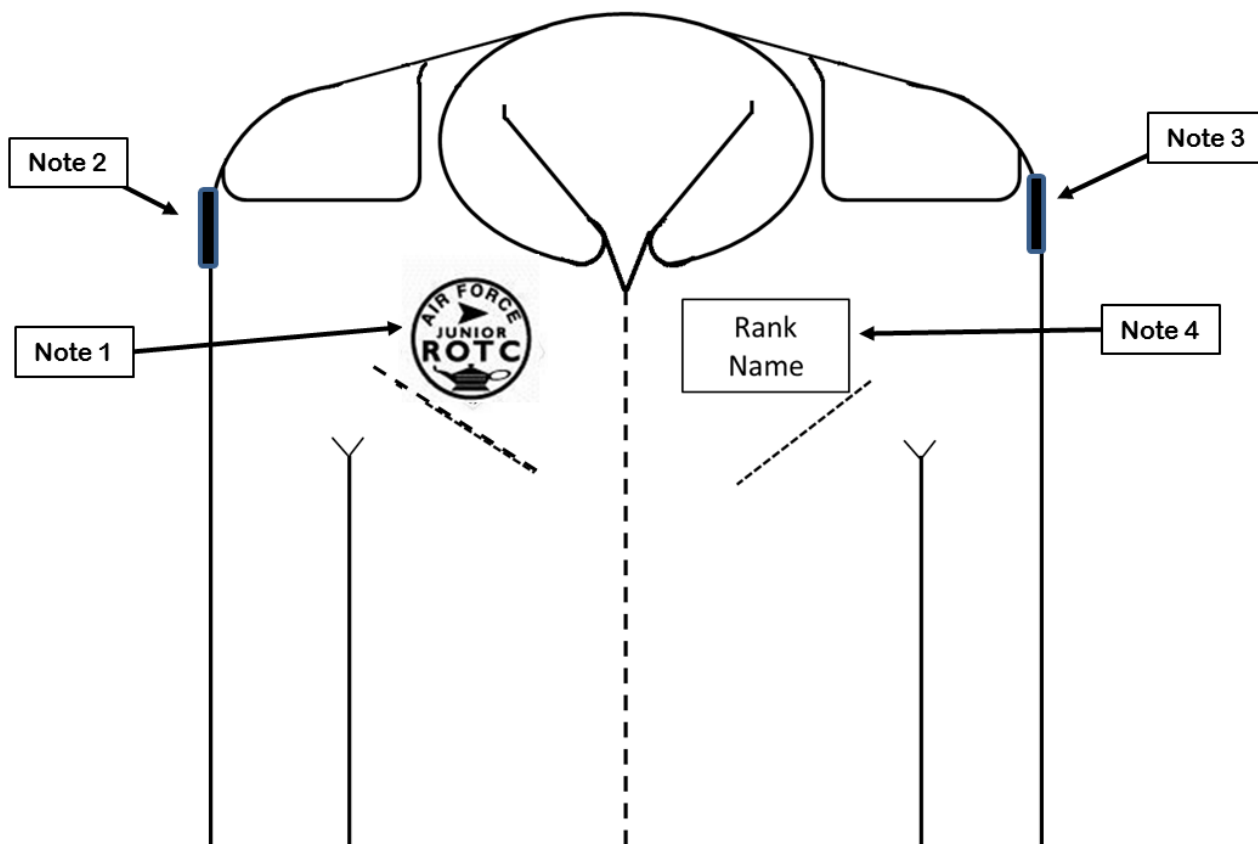
# CADET FEMALE BLUE SHIRT



1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.
2. Awareness presentation badge. See Note 16
3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Enlisted grade insignia worn on both left and right collar, centered side to side and top to bottom with torch points pointing toward bottom tip of collar.
9. Officer rank: cloth on epaulet only. Place rank as close as possible to shoulder seam.
10. Flight Solo or Flight Certificate Badge. See Note 16.
11. Ground School Badge. See Note 16.
12. Academy of Model Aeronautics (AMA) Wings. See Note 16.
13. AFJROTC Patch. Center on sleeve ½ to 1 inch below shoulder seam.
14. Model Rocketry Badge. See Note 16.
15. Ribbons. Centered on left side. Bottom of ribbons is aligned with bottom of name tag.
16. First badge is centered ½ inch above name tag or ribbons (as appropriate).



