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# **Golden Eagles Leadership Academy High School Army Junior Reserve Officer's Training Corps Golden Eagle Battalion Handbook**

## **JROTC Cadet Creed**

*I am an Army Junior ROTC Cadet.*

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

*I am loyal and patriotic.*

*I am the future of the United States of America.*

*I do not lie, cheat or steal  
and will always be accountable for my actions and deeds.*

*I will always practice good citizenship and patriotism.*

*I will work hard to improve my mind and strengthen my body.*

*I will seek the mantle of leadership  
and stand prepared to uphold the Constitution  
and the American way of life.*

*May God grant me the strength to always live by this creed.*

**HOOAH!!!**

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Golden Eagle Leadership Academy  
Army Junior ROTC

5 September 2013

Cadets,

The Golden Eagle Battalion Handbook serves as a reference tool for use during your tenure as a member of the *Corps of Cadets at Golden Eagles Leadership Academy*.

Traditionally, handbooks provide the Do's and Don'ts in regards to cadet conduct. Here in the Golden Eagle Battalion, the Cadet Handbook is a "living" document that will always be a "work in Progress", requiring incremental improvement as the battalion accomplishes its goals and objectives.

Good order and discipline are the hallmark of effective military organizations. The Cadet Handbook is one of many tools at your arms reach to assist you in the pursuit of your academic and career objectives. The collective objective of Golden Eagle Battalion cadre and cadets is to foster a challenging, objective, caring environment that assists in the development of your leadership potential.

Tantamount to your success is the realization that discipline begins with the Individual. Your personal commitment, positive contributions and exemplary conduct that are foundationally based on the tenets enumerated in the Cadet Handbook will promote esprit de corps, élan, and camaraderie within the ranks of the Golden Eagle Battalion.

It is important that you become familiar with the policies, procedures and regulations inclusive in the handbook, as it is instructive in nature. Take pride in being an exemplar for leadership excellence in your appearance, personal conduct and consideration of others. Remember, you are an integral part of the emerging legacy of the Golden Eagle Battalion.

**GOLDEN EAGLE PRIDE!!**

Sherlock A. Grant.  
MSG, USA (Ret)  
Army Instructor  
Golden Eagles Battalion

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LTC, USA (Ret)  
Senior Army Instructor  
Golden Eagles Battalion

## CHAPTER 1

### Introduction

**1-1. Purpose.** This handbook was prepared to assist you in understanding the procedures and requirements of the Golden Eagles Leadership Academy Army Junior ROTC program (JROTC). All cadets are required to read and understand this handbook and use it as a reference. Cadets will be responsible for meeting the standards in this handbook.

**1-2. History.** The Army JROTC program originated as part of the National Defense Act of 1916. The principle of maintaining national programs of military training for citizens attending school was validated during Congressional hearings preceding passage of the ROTC Vitalization Act of 1964. The Golden Eagles Leadership Academy Army JROTC program was established 1 August 2013.

**1-3. Mission.** The mission of the Army JROTC Program is “*To Motivate Young People to be Better Citizens.*” The JROTC Program is a service to our nation that provides cadets the motivation and skills to remain drug free, graduate from high school, and become successful citizens. The Program works to instill in students in secondary educational institutions the values of citizenship, service to the community and the United States, personal responsibility, and a sense of accomplishment. Junior ROTC cadets may qualify for an advanced placement in the Senior ROTC Program or in the Active or Reserve Components of the Armed Forces. Cadets may be authorized enlistment grade of Private First Class (E-3) if they have completed three or more years of JROTC with a recommendation from the Senior Army Instructor of the respective high school program.

**1-4. Objectives.** Participation in the program will involve a combination of practical and fundamental skills training in which you will learn how to follow and work as a member of a team. You will study history, human behavior, leadership, citizenship, communication skills, physical conditioning, first aid, geography and map reading with the goals of building strong moral character, discipline, responsibility and confidence.

**1-5. JROTC Instructors.**

a. The faculty members assigned to the JROTC Program at Golden Eagles Leadership Academy are retired Army personnel. Our program is headed by an officer with the title of Senior Army Instructor (SAI). He is responsible to the Principal and the Department of the Army for the overall administration and teaching of the JROTC program. The SAI is assisted by an Army Instructor (AI) who is responsible for the teaching, administration and logistics of the program. All policies governing the Corps of Cadets and the JROTC Program are governed by Cadet Command Regulation (CCR) 145-2. Daily operations and procedures follow Ocean County Public Schools policies and are supervised by the Principal of Golden Eagle Leadership Academy.

b. United States Army JROTC cadre members are selected for their extensive leadership experience and extensive leadership/mentorship qualifications for this duty. We are vitally interested in the well being of the battalion and every cadet.. Instructors are no longer on active

duty. They are teachers and can be approached for personal reasons or problems like any other teacher or school administrator

### **1-6. Enrollment.**

a. To be eligible for enrollment and continuance as a member of the JROTC unit, each student must meet the following requirements:

(1) Education. The student must be enrolled as a full-time student at a fully accredited institution of higher learning.

(2) Grade. The student must be at least at the ninth grade level during the school year of enrollment.

(3) Academic Standing. The student must maintain an acceptable standard of academic achievement in accordance with Ocean County and U.S. Army Cadet Command academic standards. You must maintain a 2.7 or higher to participate in The Mighty Golden Eagle Battalion.

(4) Conduct and Character. Cadets must maintain an acceptable standard of conduct. Those in leadership positions are expected to demonstrate high personal standards in order to set a positive example for subordinate cadets. All cadets should be honest, self-reliant, and possess a sense of personal and social responsibility in performing unit and other academic assignments. They must exhibit self-discipline and respect for constituted authority through observance of laws, rules, and regulations; by prompt and regular attendance at instruction; and in their general demeanor. Cadets who fail to meet standards will be removed from leadership positions. All cadets will be screened at the end of each school year and will only be readmitted to the program with the approval of the SAI.

(4) Physical ability. The student must be able to participate in the physical education program in the school. This requirement, under the secondary school's open enrollment policy and when desired by the principal and SAI of the school, may be waived. However, the school will provide any special equipment or additional instructors that may be needed to teach these students at no cost to the government. The school must also work with the instructor to ensure these students do not cause disruption to the presentation of the JROTC curriculum.

(5) Screening tests. The student will successfully complete surveys and screening tests as may be prescribed by the school or U.S. Army Cadet Command.

a. Enrollment at the beginning of the school year is with the understanding that all training will be completed.

b. Transfer of members from Navy and Air Force JROTC units is authorized, and full credit will be given for training received.

**1-7. Disenrollment.**

a. Cadets will be disenrolled or excluded from attendance, at the discretion of the SAI, and with the approval of the school's administration, as appropriate. In all cases, a cadet will be considered for disenrollment when he or she:

- (1) Withdraws from school.
- (2) Demonstrates ineptitude for leadership training indicated by a lack of general adaptability.
- (3) Fails to keep an acceptable standard of academic achievement, conduct, appearance, or attendance.
- (4) Exhibits undesirable character traits, such as:
  - Lying, cheating, or stealing.
  - Unauthorized possession or use of illegal drugs or substances.
  - Conviction or adjudication as a juvenile offender for committing an offense that could lead to imprisonment.
  - Frequent incidents of a discreditable nature with civil or school authorities or other similar acts.
  - Fails to maintain the requirement for enrollment IAW paragraph 3-11.
- (5) Exhibits an indifference to and a lack of interest in citizenship and leadership training as demonstrated by—
  - Frequent absences or persistent tardiness from class.
  - Accumulation of a large number of demerits or other documented measurements.
  - An established pattern of not taking responsibility for their actions.

b. The above-mentioned offenses must be substantiated through written counseling by the SAI or AI. Written documentation is essential to disenrolling a cadet from the JROTC Program.

