

CADET STANDARD OPERATION PROCEDURES (SOP)



JROTC (ARMY) PROVIDENCE GROVE HIGH SCHOOL CLIMAX, NORTH CAROLINA

MESSAGE FROM THE SENIOR ARMY INSTRUCTOR

The Army Junior Reserve Officer Training Corps (JROTC) Program at Providence Grove High School (PGHS) is a high visibility and performance unit. As such, your membership in this dynamic organization includes both specified and implied personal and professional responsibilities as we strive together to prepare you (Cadet) for a productive future beyond PGHS.

Upon joining the Corp of Cadets, you are expected to conduct yourself as a young adult whom comprehends that all you say and do reflects this fact. JROTC is a challenging course as each Cadet is expected to assume multiple positional leadership obligations; participate in JROTC, school, community activities; plan and conduct community service events; proficiency in JROTC and other high school curriculum; achieve a maintain high level of physical readiness, etc.

A primary mission of the JROTC is to assist each Cadet in developing individual skills and talents that will be applicable in future employment and / or college, while understanding teamwork is vital to future success. Individual skills enhance overall team projects and enhance collaboration skills. Our focus is teamwork and team building.

We are about the serious business of learning, following, leading, and becoming more informed about the real world. We come to understand that our actions and words result in logical consequences. We are positive about ourselves and others and look for the lessons hiding in all life experiences. We keep in mind that people and the world around us will respond based on our contributions and actions...not on our unobserved potential.

JROTC recognize that SKILLS are needed in order to achieve success in any area. These many skills are learned in the classroom as well as from fellow students. **ATTITUDE** is the key element in achieving success. Researchers have stated that the vast majority of our success is directly related to a positive attitude. A positive attitude is not a result of success – success is a result of a positive attitude. **PRIDE** is the outward sign of inward satisfaction and success. The individual that has pride will continually strive to become better and will continually attempt to become the best. JROTC is a voluntary program which offers an opportunity for each student to learn **SKILLS**, to develop a positive **ATTITUDE**, and experience a great deal of **PRIDE**.

To be part of the PGHS JROTC is an opportunity to become part of the best. We willingly provide an opportunity for all students to join the Corp of Cadets and seek to recognize their individual and team accomplishments within JROTC. Good conduct and behavior is a must to remain among the Cadet team. I urge each of you to learn and develop your skills to the highest level possible, develop a positive attitude, take pride in what you do and you will enjoy success as you strive for excellence.

Maurice L McDougald
Lieutenant Colonel (Retired), US Army
Senior Army Instructor

PROVIDENCE GROVE HIGH SCHOOL

JUNIOR RESERVE OFFICER TRAINING CORPS

CADET STANDARD OPERATION PROCEDURES
(SOP)

DEVELOPED FOR IMPLEMENTATION
JANUARY 2016

ARMY JROTC CADET CREED

I am an Army JROTC 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.

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CHAPTER 1 GENERAL INFORMATION

1–1 Purpose of Standard Operating Procedures (SOP)

A. This Cadet SOP provides all information concerning the Providence Grove High School (PGHS) Junior Reserve Officers' Training Corps (JROTC) program. The SOP is available on the JROTC link to the PGHS website and JROTC unit website (if established).

B. This SOP provides guidance and standardized procedures for operation and administration of the PGHS Cadet Corps. Every detail or situation is not covered in this SOP and is not intended to be a single reference for all aspects of the JROTC program. However, you will save valuable time and avoid many mistakes by studying it closely.

C. Cadets should address all questions and concerns to through Cadet chain-of-command.

1–2 Authority

A. The United States Army ROTC program originated as part of the National Defense Act of 1916. The principle of maintaining national programs of military training for young citizens attending school was validated during Congressional hearings preceding the passage of the ROTC Vitalization Act of 1964. The program consists of three levels of instruction: the Senior Division; the Military Schools Division; and the Junior Division.