## FLIGHT SUIT\* (Male and Female)



1. AFJROTC Patch (mandatory). Velcro attached
2. Unit patch (optional). Velcro attached. If no unit patch is used, then leave the area blank.
3. American Flag Patch (optional). Velcro attached. If no American Flag patch is used, then leave the area blank.
4. Cadet Rank and Cadet Name (mandatory). Velcro attached.

\*Flight Suits are authorized only for those cadets currently enrolled in or that have successfully completed Aviation Honors Ground School.

\*Flight suits, rank/name and unit patches are purchased and maintained with non-AF Funds.



# 30-STEP DRILL SEQUENCE

**Note:** The drill sequence is led and performed by second year cadets. Cadet Commander will report in after the command fall-in is given. Example: Sir/Ma'am, Unit Number, is prepared for the 30-step drill sequence. Request permission to use your drill area, Sir/Ma'am!

- |                        |  |
|------------------------|--|
| 1. Fall in             | 16. To the rear march                          |
| 2. Open ranks march    | 17. To the rear march                          |
| 3. Ready front         | 18. Column right march                         |
| 4. Close ranks march   | 19. Forward march                              |
| 5. Present arms        | 20. Eyes right ( <i>salute the evaluator</i> ) |
| 6. Order arms          | 21. Ready Front                                |
| 7. Parade rest         | 22. Column right march                         |
| 8. Attention           | 23. Forward march                              |
| 9. Left face           | 24. Change step march                          |
| 10. About face         | 25. Column right march                         |
| 11. Forward march      | 26. Forward march                              |
| 12. Right flank march  | 27. Flight halt                                |
| 13. Left flank march   | 28. Left face                                  |
| 14. Column right march | 29. Right step march                           |
| 15. Forward march      | 30. Flight halt                                |

**Cadet Commander will report out after the command flight halt is given.**

**Example:** Sir/Ma'am, Unit Number, request permission to exit your drill area, Sir/Ma'am!



## 24-Hour Clock (Military Time) Conversion Chart

| TIME       | 24-HOUR TIME | TIME           | 24-HOUR TIME |
|------------|--------------|----------------|--------------|
| 12:01 AM   | 0001         | 12:01 PM       | 1201         |
| 12:05 AM   | 0005         | 12:05 PM       | 1205         |
| 12:30 AM   | 0030         | 12:30 PM       | 1230         |
| 12:45 AM   | 0045         | 12:45 PM       | 1245         |
| 1:00 AM    | 0100         | 1:00 PM        | 1300         |
| 2:00 AM    | 0200         | 2:00 PM        | 1400         |
| 3:00 AM    | 0300         | 3:00 PM        | 1500         |
| 4:00 AM    | 0400         | 4:00 PM        | 1600         |
| 5:00 AM    | 0500         | 5:00 PM        | 1700         |
| 6:00 AM    | 0600         | 6:00 PM        | 1800         |
| 7:00 AM    | 0700         | 7:00 PM        | 1900         |
| 8:00 AM    | 0800         | 8:00 PM        | 2000         |
| 9:00 AM    | 0900         | 9:00 PM        | 2100         |
| 10:00 AM   | 1000         | 10:00 PM       | 2200         |
| 11:00 AM   | 1100         | 11:00 PM       | 2300         |
| 12:00 NOON | 1200         | 12:00 MIDNIGHT | 2400         |

### Phonetic Alphabet

A – Alpha  
 B – Bravo  
 C – Charlie  
 D – Delta  
 E – Echo  
 F – Foxtrot  
 G – Golf  
 H – Hotel  
 I – India

J – Juliet  
 K – Kilo  
 L – Lima  
 M – Mike  
 N – November  
 O – Oscar  
 P – Papa  
 Q – Quebec  
 (kay-beck)

R – Romeo  
 S – Sierra  
 T – Tango  
 U – Uniform  
 V – Victor  
 W – Whiskey  
 X – X-Ray  
 Y – Yankee  
 Z – Zulu