**1-8. General Information.**

a. The JROTC program is conducted as prescribed by Army Regulations and in conformity with local school policies. The course imposes no military obligation upon a cadet.



b. Normally, you will receive drill instruction at least one day each week. There will also be a mix of classroom instruction, hands-on activity and inspections. Cadets are expected to be present for all scheduled instruction and/or training and make-up any missed work or training with the assistance of their cadet chain-of-command.

c. Throughout the course of instruction, your basic textbooks will be the JROTC manuals. These manuals may also be accessed via the INTERNET at [www.usarmyjrotc.com](http://www.usarmyjrotc.com). These manuals contain all of the data that a cadet needs to adequately study and prepare for classroom assignments. If you have a particular need for additional information in the preparation of an assignment, you may use the Training Library with its extensive collection of Field Manuals and other reference books.

**1-9. Academic Credit.** Academic credit toward graduation is awarded on the basis of five full credits for each year of JROTC training successfully completed. A Military Training Certificate (DA Form 134), signed by the Senior Army Instructor, will be furnished to each cadet upon successful completion of his JROTC training. You must successfully complete a level of instruction before you can go to the next level. You cannot take two levels at the same time.

**1-10. Method of Grading.**

a. Each cadet receives a letter grade at the end of each nine weeks. This is a composite of all graded exercises and leadership grades. The composite grades received are adjusted by merits and demerits assessed and still outstanding at the end of the grading period.

b. A detailed discussion of the grading criteria will be discussed in Chapter 3-7. The grading scale follows the Golden Eagles Leadership Academy grading policy.

**1-11. Make-Up Tests.** Cadets missing a comprehensive test quiz, or other graded exercises because of an excused absence, in accordance with the Golden Eagles Leadership Academy Regulations, will be permitted to make up work missed during the absence. This is to be done within 2 school days after returning to school with the student assuming the initiative. Retesting is at the discretion of the SAI/AI.

**1-12. Inspections.**

a. The purpose of an inspection is to determine how well you are caring for the government property entrusted to you. It also serves as a vehicle for teaching the proper conduct of an inspection, and to assure that high standards of personal appearance are maintained. Unannounced inspections and visits by representatives from the ROTC Cadet Command could occur anytime throughout the year.

b. A graded uniform inspection will be conducted weekly either by the cadet chain of command or by the SAI/AI.

c. During the spring of each year, the Commanding General, Cadet Command, or his representative conducts an Annual Formal Inspection or Informal Inspection of the Golden Eagle Leadership Academy JROTC Battalion. This is the one opportunity the Corps of Cadets has to demonstrate how well all phases of the year's military training have been accomplished.

Preparation for this inspection is meticulous as the external inspection determines whether the Corps of Cadets receives a “pass” or “fail” as regards compliance with Army JROTC standards.

**1-13. Organization.**

a. The Golden Eagles Leadership Academy Cadet Corps is organized as the “Golden Eagle” battalion. The elements of the Battalion are:

(1) Command Group (Battalion Commander, Executive Officer and Command Sergeant Major).

(2) Three (3) Letter companies: Alpha ( Co), Bravo (B Co), and Charlie (C Co) with cadet composition for each Company sized element determined by the total number of cadets enrolled in the program.

b. The battalion is normally commanded by a Cadet Lieutenant Colonel. The Battalion Commander’s primary staff consists of the following subordinate cadet officers: Executive Officer (XO), an Adjutant (S-1), an Intelligence and Security Officer (S-2), an Operations and Training Officer (S-3), a Supply Officer and Logistics Officer (S-4), a Special Projects/Public Affairs Officer (S-5), and a Web Master (S-6). The SAI may appoint a cadet to be the Assistant to the SAI/AI. Rank for the Assistant to the SAI/AI will depend on the cadet’s experience. The Companies are commanded by Cadet Captains. The various Noncommissioned officers (NCO), and their grades are similar to those found in an active Army infantry unit.

**1-14. Positions and Rank.**

a. The various ranks are listed below. It should be pointed out that the mere occupancy of a position calling for a certain rank does not entitle the incumbent to that rank. A cadet must first prove that he/she is capable of and willing to perform the required duties in a proficient manner, and that he/she is entitled to advance by virtue of an exemplary record.

Battalion Commander-Lieutenant Colonel (C/LTC)

Battalion Executive Officer-Major (C/CPT-C/MAJ)

Adjutant (S-1)-Captain (C/2LT -C/CPT)

Intelligence and Security Officer (S-2)-Captain (C/2LT -C/CPT)

Operations/Training Officer (S-3)-Major (C/2LT - C/MAJ)

Supply Officer (S-4)-Captain (C/2LT – C/CPT)

Special Projects/PAO (S-5)-Captain (C/2LT - C/CPT)

Web Master – Captain (C/2LT - C/CPT)

Company Commander-Captain (C/2LT - C/CPT)

Company Executive Officer-First Lieutenant (C/2LT - C/ILT)

Platoon Leader-Second Lieutenant (C/2LT)

Battalion Sergeant Major-Command Sergeant Major (C/CSM)

Battalion Operations Sergeant-Master Sergeant (C/MSG)

Battalion Supply Sergeant-Sergeant First Class (C/SFC)

Company First Sergeant-First Sergeant (C/1SG)

Platoon Sergeant-Platoon Sergeant (C/PSG = C/SSG –C/SFC)

Squad Leader-Sergeant (C/SGT – C/SSG)

Team Leader-Corporal (C/CPL – C/SGT)

b. Rank is a *privilege* and can be removed at any time by the cadet leadership with the approval of the SAI/AI. You must continue to excel in your position and remain in good academic and behavioral standards to retain your rank and position within the Corps of Cadets. The bottom line is when you accept rank and a position; you accept the responsibility and expectations associated with it. If you cannot perform in those duties, you can resign from you position at any time without retribution. You must also maintain a GPA of 2.7 or higher to remain in your position.

### **1-15. Method of Appointment.**

a. The cadet battalion is actually commanded by the cadets themselves. The positions of cadet officers and noncommissioned officers are ones of great trust and responsibility. Appointment as a cadet officer is a demonstration of the special trust and confidence that the school and SAI/AI have in the particular cadet. The appointment is made only after the cadet has demonstrated his leadership ability and general all-around worthiness for the rank. It carries with it honor and privileges. But, even more important, are the added responsibilities that the cadet commissioned leader must shoulder. Appointment as a noncommissioned officer is recognition of good qualities already demonstrated, as well as the military staff's confidence in the cadet's potential leadership ability.

b. Cadets are promoted solely on their demonstrated ability and evaluation by the cadet chain of command, the school faculty, and the military staff. Recommendations for promotion may be submitted through channels by any of the cadet leaders for personnel under their command. These recommendations are carefully weighed with the cadet's overall academic record; their cadet record; his disciplinary record, both academically and in leadership; and a careful evaluation of the cadet's leadership ability.

c. After initial vacancies are filled, subsequent appointments will be based upon promotion criteria indicated below.

### **1-16. Qualifications for Promotion.**

a. ***Cadet Officer.*** To be eligible for appointment as cadet officer, or for promotion to a higher cadet officer rank, cadet must:

(1) have successfully completed all previous JROTC courses.

(2) Have maintained at least a “B” average in JROTC and 2.7 average in other academic subjects.

(3) Have demonstrated his/her ability to lead others by actual performance within the Cadet Corps.

(4) Be judged worthy of appointment or promotion to the rank by the cadet leadership and SAI/AI.

b. ***Cadet Noncommissioned Officer.*** To be eligible for appointment as a cadet noncommissioned officer, or for promotion to a higher NCO grade, a cadet must:

(1) Have passing grades in all subjects attempted.

(2) Have demonstrated his ability to hold a position of authority.

(3) Possess a record of JROTC accomplishment showing his or her deservedness for advancement.

(4) Be recommended by his Cadet Company Commander.

(5) Maintain at least a “2.7” average in JROTC and all other academic classes.

**1-17. Reduction.** Any cadet officer or noncommissioned officer may be reduced in grade for any of the following reasons:

a. Demonstrated inability to serve as a leader in that grade.

b. Inefficiency or neglect of duty.

c. Conduct improper actions for a person holding that grade.

d. Failure to maintain proper academic proficiency.

e. Violation of Golden Eagles School policies and regulations.

f. Recommendation by the Honor and Discipline Board and approved by the SAI.

## CHAPTER 2 JROTC Integrated Activities

**2-1. Purpose.** The Cadet Corps has many activities outside the regularly scheduled hours of instruction. These activities are planned to provide additional training, as well as recreation. Insofar as schedules permit, you are urged to take an active part in these activities.