**13.14. The Air Force Song.** The Air Force Song - actually titled, "The U.S. Air Force" was created when Liberty Magazine promoted a contest for a song for the then Army Air Force back in 1938. A committee of Army Air Force wives selected Robert MacArthur Crawford (1899-1961) composition which was officially introduced to America at the Cleveland Air Races in 1939 by Robert Crawford himself. Here are the lyrics:

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

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

***Bridge: "A Toast to the Host"***

***NOTE: This verse commemorates those fallen Air Force service members and our great country. This is a different melody and reflects a more somber and reverent mood.***

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

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

Wherever they appear, the words "U.S. Air Force" have been changed from the original "Army Air Corps."  
 Words in parentheses are spoken, not sung.

**AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS**  
Officer Performance Report (Entry Level)

**RATEE INFORMATION**

|                                 |      |       |        |
|---------------------------------|------|-------|--------|
| NAME ( <i>Last, First, MI</i> ) | RANK | GRADE | FLIGHT |
|---------------------------------|------|-------|--------|

|                  |            |            |
|------------------|------------|------------|
| PERIOD OF REPORT | SEMESTER 1 | SEMESTER 2 |
|------------------|------------|------------|

**JOB DESCRIPTION**

|                  |   |
|------------------|---|
| OCCUPATION TITLE | KEY DUTIES, TASKS, AND RESPONSIBILITIES |
|                  | Page _____ of Cadet Manual              |

**INFLUENCE UPON CORPS DUTY**

|               |                |
|---------------|----------------|
| FIRST QUARTER | SECOND QUARTER |
|               |                |

**EVALUATION OF PERFORMANCE**

|  | DOES NOT MEET STANDARDS | MEETS STANDARDS | EXCEEDS STANDARDS |
|--|-------------------------|-----------------|-------------------|
|  | INITIAL                 | INITIAL         | INITIAL           |
| <b>1. PERFORMANCE OF ASSIGNED TASKS</b><br><i>The quality, quantity, and timeliness of duties performed.</i><br><i>Impact towards overall mission accomplishment.</i>  |                         |                 |                   |
| <b>2. LEADERSHIP SKILLS</b><br><i>Growth potential, sets and enforces standards, encourages teamwork, displays initiative, earns the respect and confidence of team members, is fair and consistent, motivates others, self-confident.</i> |                         |                 |                   |
| <b>3. PROFESSIONAL QUALITIES</b><br><i>Follows to Corps Values,</i><br><i>Fulfills with Air Force Standards.</i>   |                         |                 |                   |
| <b>4. ORGANIZATIONAL SKILLS</b><br><i>Plans, coordinates, and uses resources effectively,</i><br><i>Meets suspense dates, sets goals and puts them into actions,</i><br><i>Works with leadership in a professional manner.</i>             |                         |                 |                   |
| <b>5. JUDGMENT AND DECISION MAKING</b><br><i>Make timely, logical, and accurate decisions,</i><br><i>Recognizes opportunities and acts to take advantage of them,</i><br><i>Identifies problems and finds solutions.</i>                   |                         |                 |                   |
| <b>6. SERVICE</b><br><i>Sets the standard for others to follow,</i><br><i>Contributes to the program,</i><br><i>Supports organizational activities.</i>  |                         |                 |                   |
| <b>7. COMMUNICATION SKILLS</b><br><i>Listens, Speaks, and Writes effectively.</i>  |                         |                 |                   |

|                                     |   |    |    |   |      |    |   |                         |   |        |   |
|-------------------------------------|---|----|----|---|------|----|---|-------------------------|---|--------|---|
| <b>RATER INFORMATION</b>            |   |    |    |   |      |    |   |                         |   |        |   |
| NAME (Last, First, MI)              |   |    |    |   | RANK |    |   | GRADE                   |   | FLIGHT |   |
| POSITION                            |   |    |    |   |      |    |   |                         |   |        |   |
| RATER'S COMMENTS                    |   |    |    |   |      |    |   |                         |   |        |   |
|                                     |   |    |    |   |      |    |   |                         |   |        |   |
| <b>OVERALL GRADE ON PERFORMANCE</b> |   |    |    |   |      |    |   |                         |   |        |   |
| A                                   |   |    | B  |   |      | C  |   |                         | D |        | F |
| A+                                  | A | A- | B+ | B | B-   | C+ | C | C-                      | D |        | F |
| SIGNATURE                           |   |    |    |   |      |    |   | DATE (Day, Month, Year) |   |        |   |