**2-2. Selection for Teams.** Members of the extracurricular teams are all volunteers. From the groups who volunteer for these activities, only the very best are selected to represent the JROTC and the school in such activities as the Drill Team, Marksmanship Team, and Raiders. If you are not selected for one of these teams, do not be discouraged. Keep working to improve your military skills and you may be selected at a later time.

**2-3. Announced Activities.** Throughout the year there are other activities open to all cadets such as: banquets, cook-outs, field days, parades, leadership labs, Monday morning formations, etc. These activities are planned and executed by the Cadet Leadership with the approval of the SAI/AI.

**2-4. Air Rifle Marksmanship Team.** The Air rifle team is formed early in the school year. The members are all volunteers and participate in match shooting.

**2-5. Color Guard.** The JROTC Color Guard is formed from exceptional cadets and represents the Cadet Corps and the school at many formations, reviews, athletic events, and civic events throughout the year.

**2-6. Drill Team.** Members are selected from volunteers each year and the team participates at school, civic, and competitive events.

**2-7. Flag Detail.** Selected cadets will raise and lower the flag each school day. This is normally accomplished before school and during the last class of the day.

**2-8. Military Ball or Dining Out.** All JROTC cadets are expected to attend. This is a formal dinner which may include an awards ceremony, music and dancing.

**2-9. Raider Challenge.** The “Raiders” are a group of cadets who conduct rigorous physical training in preparation for competitions against other JROTC programs. This training requires a strong commitment to physical fitness. Participants will require a current physical proving there are no physical or medical conditions that could affect your health while training.

**2-10. Cadet Challenge.** All Army JROTC cadets will participate in the annual Army JROTC Cadet Challenge Fitness Test consisting of: Curl-Ups, Shuttle Run, One Mile Run/Walk, Push-Ups, and the V-Sit Reach/Sit and Reach. Awards are given for the most outstanding performers.

## CHAPTER 3

### Cadet Regulations and Standards

**3-1. Purpose.** The purpose of this chapter is to give you a clear understanding standards and responsibilities of each Cadet. The provisions of this chapter have the same force as an order issued directly to a cadet. It is the responsibility of cadets to be aware of these expectations and to conduct themselves in a way that reflects not only the letter of the regulation, but the spirit as well.

**3-2. Respect for Authority.** A major aim of the Army Junior ROTC program is to aid you in becoming a better citizen and a better leader. In keeping with this goal, all cadets are required to show the proper respect for authority. This applies equally to your relationships with cadets holding a higher rank and to school officials. The maxim, "Those who would lead must first learn to follow", should be taken seriously by each cadet from the very first day in the Corps.

**3-3. Authority of Cadet Officers and NCOs.** A cadet officer and noncommissioned officer are duly appointed representatives of the officials of the school and the military staff. Their lawful orders and instructions are to be obeyed by all cadets junior to them. All cadets are charged with the responsibility of obeying lawful orders regardless of any personal feelings they may have toward the superior giving them. Whenever you feel that you are being subjected to an injustice, report it to the SAI/AI.

**3-4. Responsibilities of Cadet Officers and NCOs.** All cadet officers and noncommissioned officers have certain responsibilities placed upon them when they assume their ranks. They must at all times be fair, impersonal, and impartial in giving orders. Any cadet officer or noncommissioned officer, who misuses the authority delegated, will be considered unfit for that rank and will be reduced. Cadet officers and noncommissioned officers have the responsibility to exercise every means of positive leadership to accomplish results, and should resort to disciplinary measures only when all else fails. Remember the job of the cadet officer and noncommissioned officer is to lead.

**3-5. Rules for Enforcing Standards.** Cadet leaders need to enforce standards using tact—always treating subordinates with dignity and respect. The following rules apply when enforcing standards:

- at no time will a cadet use physical force or intimidation against another cadet
- push-ups are used as a light hearted way of recognizing a mistake and are not a form of punishment
- cadet leaders will not abuse their authority for the sake of personal gain or “showing off”
- cadets will not swear, use inappropriate slang/remarks or yell at each other
- on-the-spot corrections will be made without embarrassing one another

-on-the-spot corrections are best made by talking with the person individually away from others

-if a cadet deliberately fails to make a correction or ignores a cadet leader, the cadet will be written up on the CCF or the demerit form

-cadet leaders are not to counter the authority of the SAI/AI or make variations from the policies and procedures of the JROTC program without the approval of the SAI/AI

**3-6. Uniform and Appearance.** Cadets must follow the standards of appearance and wearing of the uniform as directed by Cadet Command Regulation 145-2. This regulation applies from the moment they put it on at home until they return home. Continuous uniform violations may result in suspension of the wearing of the uniform. Suspension of uniform wearing will result in a zero weekly uniform grade for the duration of the suspension. Continuous failure to comply with uniform and appearance requirements may result in the academic removal from the JROTC program. On uniform day, if your uniform is unserviceable, doesn't fit, spilled something on it, missing an item, etc., you must bring it into the JROTC instructors before 1<sup>st</sup> period or you will not receive uniform credit for that week.

**a. Uniform.** Cadets are required to wear uniforms on Wednesdays or days announced by the SAI/AI. Complete uniforms must be worn the entire school day (except for gym class) in order to receive uniform grade credit. If a cadet misses uniform day due to an excused absence, the cadet must wear the uniform the next school day they return from their absence. Failure to wear the uniform by the next day will result in 10 demerits and a zero for the weekly uniform grade. There is no make-up day for forgetting to wear your uniform or for unexcused absences. Leaving your clothes in the cleaners is not an excuse—even with a parent note. The uniform is never to be mixed with civilian clothes. During cold weather, you will be allowed to wear your civilian winter coat to school but must take it off once you step through the doors of the school. Cadets will not put their hands in pockets unless retrieving an item. The garrison cap is part of the uniform and must be worn outside and while carrying a drill rifle indoors. The cadets do not have to wear the garrison caps to and from their bus/car. Awards are worn IAW Cadet Command Regulation 145-2, this handbook and the Cadet Reference Guide.

**b. Uniform Wear on Sports or Activity Days.** The uniform will be worn on the day scheduled from when you arrive to school up until you complete JROTC class. You will be allowed to change into your “spirit” shirts, dress or coat and tie at the end of JROTC class.

**c. Appearance.** The JROTC Program is a uniformed program where discipline is judged, in part, by the manner in which a cadet wears a prescribed uniform, as well as by the individual's personal appearance. Therefore, a neat and well-groomed appearance by all cadets is fundamental to the JROTC Program and contributes to building the pride and esprit essential to an effective Corps of Cadets.



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

(2) **Males.** Sideburns will be neatly trimmed. The base will not be flared and will be a clean-shaven, horizontal line. Sideburns will not extend below the lowest part of the exterior ear opening. The face will be clean-shaven, except for permitted mustaches.

(2A) **Males** are not authorized to wear braids, cornrows, or dreadlocks (unkempt, twisted, matted, individual parts of hair) while in uniform. Hair that is clipped closely or shaved to the scalp is authorized.

(3) **Females.** Hairstyles will not interfere with proper wearing of military headgear. Hair holding ornaments (barrettes, pins, clips), if used, must be transparent or similar in color to hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized. Females may wear braids and cornrows as long as the braided style is conservative and the braids and cornrows lie snugly on the head. Hair will not fall over the eyebrows or extend below the bottom edge of the collar at any time during normal activity or when standing in formation. Long hair that falls naturally below the bottom edge of the collar, to include braids, will be neatly and inconspicuously fastened or pinned, so no free-hanging hair is visible.

(4) **Fingernails.** Cadets will keep fingernails clean and neatly trimmed so as not to interfere with performance of duty. Females may wear polish that is not exaggerated, faddish, or of extreme coloring, such as purple, gold, blue or white while in uniform. A French Manicure is permitted.

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

(6). **Religious wear.** Cadets may wear religious headgear while in uniform if the headgear meets the following criteria.

- It must be subdued in color (black, brown, green, dark or navy blue, or a combination of these colors).
- It must be of a style and size that can be completely covered by standard military headgear.
- The headgear cannot bear any writing, symbols, or pictures.