|                                     |   |    |    |   |      |           |   |                         |   |        |   |
|-------------------------------------|---|----|----|---|------|-----------|---|-------------------------|---|--------|---|
| <b>ADDITIONAL RATER INFORMATION</b> |   |    |    |   |      |           |   |                         |   |        |   |
| NAME (Last, First, MI)              |   |    |    |   | RANK |           |   | GRADE                   |   | FLIGHT |   |
| POSITION                            |   |    |    |   |      |           |   |                         |   |        |   |
| CONCUR                              |   |    |    |   |      | NONCONCUR |   |                         |   |        |   |
| ADDITIONAL RATER'S COMMENTS         |   |    |    |   |      |           |   |                         |   |        |   |
|                                     |   |    |    |   |      |           |   |                         |   |        |   |
| <b>OVERALL GRADE ON PERFORMANCE</b> |   |    |    |   |      |           |   |                         |   |        |   |
| A                                   |   |    | B  |   |      | C         |   |                         | D |        | F |
| A+                                  | A | A- | B+ | B | B-   | C+        | C | C-                      | D |        | F |
| SIGNATURE                           |   |    |    |   |      |           |   | DATE (Day, Month, Year) |   |        |   |

|   |  |  |  |  |  |           |  |                         |  |  |  |
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| <b>SENIOR AEROSPACE SCIENCE INSTRUCTOR REVIEW</b> |  |  |  |  |  |           |  |                         |  |  |  |
| CONCUR  |  |  |  |  |  | NONCONCUR |  |                         |  |  |  |
| SIGNATURE   |  |  |  |  |  |           |  | DATE (Day, Month, Year) |  |  |  |

**AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS**  
Officer Performance Report (Advanced Level)

**RATEE INFORMATION**

|                                 |      |       |        |
|---------------------------------|------|-------|--------|
| NAME ( <i>Last, First, MI</i> ) | RANK | GRADE | FLIGHT |
|---------------------------------|------|-------|--------|

|                  |            |            |
|------------------|------------|------------|
| PERIOD OF REPORT | SEMESTER 1 | SEMESTER 2 |
|------------------|------------|------------|

**JOB DESCRIPTION**

|                  |   |
|------------------|---|
| OCCUPATION TITLE | KEY DUTIES, TASKS, AND RESPONSIBILITIES |
|                  | Page _____ of Cadet Manual              |

**INFLUENCE UPON CORPS DUTY**

|               |                |
|---------------|----------------|
| FIRST QUARTER | SECOND QUARTER |
|               |                |

**EVALUATION OF PERFORMANCE**

|   | DOES NOT MEET STANDARDS | MEETS STANDARDS | EXCEEDS STANDARDS |
|---|-------------------------|-----------------|-------------------|
|   | INITIAL                 | INITIAL         | INITIAL           |
| <b>1. PERFORMANCE OF ASSIGNED TASKS</b><br><i>The quality, quantity, and timeliness of duties performed. Impact towards overall mission accomplishment.</i>   |                         |                 |                   |
| <b>2. LEADERSHIP SKILLS</b><br><i>Growth potential, sets/enforces standards, inspires teamwork, displays initiative, earns the respect and confidence of team members, fair and consistent, motivates others, self-confident, works well with others, creates new and original ideas.</i> |                         |                 |                   |
| <b>3. PROFESSIONAL QUALITIES</b><br><i>Displays loyalty, discipline, dedication, integrity, honesty, and officer ship. Follows Corps Values and Philosophy, strong work ethic, complies with Air Force Standards.</i>   |                         |                 |                   |
| <b>4. ORGANIZATIONAL SKILLS</b><br><i>Plans, coordinates, and uses resources effectively, able to prioritize, schedules effectively, meets suspense dates, sets goals and puts them into action, works with leadership in a professional manner.</i>                                      |                         |                 |                   |
| <b>5. JUDGMENT AND DECISION MAKING</b><br><i>Make timely, logical, and accurate decisions, highly mature, requires limited supervision, recognizes opportunities and acts to take advantage of them, identifies problems and finds solutions.</i>   |                         |                 |                   |
| <b>6. SERVICE</b><br><i>Sets the standard for others to follow, a mature mentor to younger subordinates, contributes to the program, trains others in needed skills and knowledge, supports organizational activities.</i>  |                         |                 |                   |
| <b>7. COMMUNICATION SKILLS</b><br><i>Listens, Speaks, and Writes effectively.</i>   |                         |                 |                   |