- Cadets will not wear religious headgear in place of military headgear when military headgear is required (outdoors, or indoors when required for duties or ceremonies).

- Exceptions to appearance standards based on religious practices.

- The term “religious apparel” is defined as articles of clothing worn as part of the observance of the religious faith practiced by the cadet. Religious articles include, but are not limited to, medallions, small booklets, pictures, or copies of religious symbols or writing carried by the individual in wallets or pockets. Except as noted below, cadets may not wear religious items if they do not meet the standards of this regulation, and requests for accommodation will not be entertained.

- Cadets may wear religious apparel, articles, or jewelry with the uniform, if they are neat, conservative, and discreet. “Neat conservative and discreet” is defined as meeting the uniform criteria of this regulation. In other words, when religious jewelry is worn, the uniform must meet the same standards of wear as if the religious jewelry were not worn. For example, a religious item worn on a chain may not be visible when worn with uniforms. The width of chains worn with religious items should be approximately the same size as the width of the ID tag chain.

**3.7. Grading System.** Cadets are evaluated on academics, behavior (in and out of class), class participation, community service, and wearing and appearance of the uniform. The point system is broken down into four categories:

a. Tests and Quizzes.....	30%
b. Uniform and Appearance.....	30%
c. Class Participation.....	20%
d. Semester Exam.....	20%

a. **Tests and Quizzes.** Quizzes are normally given once a week on Fridays. Essays may be given in lieu of a quiz. Essays and quizzes are graded equally. Tests will count a 3 quiz grades. Comprehensive exams are given at the end of each semester and are equal to 20% of the semester grade. Cadets are responsible for making up missed quizzes or tests for an excused absence the next day they return to school. Missed tests or quizzes for an unexcused absence cannot be made-up and will be graded as a zero.

b. **Class Participation.** Class participation is evaluated by completion of classroom assignments and the observations of the army instructors. Your class participation grade drops 1 percentage points for every 5 demerits. IAW CCR 145-2, excessive demerits can result in disenrollment from the JROTC program. Community service is an integral part of our program. Each Cadet is expected to participate in at least two community service activities each grading period. The cadet should log this with the S1. Generally, written homework will not be given. However, if you miss a classroom assignment, it is the Cadet’s responsibility to complete the assignment for homework. Any work not turned in within two days of an excused absence will be graded a

zero. Percentage points will be taken away from your class participation grade if it is not a graded assignment. There is no making up of assignments missed for an unexcused absence. The Army instructors determine the final class participation grade.

c. **Merit and Demerit System.** Merits are designed to reward exceptional performance and the demerit system is used to identify rule violations. This system also allows cadets to “work-off” demerits by attaining merits that will “zero out” demerits. Example: Cadet receives 15 demerits and 10 merits (15 minus 10 = 5 demerits). Cadets in leadership positions must not attain more than 10 demerits at any time or they will be suspended from that position until they go below 10 demerits.

Item #	Merit	Points
1	Participation in out-of-school Community Service events	10
2	Participation in JROTC fundraising activities	10
3	Participating in Integrated JROTC Activities	5
4	Color Guard (Community Service event)	5
5	Cadet of the Month	10
6	Positive actions observed or reported to the Army Instructors	5
7	Cadet Mentors/Tutors	5

Item #	Demerit	Points
1	Missing assignments	10
2	Late assignments	5
3	Misbehaving in JROTC class	5
4	Improper Wear of the Uniform	10
5	Uniform and appearance violations (hair, jewelry, missing items, etc.)	10
6	In School Suspension	10
7	Out of School Suspension	10
8	Detention	5
9	Disrespect to cadet leadership, teacher or administrator	5-10
10	Public displays of affection while in uniform	5-10
11	Failure to render proper courtesies (salute, greetings)	5
12	Tardiness	5
13	Chewing gum or eating in class	10
14	Use of profane language	10
15	Talking in class	5
16	Sleeping in class	10
17	Skipping class (referral and points)	10
18	Other at the discretion of the JROTC instructors	1-15

d. **Notification.** Each Cadet receiving demerits will be given a demerit/merit form explaining the violation or exceptional performance act. Only cadre or the Cadet Leadership Council (CLC) can administer merits/demerits. Cadets cannot give merits or demerits to a cadet of superior or equivalent rank. However, a junior ranking cadet can notify the cadet chain of command or cadre if they observe a Cadet, irregardless of rank, conducting acts that may warrant a merit or demerit. The merit/demerit database will be maintained by the S-1. The SAI or AI will be the final approving authorities for issuance of merits or demerits upon receipt of a formal, written recommendation from the Cadet Leadership Council.

**GOLDEN EAGLES JROTC MERIT/DEMERIT FORM**

1. MERIT/DEMERIT (CIRCLE ONE)
2. CADET: \_\_\_\_\_ DATE: \_\_\_\_\_
3. ACTION (VIOLATION OR EXCEPTIONAL PERFORMANCE): ITEM # \_\_\_\_\_  
\_\_\_\_\_
4. NUMBER OF POINTS (see Merit/Demerit policy): \_\_\_\_\_
5. SIGNATURE OF CADET: \_\_\_\_\_
6. SIGNATURE OF ISSUING CADET LEADER: \_\_\_\_\_
7. SIGNATURE OF ARMY INSTRUCTOR: \_\_\_\_\_
8. SIGNATURE OF S1 WHEN POSTED: \_\_\_\_\_

COPIES:

1. TO CADET
2. PERSONNEL FILE

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**GOLDEN EAGLES JROTC MERIT/DEMERIT FORM**

1. MERIT/DEMERIT (CIRCLE ONE)
2. CADET: \_\_\_\_\_ DATE: \_\_\_\_\_
3. ACTION (VIOLATION OR EXCEPTIONAL PERFORMANCE): ITEM # \_\_\_\_\_  
\_\_\_\_\_
4. NUMBER OF POINTS (see Merit/Demerit policy): \_\_\_\_\_
5. SIGNATURE OF CADET: \_\_\_\_\_
6. SIGNATURE OF ISSUING CADET LEADER: \_\_\_\_\_
7. SIGNATURE OF ARMY INSTRUCTOR: \_\_\_\_\_
8. SIGNATURE OF S1 WHEN POSTED: \_\_\_\_\_

COPIES:

1. TO CADET
2. PERSONNEL FILE

**3-8. Personal Conduct.** A JROTC cadet should set the example of discipline and personal behavior whether in or out of school. You must live by the portion of the Cadet Creed stating “to bring credit to my family, country, school and the Corps of Cadets.” You must set high standards of personal conduct, courtesy and honor whether in uniform or civilian attire. Cadets are expected to be leaders among their peers and, by their high standards of conduct, set the example that others will follow.

a. **Discipline:** Discipline is demonstrated by smartness of appearance and actions, cleanliness of person, neatness of dress, and respect for those who are senior to you in age as well as rank.

(1) In JROTC classes, drill, and other JROTC activities, cadet officers will be addressed as "Sir" or "Ma'am" or rank such as “Lieutenant” or “Captain”, and will be accorded salutes and courtesies by subordinates. Cadet NCOs will be addressed by their rank such as “Sergeant” or “Sergeant Major”, and all others will be addressed as “Cadet”.

(2) Cadets will report to class and be standing behind their chair prior to the bell. Once the bell rings, all cadets will stand at attention and recite the Cadet Creed. Following the creed, a report will be taken by the class leader and seats will be taken.

b. **Courtesy:** Courtesy implies treating everyone with dignity and respect at all times. Execution of commands and answering cadet leadership will be prompt and respectful. Courtesy among cadets is indispensable to discipline. This same type of courtesy should be shown to teachers and school administrators. Saying “yes sir” or “thank you” will get you carry you a long way in school and life. Courtesy pays the largest returns for the least effort of anything we do.

(1) The hand salute is the military tradition of showing respect. It is also customary to exchange greetings, "Good Morning, Sir or Sergeant Major" when addressing the SAI and AI. The same courtesy is required when addressing cadet officers and NCO's.

(2) When an instructor or visiting officer enters a military classroom the Cadet in Charge will call "ATTENTION", and all cadets will assume the position of attention.