|                              |   |    |    |   |    |      |   |                         |       |  |        |  |
|------------------------------|---|----|----|---|----|------|---|-------------------------|-------|--|--------|--|
| RATER INFORMATION            |   |    |    |   |    |      |   |                         |       |  |        |  |
| NAME (Last, First, MI)       |   |    |    |   |    | RANK |   |                         | GRADE |  | FLIGHT |  |
| POSITION                     |   |    |    |   |    |      |   |                         |       |  |        |  |
| RATER'S COMMENTS             |   |    |    |   |    |      |   |                         |       |  |        |  |
|                              |   |    |    |   |    |      |   |                         |       |  |        |  |
| OVERALL GRADE ON PERFORMANCE |   |    |    |   |    |      |   |                         |       |  |        |  |
| A                            |   |    | B  |   |    | C    |   |                         | D     |  | F      |  |
| A+                           | A | A- | B+ | B | B- | C+   | C | C-                      | D     |  | F      |  |
| SIGNATURE                    |   |    |    |   |    |      |   | DATE (Day, Month, Year) |       |  |        |  |

|                              |   |    |    |   |    |           |   |                         |       |  |        |  |
|------------------------------|---|----|----|---|----|-----------|---|-------------------------|-------|--|--------|--|
| ADDITIONAL RATER INFORMATION |   |    |    |   |    |           |   |                         |       |  |        |  |
| NAME (Last, First, MI)       |   |    |    |   |    | RANK      |   |                         | GRADE |  | FLIGHT |  |
| POSITION                     |   |    |    |   |    |           |   |                         |       |  |        |  |
| CONCUR                       |   |    |    |   |    | NONCONCUR |   |                         |       |  |        |  |
| ADDITIONAL RATER'S COMMENTS  |   |    |    |   |    |           |   |                         |       |  |        |  |
|                              |   |    |    |   |    |           |   |                         |       |  |        |  |
| OVERALL GRADE ON PERFORMANCE |   |    |    |   |    |           |   |                         |       |  |        |  |
| A                            |   |    | B  |   |    | C         |   |                         | D     |  | F      |  |
| A+                           | A | A- | B+ | B | B- | C+        | C | C-                      | D     |  | F      |  |
| SIGNATURE                    |   |    |    |   |    |           |   | DATE (Day, Month, Year) |       |  |        |  |

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| SENIOR AEROSPACE SCIENCE INSTRUCTOR REVIEW |  |  |  |  |  |           |  |                         |  |  |  |
| CONCUR                                     |  |  |  |  |  | NONCONCUR |  |                         |  |  |  |
| SIGNATURE                                  |  |  |  |  |  |           |  | DATE (Day, Month, Year) |  |  |  |

**AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS**  
Enlisted Performance Report (Entry Level)

**RATEEE INFORMATION**

|                                 |      |       |        |
|---------------------------------|------|-------|--------|
| NAME ( <i>Last, First, MI</i> ) | RANK | GRADE | FLIGHT |
|---------------------------------|------|-------|--------|

|                  |            |            |
|------------------|------------|------------|
| PERIOD OF REPORT | SEMESTER 1 | SEMESTER 2 |
|------------------|------------|------------|

**JOB DESCRIPTION**

|                  |   |
|------------------|---|
| OCCUPATION TITLE | KEY DUTIES, TASKS, AND RESPONSIBILITIES |
|                  | Page _____ of Cadet Manual              |

**INFLUENCE UPON CORPS DUTY**

|               |                |
|---------------|----------------|
| FIRST QUARTER | SECOND QUARTER |
|               |                |