### **3-9. Visits to JROTC Area.**

a. Cadets are free to visit the JROTC Department at any time except when it disrupts a class. Computers are available for JROTC or school related activity. Cadets are not permitted to enter the supply room or the office of the SAI without first seeking permission and approval from a member of the military staff.

b. Each cadet will read the appropriate bulletin board daily for updates on training and extracurricular activities.

**3-10. Reporting to the Senior Army Instructor (AI/SAI).** When a cadet desires to speak to the SAI on an official matter, he will make his request through the cadet chain of command and the AI. When permission is granted, the cadet will proceed to the office of the SAI in the following manner:

**Step 1.** Knock on the door, stand at attention, and state, “Sir! Cadet \_\_\_\_\_ requests permission to speak?”

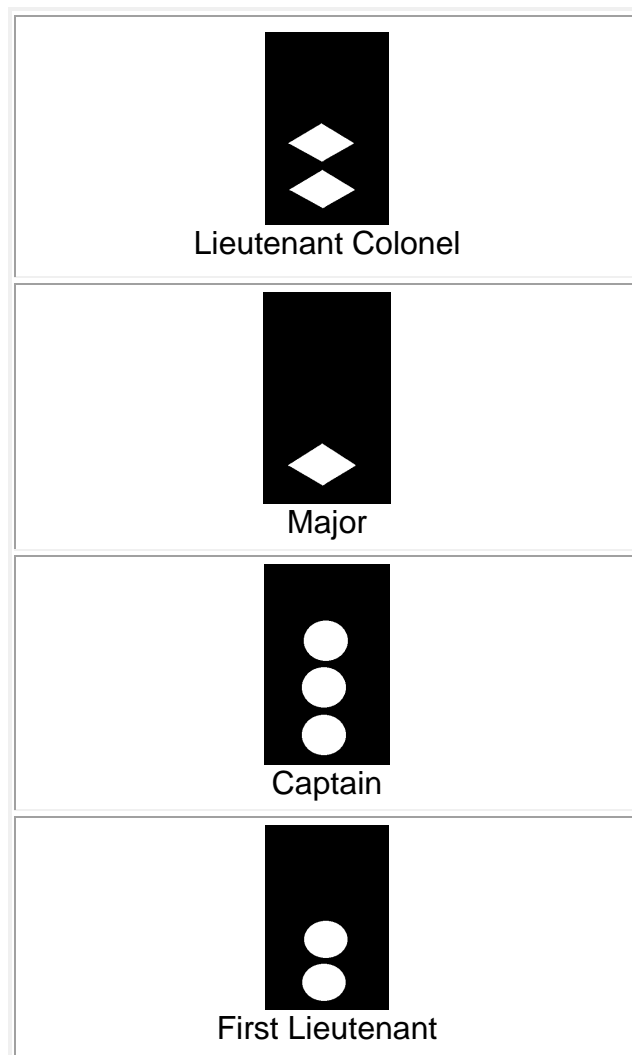
**Step 2.** Once told to “enter” by the SAI, drop your salute and go back to the position of attention and state your business. The SAI will either tell you “at ease” or to take a seat.

**Step 3.** Upon completion of the conversation stand at attention and state “Sir! Thank you for your time.”

**Step 4.** Once the SAI gives the command “dismissed”, do an about face and leave the office.

**3-11. Wearing Awards, Rank, Ribbons, Medals, and Badges.**

a. Rank. All cadets must know how to identify rank. Officers and NCO/enlisted ranks are significantly different. Officer’s rank consists of lozenges (diamonds) and discs (circles). Enlisted ranks consist of chevrons and bars.





Second Lieutenant

**NCO and Enlisted**



Command Sergeant Major



Sergeant Major



First Sergeant








Master Sergeant



Sergeant First Class



 <p>Staff Sergeant</p>
 <p>Sergeant</p>
 <p>Corporal</p>
 <p>Private First Class</p>
 <p>Private</p>
<p>No Insignia E-1</p>

b. Ribbons representing individual awards of academic, athletic and military excellence are worn on the Army Green uniform no more than 3 across. Ribbons will be worn in the order of precedence from wearer's right to left in one or more rows either with no space between rows or a 1/8-inch space between rows.

(1) **Male** - Ribbons will be worn centered with the pocket button 1/8-inch above the left breast pocket in as many rows as necessary.

(2) **Female** - Ribbons will be worn centered on the left side with the bottom row positioned parallel to the bottom edge of the nameplate. The placement of the ribbons may be adjusted to conform to individual figure difference, but not more than 2-inches above the top button on the coat.

c. Qualification badges.

(1) **Male** - The badge will be centered from left to right on the left pocket flap with the upper portion of the badge approximately 1/8-inch below the seam.

(2) **Female** - The badge will be worn centered on the left side 1/4-inch below the bottom ribbon row.

### **3-12. Insignia.**

a. Shoulder Sleeve Patch:

(1) JROTC Patch - centered on the left sleeve of the coat and ACU shirt. The top of the insignia will be 1/2 inch down from the shoulder seam.

(2) Golden Eagles Leadership Academy Patch - centered on the right sleeve of the coat and ACU shirt. The top of the insignia will be 1/2 inch down from the shoulder seam.

b. Rank:

(1) Class "A" Jacket

(a) Cadet Officers - on both shoulder epaulets, 5/8 inch from the shoulder seam and centered on the epaulets. When two discs or diamonds are worn the spacing between them is 1/4 inch. When three discs or diamonds are worn they are 1/4 inch from the shoulder seam and 1/4 inch spacing.

(b) Cadet NCO - on both shoulder epaulets, 5/8 inch from the shoulder seam.

(c) Cadet PVT and PFC - on both shoulder epaulets, 5/8 inch from the shoulder seam.

(2) Class "A" Green Shirt:

(a) Cadet Officer and NCOs - shoulder boards with rank are worn slipped over the shoulder epaulets.

(b) Cadet PVT and PFC - wear non-subdued rank on both shoulder epaulets, 5/8 inch from the shoulder seam.

(3) ACU Shirt

(a) Cadet Officers - The subdued JROTC insignia is worn on the left collar on a line perpendicular to the front edge of the collar, 1-inch back. The subdued insignia of grade is worn on the right collar on a line perpendicular to the front edge of the collar, 1-inch back.

(b) Enlisted Cadets - The subdued grade is worn on both collars centered, with the line bisecting the point of the collar, one inch up from the edge of the collar point.

c. Corps and Collar Insignia:

(1) *Cadet Officers*.

(a) JROTC Cut-Out Insignia - centered on upper lapels of coat.

(b) JROTC Branch Insignia - centered on lower lapels of coat.

(2) *Enlisted Cadets* - JROTC Branch Insignia centered on upper lapels on the coat.

d. Cap Insignia:

(1) Garrison Cap

(a) Officers - wear non-subdued insignia of grade centered on the left curtain of the cap, 1 inch from the front edge spaced at 1/8-inch if wearing more than one.

(b) Enlisted - wear the ROTC insignia centered on the left curtain of the cap, 1 inch from the front edge.

(2) ACU Cap - Grade insignia is centered top to bottom in the middle of the cap.

(a) Officers - wear nonsubdued insignia of grade.

(b) Enlisted - wear subdued insignia of grade.

e. *Honor Unit Insignia* - Class "A" Jacket

(1) Male - Centered 1/8 inch above the right breast pocket.

(2) Female - Centered 1/4 inch above the nametag on the right side on the jacket.

f. *Academic Achievement Insignia*. If worn with the Honor Unit Insignia, the wreath will be pinned so that the star is within the wreath. The measurement used would be the same as the Honor Unit Insignia above.

g. Shoulder Cords - Class "A" Jacket.

(1) Color Guard - worn on the right shoulder, under the shoulder loop.

(2) Drill Team - worn on the left shoulder, under the shoulder loop.

h. *Special unit designator pins* - worn centered on the coats left breast pocket, between the bottom of the flap and the bottom of the pocket. When wearing more than one, spacing will be 1/4-inch. Order of precedence, Raiders, Rifle Team, Drill Team, Color Guard, Summer Camp.

i. *Nameplate* - Army Green Jacket

(1) Male - Centered left to right and between the top of the Right pocket and the top of the pocket buttonhole on the pocket flap.

(2) Female - Centered on the right side on a line parallel, but not more than 2 inches above the top button on the jacket.

i. Distinctive Unit Insignia

(1) Male - Centered 1/8-inch above the right breast pocket, unless worn with either the Academic Wreath or Honor Unit Distinction Award then 1/4-inch above them.

(2) Female - Centered 1/4-inch above the nameplate or when worn with either the Academic Wreath or Honor Unit Distinction Award then 1/4-inch above them.

## CHAPTER 4 JROTC Awards

**4-1. The JROTC Awards Program.** As a member of the cadet corps, you have an opportunity to compete with your contemporaries for numerous awards, which recognize outstanding performance of duty, scholarship, and skills. Awards are made from two principal categories; national and institutional. National awards are those recognized by JROTC units nationwide, and include awards by the Department of the Army and various patriotic and civic groups, such as the American Legion and Retired Officers Association. Institutional awards are made in the name of the school. In our unit, Golden Eagles Leadership Academy is the institution making the award. Awards may be made for either individual performance, or performance as a member of a special group.

**4-2. Ribbons and Medals.** JROTC Ribbons are the primary method of recognizing accomplishments. They are not automatic and must be earned in accordance with CCR 145-2. Cadet of the Month and Cadet of the Quarter are also ways of recognizing cadets who exceed expectations and whose performance stands above the rest of the Corps. Cadet of the Month selection will be made at the last staff meeting of each month. Cadet of the Quarter selection will be made at the last staff meeting of each quarter. Cadets must be in good standing with the school, have a GPA of 2.0 or higher and have zero demerits to be considered.

### Junior ROTC Ribbons



**N-1-1 - Distinguished Cadet**

Awarded annually to one cadet who exhibits the highest degree of excellence in scholastics.



**N-1-2 - Academic Excellence**

Awarded annually to one cadet in each LET level for maintaining highest school academic grades.



**N-1-3 - Academic Achievement**

Awarded annually to those cadets who maintain a grade of "A" in all academic subjects



**N-1-4 - Perfect Attendance**

Awarded to cadets with no unexcused absence during the semester.



**N-1-5 - Student Government**

Elected to a student government office.



**N-1-6 - Leadership Education Training Service**

Awarded to cadets successfully completing training of each LET year.



**N-1-7 - JROTC Academic Excellence**

Awarded to the cadet who maintains an "A" in JROTC for two consecutive semesters and is academically in the top 10% of their LET year group in JROTC.



**N-1-8 - High School Recognition**

Awarded to cadets who are selected to receive special recognition by any organization within or associated with the school system.



**N-1-9 - JROTC Academic Achievement**

Awarded to each cadet who receives a semester grade of "A" in JROTC, and is in the top 20% of their LET year group.



**N-1-10 - Outstanding Staff**



**N-2-1 - Varsity Athletics**



**N-2-2 - Physical Fitness**

**Officer**

Awarded to the staff officer who excels above all the other staff officers



**N-2-3 - JROTC Athletics**

Awarded annually to cadets that excel in ROTC athletics, i.e. obtaining an average of 80% on all events during the Cadet Challenge Test.



**N-3-1 - DAI/SAI Leadership**

Awarded annually to one cadet per LET level who displays the highest degree of leadership.



**N-3-4 - Drill Team**

Awarded annually to drill team members.



**N-3-7 - Rifle Team**

Awarded annually to rifle team members.



**N-3-10 - Good Conduct**

Awarded annually to cadets who have demonstrated outstanding conduct throughout the school year.



**N-3-13 - Best Drill Company**

Awarded to members of the best marching unit in the annual review.



**N-4-1 - Parade**

Awarded annually to cadets that excel in varsity sports and are awarded a school athletic letter.



**N-2-4 - JROTC Athletic Improvement**

Awarded annually to each cadet, who in the SAI's opinion has made milestone improvements in his or her physical fitness.



**N-3-2 - Personal Appearance**

Awarded annually to cadets who consistently present an outstanding appearance.



**N-3-5 - Raider Team**

Awarded annually to cadets who are members of orienteering teams.



**N-3-8 - Adventure Training**

Awarded annually to cadets who are members of adventure training type units.



**N-3-11 - Summer Camp**

Awarded to cadets for summer camp participation.



**N-3-14 - Cadet of the Month**

Awarded to those cadets selected as Cadet of the Month



**N-4-2 - Recruiting**

Awarded annually to cadets who maintain excellent physical fitness. Male cadets must run one mile in 8:30 minutes or less – females in 10:45 minutes or less.



**N-2-5 - Top Non-Commissioned Officer**

Awarded to the cadet NCO who outperforms all of the cadet NCOs in leadership and standards



**N-3-3 - Proficiency**

Awarded annually to cadets who have demonstrated an exceptionally high degree of leadership, academic achievement, and performance of duty.



**N-3-6 - Color Guard**

Awarded annually to members of the color/honor guard.



**N-3-9 - Commendation**

Awarded to cadets whose performance of duty exceptionally exceeds that expected of a cadet of his grade and experience.



**N-3-12 - Best Drill Squad/Platoon**

Awarded to members of the squad and or platoon judged best during Drill competition.



**N-3-15 - Newspaper Reporter**

Awarded to Cadets who write and have published an article in school newsletter or local newspaper



**N-4-3 - Flag Raising**

Awarded to cadets who have participated in local community parades (Veterans' Day Parade, Memorial Day Parade, etc.).



**N-4-4 - Fundraising**

Awarded at the end of each semester to any cadet who has been extremely successful in fund raising activities for the JROTC program.

Awarded to cadets who recruit two students into the JROTC program each year.



**N-4-5 - Community Service**

Awarded annually to cadets who have participated in a minimum of three community service projects.

Awarded annually to cadets who have participated in the Flag Raising Ceremony a minimum of 10 times in a semester or 2 times at any other location than ERHS.

**4-3. Merit Unit.** This award is presented by the US Army ROTC Cadet Command after being recommended by Headquarters, US Army First Region ROTC. Eligibility for this award is based on maintaining satisfactory standards throughout the school year and a passing rating on the Biannual Formal Inspection (BFI). It consists of a streamer for the unit colors and a white five pointed star worn on the right pocket of the Class A or B uniforms.

**4.4. Honor Unit.** This award is presented by the US Army ROTC Cadet Command after being recommended by Headquarters, US Army First Region ROTC. Eligibility for this award is based on maintaining exceptionally high standards throughout the school year and an outstanding rating on the Biannual Formal Inspection (BFI). It consists of a streamer for the unit colors and a blue five pointed star worn on the right pocket of the Class A or B uniform.

**4-5. Honor Unit with Distinction.** This award is presented by the Department of the Army after being recommended by Cadet Command. A school must have been designated as an Honor Unit before being considered for distinction. To qualify for this award, Golden Eagles Leadership Academy JROTC must demonstrate exceptional performance in all areas of program performance so as to set them above all other schools in the program. This is recognized by a streamer for the unit colors and a gold five-pointed star worn on the right pocket of the Class A or B uniform by cadets.

## CHAPTER 5 Cadet Leader Guide

**5-1. Purpose.** This chapter is designed to assist you, the cadet leader, in accomplishing your mission. Leaders must always treat followers with dignity and respect or they will lose the trust and confidence of their subordinates. Always remember that the key to leadership is to lead by example. Don't expect anyone to follow a standard you are not following.