**EVALUATION OF PERFORMANCE**

1. HOW WELL HAS THE RATEE PERFORMED HIS/HER ASSIGNED TASKS?  
(Consider quality, quantity, and timeliness of duties performed).

|         |         |           |             |
|---------|---------|-----------|-------------|
| POOR    | AVERAGE | EXCELLENT | OUTSTANDING |
| INITIAL | INITIAL | INITIAL   | INITIAL     |
|         |         |           |             |

2. HOW WELL DOES RATEE WORK WITH HIS/HER LEADERS?  
(Consider their use of the Chain of Command).

|         |         |           |             |
|---------|---------|-----------|-------------|
| POOR    | AVERAGE | EXCELLENT | OUTSTANDING |
| INITIAL | INITIAL | INITIAL   | INITIAL     |
|         |         |           |             |

3. HOW WELL DOES RATEE COMPLY WITH AIR FORCE STANDARDS?  
(Consider dress and appearance, customs, and courtesies.)

|         |         |           |             |
|---------|---------|-----------|-------------|
| POOR    | AVERAGE | EXCELLENT | OUTSTANDING |
| INITIAL | INITIAL | INITIAL   | INITIAL     |
|         |         |           |             |

4. HOW IS RATEE'S CONDUCT IN AND OUTSIDE THE CLASSROOM?  
(Consider respect for authority and compliance with corps values).

|         |         |           |             |
|---------|---------|-----------|-------------|
| POOR    | AVERAGE | EXCELLENT | OUTSTANDING |
| INITIAL | INITIAL | INITIAL   | INITIAL     |
|         |         |           |             |

5. HOW WELL DOES RATEE SUPERVISE AND LEAD?  
(Consider initiative, self-confidence, and how they promote teamwork).

|         |         |           |             |
|---------|---------|-----------|-------------|
| POOR    | AVERAGE | EXCELLENT | OUTSTANDING |
| INITIAL | INITIAL | INITIAL   | INITIAL     |
|         |         |           |             |

6. HOW WELL DOES RATEE COMMUNICATE?  
(Consider cadet's writing and verbal skills).

|         |         |           |             |
|---------|---------|-----------|-------------|
| POOR    | AVERAGE | EXCELLENT | OUTSTANDING |
| INITIAL | INITIAL | INITIAL   | INITIAL     |
|         |         |           |             |

7. HOW WELL DOES THE RATEE REPRESENT THE CORPS?  
(Consider both conduct and professional qualities).

|         |         |           |             |
|---------|---------|-----------|-------------|
| POOR    | AVERAGE | EXCELLENT | OUTSTANDING |
| INITIAL | INITIAL | INITIAL   | INITIAL     |
|         |         |           |             |



|                                     |   |    |    |   |      |    |   |                         |   |        |   |
|-------------------------------------|---|----|----|---|------|----|---|-------------------------|---|--------|---|
| <b>RATER INFORMATION</b>            |   |    |    |   |      |    |   |                         |   |        |   |
| NAME (Last, First, MI)              |   |    |    |   | RANK |    |   | GRADE                   |   | FLIGHT |   |
| POSITION                            |   |    |    |   |      |    |   |                         |   |        |   |
| RATER'S COMMENTS                    |   |    |    |   |      |    |   |                         |   |        |   |
|                                     |   |    |    |   |      |    |   |                         |   |        |   |
| <b>OVERALL GRADE ON PERFORMANCE</b> |   |    |    |   |      |    |   |                         |   |        |   |
| A                                   |   |    | B  |   |      | C  |   |                         | D |        | F |
| A+                                  | A | A- | B+ | B | B-   | C+ | C | C-                      | D |        | F |
| SIGNATURE                           |   |    |    |   |      |    |   | DATE (Day, Month, Year) |   |        |   |