**5-2. Definitions.** In order to accomplish your mission, you must understand the following terms:

a. ***Unity of Command:*** Within the command structure, or at any level of command, there can be one and only one commander. The commander is responsible for everything his unit does or fails to do. The commander's responsibility is matched by the authority necessary to carry out his responsibilities. A commander can delegate authority to take an action, but cannot delegate the responsibility for that action.

b. ***Span of Control:*** One commander can effectively control only a given number of subordinates. Normally, the maximum number is 7 subordinates, and the minimum is 3 subordinates. The ideal span of control is 5 subordinates.

c. ***Chain of Command:*** The succession of leaders through which command is exercised is called the chain of command. It enables the commander to retain unity of command within the maximum span of control. The battalion commander assigns tasks to the company commanders and holds them responsible for the successful execution of the assigned tasks. Company commanders use the same procedure with the platoon leaders, and the platoon leaders use the same technique with the squad leaders.

d. ***Staff Authority and Responsibility:*** The staff of a unit consists of those officers and noncommissioned officers who assist the commander in the exercise of command. They are advisors to the commander and they supervise the execution of plans and orders only within the specific areas assigned them by the commander. Staff officers will keep the commander informed on matters within their areas of responsibility.

e. ***Staff/Leadership Classroom Relationship.*** Students who are members of the battalion staff attend JROTC class according to their class schedule and are members of Headquarters Company (HQ). It is important to point out that although a staff member may be attending class with students of a particular letter company, that staff member is not in the company chain of command and will not usurp any authority of that company commander. However, if a staff member observes any situation that should be corrected or commended, it should be tactfully passed along to the company commander for his/her action. If the staff member observes that the company commander takes no corrective action, after a reasonable period of time, the matter should then be passed on to the battalion commander.



**5-3. Leadership Duties and Responsibilities.** All cadet officers and non-commissioned officers are responsible to each other and to the Army Instructors for setting the example for all cadets by enforcing and following high standards of integrity, professional knowledge, conduct and courtesy, physical fitness, and personal appearance. Make on the spot corrections of violations!

Be sure to do it professionally as to not embarrass the cadet.

1. Maintain strong discipline and take the initiative for insuring that things are done right and timely.
2. When assigned a period of instruction, plan ahead, prepare, and conduct the training of cadets with enthusiasm and concern. Make the training interesting and productive.
3. Make constant checks to see that cadets are maintaining their uniforms and equipment properly and practicing supply economy.
4. Keep cadets informed of what is going on and why. Make sure they are aware of objectives and solicit their ideas when appropriate.
5. Delegate duties and functions to subordinate cadets commensurate with their rank and position. Insure that every assigned task is understood, supervised, and accomplished.
6. Openly praise cadets who do a good job; privately critique those who performance falls short.
7. Under no circumstances should any cadet be overbearing or using abusive or profane language toward cadets. Prohibit the use of such action and language among cadets.
8. Promote and enthusiastically participate in school and community activities.
9. Cooperate with each other; delight in helping each other excel.
10. Make our Corps of Cadets and our school the best - promote *esprit de corps*

a. **Battalion Commander**. As the senior member of the Corps of Cadets, the battalion commander must constantly be aware of his/her every action within the school and community. Although not all inclusive, some of his/her duties are a follows:

1. Overall supervision of the battalion.
2. Designates particular areas for inspection and/or supervision by members of his/her staff, insuring that necessary reports are timely rendered and follow-up action is taken as appropriate.
3. Supervises Company Commanders
4. Recommends job assignments and/or relief from job assignments.
5. Recommends promotions, demotions, and awards.
6. Presides over staff and/or commanders conferences.
7. Accomplishes additional duties as directed by the Senior Army Instructor.

b. **Battalion Executive Officer**

1. Assumes command of the battalion in the absence of the battalion commander.
2. Inspects work of staff officers.
3. Serves as advisor to the battalion commander in formulating policy and plans for the battalion.
4. Serves as Commander of Troops during the Formal Inspection.

5. Facilitates battalion staff meetings.
6. Tracks completion of battalion tasks
7. Performs additional duties by the battalion commander.

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

1. Prepares, posts on the bulletin boards, and files weekly training schedules
2. Maintains reference files and reference library
3. Maintains a record of all extracurricular activities in which the battalion is involved
4. Plans drill competition between units of the battalion
5. Plans and coordinates support for field trips and competitions
6. Performs additional duties as directed by the battalion commander
7. Updates training records on JUMS

d. **S-1 (Adjutant)**

1. Prepares all correspondence for the battalion.
2. Publishes all orders including awards and uniforms pertaining to the battalion using JUMS
3. Loads merits and demerits on JUMS
4. Maintains and posts JROTC student information on JUMS for inspection and overall organization

e. **S-2 (Intelligence and Security-Historian)**

1. Keeps the battalion informed on current events.
2. Responsible for security of drill and air rifles
3. Responsible for weapon inventories
4. Assists SAI with key control procedures
5. Maintains a scrap book of all JROTC activities and records the battalion history as it occurs.

f. **S-4 (Supply Officer)**

1. Responsible for maintenance and upkeep of the JROTC classroom/shed.
2. Assists the AI in receiving, issuing, and inventorying uniforms and supplies.
3. Assists the AI in maintaining individual clothing records.
4. Informs the Army Instructor of shortages and of availability of expendable supplies.

g. **S-5 (Special Projects Officer/Public Affairs Officer)**

1. Prepares news releases and reports JROTC news to local/school newsletter.
2. Arranges for public information coverage and photographs of JROTC events/activities as appropriate.
3. Assists the SAI in coordinating and posting news releases.
4. Keeps the bulletin boards neat and current.

5. Works closely with S-5 on posting information on Webpage

h. **S-6 (Webmaster)**

1. Responsible for maintaining a suspense log for all assigned projects.
2. Maintains battalion web page
3. Works with PAO on posting updates on webpage
4. Performs additional duties as directed by the battalion commander.

i. **Special Assistant to the SAI:** The Special Assistant to the SAI is appointed to that position because of unparalleled performance, dedication, appearance, and knowledge of JROTC.. Some of the duties are as follows:

1. Assists the SAI with special programs of cadet involvement with community relations (help with the S5)
2. Assists JROTC instructors with enrollment at the high schools.
3. Assists in liaison activities with parents of cadets and prospective cadets.

j. **Company Commanders:** Each of the company commanders is responsible to the battalion commander for the following:

1. Responsible for the training, discipline, and appearance of his/her company.
2. Recommending job assignments or relief from assignments.
3. Recommends promotions and demotions
4. Reporting disciplinary problems to the battalion commander without delay.
5. Making weekly inspections of cadets in ranks (on uniform days) assisted by the other company officers. This can be done at the Monday Morning Formations.
6. Insuring that all company officers and non-commissioned officers are thoroughly familiar with appropriate drill regulations.
7. Utilizes the chain of command when issuing orders and directives and insuring that others in his/her company do likewise.
8. Attends Battalion Commanders/Officers call when announced.

k. **Platoon Leaders:** Platoon leaders are responsible to their individual company commanders for the following:

1. Training, discipline, and appearance of cadets of their platoon.
2. Providing a flag detail when directed, if appropriate.
3. Recommending job assignments and relief from job assignments.
4. Recommending promotions and demotions.
5. Attending officers meetings when announced.

l. **Command Sergeant Major.** Serves as a model cadet for the entire Corps of Cadets throughout the school.

1. Supervises all First Sergeants.
2. Schedules and conducts meetings with the non-commissioned officers when necessary.
3. Performs other duties as directed by the battalion commander.

m. **Company First Sergeants.** The company first sergeants are responsible to their individual company commanders for the following:

1. Coordinating with platoon sergeants to insure proper training and supervision of the flag detail, when appropriate.
2. Observing the flag detail, morning and afternoon, at least twice each week, as appropriate.
3. Recommending job assignments and relief from job assignments.
4. Recommending promotions and demotions.
5. Responsible for the company when under his/her command (when company officers are in meeting or otherwise not present).
6. The first sergeant maintains a file on weekly reports of findings during inspections, periodically reviews those reports, and counsels pertinent individuals as appropriate.
7. Accomplishes those duties that are directed by the company commander, executive officer, and/or Army Instructor.
8. Attending First Sergeants'/NCO meetings when announced.

l. **Platoon Sergeants.** Platoon sergeants are responsible to their individual platoon leaders for the following:

1. Forming the platoon.
2. Assuming command of the platoon in the absence of the platoon leader.
3. Assisting the platoon leader as directed.
4. Recommending job assignments and relief from job assignments.
5. Recommending promotions and demotions.
6. Taking the roll call (report) at all formations.
7. Frequently quizzes cadets in his/her platoon to see if they are knowledgeable of basic military material, chain of command, the names of leaders, etc.
8. Attending NCO meetings when announced.

n. **Squad Leaders.** Squad leaders are responsible to their individual platoon sergeants for the following:

1. The senior squad leader will form the platoon in the absence of the platoon sergeant.
2. The discipline and appearance of the squad.
3. Insures that he/she is thoroughly familiar with appropriate drill regulations.
4. Insuring that his/her squad is trained to perform the flag detail and any other ceremony in which the squad is to participate.
5. Observing his/her cadets when they are on any assigned detail.
6. Making accurate reports of absentees at platoon and company formations.
7. Knowing the name of each member of the squad and the shortages) of uniforms, uniform items, and other equipment issued to the squad or its members.