|                                     |   |    |    |   |           |    |   |                         |   |        |   |
|-------------------------------------|---|----|----|---|-----------|----|---|-------------------------|---|--------|---|
| <b>ADDITIONAL RATER INFORMATION</b> |   |    |    |   |           |    |   |                         |   |        |   |
| NAME (Last, First, MI)              |   |    |    |   | RANK      |    |   | GRADE                   |   | FLIGHT |   |
| POSITION                            |   |    |    |   |           |    |   |                         |   |        |   |
| CONCUR                              |   |    |    |   | NONCONCUR |    |   |                         |   |        |   |
| ADDITIONAL RATER'S COMMENTS         |   |    |    |   |           |    |   |                         |   |        |   |
|                                     |   |    |    |   |           |    |   |                         |   |        |   |
| <b>OVERALL GRADE ON PERFORMANCE</b> |   |    |    |   |           |    |   |                         |   |        |   |
| A                                   |   |    | B  |   |           | C  |   |                         | D |        | F |
| A+                                  | A | A- | B+ | B | B-        | C+ | C | C-                      | D |        | F |
| SIGNATURE                           |   |    |    |   |           |    |   | DATE (Day, Month, Year) |   |        |   |

|   |  |  |  |  |           |  |  |                         |  |  |  |
|---|--|--|--|--|-----------|--|--|-------------------------|--|--|--|
| <b>SENIOR AEROSPACE SCIENCE INSTRUCTOR REVIEW</b> |  |  |  |  |           |  |  |                         |  |  |  |
| CONCUR  |  |  |  |  | NONCONCUR |  |  |                         |  |  |  |
| SIGNATURE   |  |  |  |  |           |  |  | DATE (Day, Month, Year) |  |  |  |

**AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS**  
Enlisted Performance Report (Advanced Level)

**RATEE INFORMATION**

|                                 |      |       |        |
|---------------------------------|------|-------|--------|
| NAME ( <i>Last, First, MI</i> ) | RANK | GRADE | FLIGHT |
|---------------------------------|------|-------|--------|

|                  |            |            |
|------------------|------------|------------|
| PERIOD OF REPORT | SEMESTER 1 | SEMESTER 2 |
|------------------|------------|------------|

**JOB DESCRIPTION**

|                  |   |
|------------------|---|
| OCCUPATION TITLE | KEY DUTIES, TASKS, AND RESPONSIBILITIES |
|                  | Page _____ of Cadet Manual              |

**INFLUENCE UPON CORPS DUTY**

|               |                |
|---------------|----------------|
| FIRST QUARTER | SECOND QUARTER |
|---------------|----------------|

**EVALUTAION OF PERFORMANCE**

|   |  |         |  |           |  |             |  |
|---|--|---------|--|-----------|--|-------------|--|
| 1. HOW WELL HAS THE RATEE PERFORMED HIS/HER ASSIGNED TASKS?<br>(Consider quality, quantity, and timeliness of duties performed).                          |  |         |  |           |  |             |  |
| POOR  |  | AVERAGE |  | EXCELLENT |  | OUTSTANDING |  |
| INITIAL   |  | INITIAL |  | INITIAL   |  | INITIAL     |  |
|   |  |         |  |           |  |             |  |
| 2. HOW WELL DOES RATEE WORK WITH HIS/HER LEADERS?<br>(Consider their use of the Chain of Command).  |  |         |  |           |  |             |  |
| POOR  |  | AVERAGE |  | EXCELLENT |  | OUTSTANDING |  |
| INITIAL   |  | INITIAL |  | INITIAL   |  | INITIAL     |  |
|   |  |         |  |           |  |             |  |
| 3. HOW WELL DOES RATEE COMPLY WITH AIR FORCE STANDARDS?<br>(Consider dress and appearance, customs, and courtesies.)                                      |  |         |  |           |  |             |  |
| POOR  |  | AVERAGE |  | EXCELLENT |  | OUTSTANDING |  |
| INITIAL   |  | INITIAL |  | INITIAL   |  | INITIAL     |  |
|   |  |         |  |           |  |             |  |
| 4. HOW WELL DOES RATEE ESTABLISH PERSONAL & CORPS GOALS AND STANDARDS?<br>(Consider respect for authority and compliance with corps values).              |  |         |  |           |  |             |  |
| POOR  |  | AVERAGE |  | EXCELLENT |  | OUTSTANDING |  |
| INITIAL   |  | INITIAL |  | INITIAL   |  | INITIAL     |  |
|   |  |         |  |           |  |             |  |
| 5. HOW WELL DOES RATEE SUPERVISE AND LEAD?<br>(Consider initiative, self-confidence, and how they promote teamwork).                                      |  |         |  |           |  |             |  |
| POOR  |  | AVERAGE |  | EXCELLENT |  | OUTSTANDING |  |
| INITIAL   |  | INITIAL |  | INITIAL   |  | INITIAL     |  |
|   |  |         |  |           |  |             |  |
| 6. HOW WELL DOES RATEE COMMUNICATE AND TRAIN OTHERS?<br>(Consider cadet's writing and verbal skills, passing expertise down and mentorship).              |  |         |  |           |  |             |  |
| POOR  |  | AVERAGE |  | EXCELLENT |  | OUTSTANDING |  |
| INITIAL   |  | INITIAL |  | INITIAL   |  | INITIAL     |  |
|   |  |         |  |           |  |             |  |
| 7. HOW WELL DOES THE RATEE REPRESENT THE CORPS?<br>(Consider both conduct and professional qualities; also study how their conduct affects Corps Values). |  |         |  |           |  |             |  |
| POOR  |  | AVERAGE |  | EXCELLENT |  | OUTSTANDING |  |
| INITIAL   |  | INITIAL |  | INITIAL   |  | INITIAL     |  |
|   |  |         |  |           |  |             |  |

|                                     |   |    |    |   |      |    |   |                         |   |        |   |
|-------------------------------------|---|----|----|---|------|----|---|-------------------------|---|--------|---|
| <b>RATER INFORMATION</b>            |   |    |    |   |      |    |   |                         |   |        |   |
| NAME (Last, First, MI)              |   |    |    |   | RANK |    |   | GRADE                   |   | FLIGHT |   |
| POSITION                            |   |    |    |   |      |    |   |                         |   |        |   |
| RATER'S COMMENTS                    |   |    |    |   |      |    |   |                         |   |        |   |
|                                     |   |    |    |   |      |    |   |                         |   |        |   |
| <b>OVERALL GRADE ON PERFORMANCE</b> |   |    |    |   |      |    |   |                         |   |        |   |
| A                                   |   |    | B  |   |      | C  |   |                         | D |        | F |
| A+                                  | A | A- | B+ | B | B-   | C+ | C | C-                      | D |        | F |
| SIGNATURE                           |   |    |    |   |      |    |   | DATE (Day, Month, Year) |   |        |   |

|                                     |   |    |    |   |           |    |   |                         |   |        |   |
|-------------------------------------|---|----|----|---|-----------|----|---|-------------------------|---|--------|---|
| <b>ADDITIONAL RATER INFORMATION</b> |   |    |    |   |           |    |   |                         |   |        |   |
| NAME (Last, First, MI)              |   |    |    |   | RANK      |    |   | GRADE                   |   | FLIGHT |   |
| POSITION                            |   |    |    |   |           |    |   |                         |   |        |   |
| CONCUR                              |   |    |    |   | NONCONCUR |    |   |                         |   |        |   |
| ADDITIONAL RATER'S COMMENTS         |   |    |    |   |           |    |   |                         |   |        |   |
|                                     |   |    |    |   |           |    |   |                         |   |        |   |
| <b>OVERALL GRADE ON PERFORMANCE</b> |   |    |    |   |           |    |   |                         |   |        |   |
| A                                   |   |    | B  |   |           | C  |   |                         | D |        | F |
| A+                                  | A | A- | B+ | B | B-        | C+ | C | C-                      | D |        | F |
| SIGNATURE                           |   |    |    |   |           |    |   | DATE (Day, Month, Year) |   |        |   |

|   |  |  |  |  |           |  |  |                         |  |  |  |
|---|--|--|--|--|-----------|--|--|-------------------------|--|--|--|
| <b>SENIOR AEROSPACE SCIENCE INSTRUCTOR REVIEW</b> |  |  |  |  |           |  |  |                         |  |  |  |
| CONCUR  |  |  |  |  | NONCONCUR |  |  |                         |  |  |  |
| SIGNATURE   |  |  |  |  |           |  |  | DATE (Day, Month, Year) |  |  |  |