8. Making weekly inspection of cadets in the squad.

o. **Cadets**. Cadets that are not officers or NCOs are responsible to the leaders (officers and non-commissioned officers) for the following:

1. To live to the high standards of integrity, conduct, courtesy, loyalty, and personal appearance that is expected of all JROTC Cadets.
2. To conduct themselves in a manner that at all times reflects credit upon the JROTC Battalion, the school and themselves personally.
3. To obey all orders in a willing and cooperative manner.
4. Maintain and wear the entire cadet uniform immaculately on the days prescribed.
5. To be on time for all official formations.
6. Properly safeguard and care for all equipment and material for which held accountable.

p. **Cadet Leadership Council**. The Cadet Leadership Council (CLC) consists of the Cadet Battalion Commander, Executive Officer and the Cadet Command Sergeant Major. As the preminent Cadet leaders they are responsible for maintaining Cadet standards for conduct and performance. Furthermore, the CLC serves as the primary Cadet advisors to the Senior and Army Instructors. The CLC reviews Cadet Merit/Demerit submissions from the Corps of Cadets, and upon evaluation and review provides recommendations for issuance of appropriate action by the SAI and/or AI.

## **CHAPTER 6**

### **Cadet Operations**

#### **6-1. Day-to-Day Operations.**

a. Entering the Classroom. Cadets will enter the classroom professionally and respectfully. Your behavior is being observed at all times. Inappropriate behavior and actions will have a significant impact on whether you are promoted or selected for positions and responsibility. Under no circumstances will a cadet make sexual or racist remarks to another cadet. There will be no swearing or horse play. School rules of behavior are no different than JROTC.

b. Class Participation. 20% of your grade is class participation. Cadets are expected to actively participate in all class and group activities. When asked a question, raise your hand. When selected, stand at attention and answer the question loudly and with confidence. Again, active class participation is considered when selecting leadership positions.

c. Moving from Place to Place. When the class is instructed to move from one location to another, the highest ranking cadet is responsible. The senior ranking NCO will march the group to the location. All movement through the school hallways will be silent in order not to disturb other classes. Outside movements will be done by marching in formation.

d. Leaving the Classroom. Cadets are not dismissed from class until the SAI/AI releases you. At the conclusion of each class, the classroom will be clean and seats will be pushed under the tables. Do not leave books and personal items behind. The SAI/AI will not be responsible for your items.

**6-2 Cadet Portfolios.** JROTC Cadets will create a portfolio that contains an organized collection of work based on accomplishments, personality, goals and aspirations. The portfolio should provide insight and information on the cadet's personal achievements and growth over time. Instructors will ensure that all cadets and participating students have a portfolio. The portfolio will begin with LET 1 cadets upon entry to the JROTC program. Portfolios will be maintained on all cadets enrolled in the JROTC program for the duration of their JROTC career. The S1 will oversee this task.

a. LET 1 JROTC Cadet Portfolios will include the following:

- (1) A personal cover page
- (2) Mission statement of goals
- (3) Personal Skills Map (personal profile)
- (4) Winning Colors Communication Discovery Form (personal profile)
- (5) Learning style inventory (personal profile)

(6) At least two samples reflecting academic work from JROTC or other classes

b. Portfolios for LET 2, LET 3, LET 4 cadets shall contain the items listed above and include the additional documents below

(1) Personal financial planning portfolio

(2) The personal growth plan assessment task

(3) Results of Fitness summary (JUMS Cadet Record)

(4) The appreciating diversity reflection assessment tool

(5) An entry for the JROTC Essay Contest

(6) A Resume with references

(7) Samples of awards, certificates of accomplishments and other achievements

(8) Samples representing academic units of study from any subject area with in or outside of the JROTC program, etc.

c. Cadet portfolios will be reviewed during the inspection process. Inspectors will evaluate portfolios based on the following criteria:

(1) The portfolio contains all the baseline requirements

(2) The portfolio is legible and well organized

(3) The portfolio is created and put together by the cadet

(4) The portfolio tracks changes on cadet self assessment and goal setting (especially growth from LET year to LET year)

(5) The Portfolios show evidence of cadet reflection on learning and growth

d. Portfolios can be arranged by topic, chapter or LET level depending on the cadet's needs.

## 6-2. Cadet/Student Administration

a. Cadet/student administration in the program must be consistent with the principles contained in CCR 145-2. The cadet/student is the focal point of the program, and his/her benefit is the basis for Army and institutional cooperation. Cadets will be treated with respect. Hazing and/or harassment of the cadets by instructor personnel or other cadets is prohibited.

b. Cadets will contribute to the operations of the JROTC unit. They will have the opportunity to express their ideas concerning conduct of classes, grades and discipline of cadets in Corps matters. A cadet chain of command will be established and be made functional to the greatest extent possible.

c. Safety is paramount in all cadet activities. Risk assessments and safety briefings are required for all JROTC extracurricular activities. This will be done by the S2 or team captains.



## **CHAPTER 7**

### **Supply and Accountability**

**7-1. Supply Procedures.** Cadets will be issued uniforms, equipment, and texts which are the property of the U.S. Government loaned under bond to the Ocean County Public Schools. You will sign for all items and be responsible for maintaining, caring and returning them.

a. Care of Uniforms. Cadets are responsible for the dry cleaning, laundering and minor repair of uniforms. Uniforms are not to be worn during gym class or in an activity which will cause them to be damaged or permanently stained. Shoes must be kept clean and not worn with civilian clothes. Knapsacks, gym bags and book bags are not to be slung over the shoulder while in uniform. The straps will pull on the shoulder epaulets and damage the shirt. Deliberate damage and/or loss of uniform items while result in reimbursement by you to the government.

**7-2. Demilitarized Rifles.** Drill rifles are incapable of firing. Cadets are accountable for their assigned weapon from the moment it is issued until it is turned in. Demilitarized drill rifles will be handled the same way as a standard weapon. At not time will a cadet point a rifle at another cadet or use it in an inappropriate manner. Do not let anyone other than a cadet or instructor handle or take your rifle.

**7-3. Air Rifles.** Air rifles will only be used for marksmanship training. A separate chapter will be added to cover air rifle marksmanship training and safety.

**7-4. Texts.** Due to a limited amount, texts will remain in class. Cadets will receive a Cadet Reference Guide and a copy of this handbook. Texts can be signed out overnight to make-up missed assignments or for additional studying for tests and exams. Cadets will be required to bring the Cadet Reference Guide and handbook to class every day.

## **CHAPTER 8**

### **Cadet Counseling and Evaluation**

**8-1. Introduction.** Evaluation and counseling is an effective tool to reward and improve cadet performance. It can be difficult and sometimes humbling to be critiqued by your peers. However, the success of this program and improvement of your leadership skill must require fair and constructive feedback.

#### **8-2. Cadet Evaluation and Counseling Procedures.**

a. The Cadet Evaluation Report (CER). The CER will be prepared each month by your immediate supervisor. For example, a platoon sergeant will evaluate each squad leader in his/her platoon and a squad leader will evaluate each member of his/her squad. The CER will be used for:

- Promotion
- Leadership development improvement
- Teaching tool for cadets to understand evaluating the performance of others
- The format for the CER is in Appendix A.

b. Cadet Counseling Form (CCF). The cadet counseling form is used to correct misconduct and/or deficiency before it becomes a punitive action. For example, if a squad leader continues to fail to make corrections for his/her squad members after being told first, a platoon sergeant could use this form to get the squad leader's attention and to make a record of the deficiency. A signed copy of this form will be provided to the cadet and kept on file in the cadet's personal folder. The CCF is in Appendix B.