B. The PROVIDENCE GROVE HIGH SCHOOL program was established under the authority of Public Law 88-64, in the ROTC Vitalization Act of 1964 and Army Regulation 145-2. It was formally brought into service by General Order XX, Headquarters, Department of the Army, dated XX 2008.

1–3 Mission To motivate young people to be better citizens and be part of a modern educational program which trains leaders for tomorrow. The Army Junior ROTC program provides a unique educational experience for citizens through their participation in a federally sponsored course of leadership instruction while pursuing their normal civilian education. You will acquire an understanding of the fundamental concepts of military art and science, and introduction to associated professional knowledge, and an appreciation of requirements for national security.

The dual roles of citizen/Soldier and Soldier/citizen are studied. JROTC assists in the total development of high school students so that they can take their places as responsible citizens and productive citizens.

1–4 Objectives

A. JROTC provides an atmosphere designed to develop qualities of leadership. The program will offer you the challenge of intellectual inquiry under the direction of instructors who are experienced leaders. Through classroom and other instructional activities, you may acquire the knowledge, self-discipline, patriotism, sense of responsibility and responsiveness to constituted authority which will enable you to better serve your country as a leader, as a citizen, or in the military service, should you decide to enter that career field.

B. Core Objectives

1. Maximize potential for success through learning and self-management
2. Develop leadership skills
3. Incorporate principles of mental and physical wellness into behavior and decisions
4. Build effective relationships with peers, co-workers, and the community
5. Apply physical and political geography to building global awareness
6. Correlate the rights and responsibilities of citizenship to the purposes of U.S. government
7. Relate events in U.S. history to choices and responsibilities relevant to today
8. Characterize the role of the military and other national service organizations in building a constitutional republic and maintaining peace in our society
9. Develop and pursue a plan for postsecondary success

1.5 Benefits of JROTC Program

- A. **No Military Obligation.** Program participation does not incur a military obligation
- B. Credits to Graduate. One graduation credit each year of successful JROTC completion
- C. Senior ROTC Scholarships. Cadets with high academic standing and a desire to become a military Officer should discuss options with the Senior Army Instructor (SAI) or the Army Instructor (AI). Whether a college-bound high school student or already attending a college or university, Army ROTC scholarships are available. Scholarships are awarded based on the student merit and grade, not the financial need. Army ROTC scholarships are valuable in numerous ways:
1. Two-, three-, four-year scholarship options based on time remaining to complete degree
 2. Full tuition scholarships
 3. Additional allowances pay for books and fees

4. Army ROTC scholarships provide monthly living allowances for each school year. This allowance is also available for all non-scholarship Cadets enrolled in the Army ROTC Advanced Course (3rd and 4th year). Depending on your Army ROTC level, the following monetary amounts can be earned:

- a. 1st year – \$300 monthly
- b. 2nd year - \$350 monthly
- c. 3rd year – 450 monthly
- d. 4th year - \$500 monthly

**** Additional income can be obtained by Cadets participating in a Simultaneous Membership Program by joining the National Guard or Army Reserve; Additional income can be obtained by Cadets attending various summer training opportunities.**

D. Nomination to Service Academies. The JROTC program may nominate qualified candidates for appointment to the Service academies as outlined in the appropriate Service academy catalog. Cadets are encouraged to apply for all academies and for as many nominations as possible. See the instructor staff for further information and guidance.

E. Social Activities. Cadets will have the opportunity to participate in social activities conducted by the Cadet Corps; picnics, bivouacs, lock-ins, parties, Cadet Ball, and award ceremonies.

F. Orientation Visits. Cadets will have opportunities for orientation visits to various military installations, colleges, and universities during the school year.

G. Placement in Senior ROTC. Subject to the approval of the college or university and the Professor of Military Science, a Cadet who completes two years of JROTC may be given credit for one year of the Senior ROTC Program. Those Cadets completing three or more years of the JROTC program may receive two years credit at the Senior Level, subject to the approval of the Professor of Military Science.

1–6 Instructor Staff

A. The PGHS JROTC Department faculty members are retired Army Personnel. The Department is headed by a retired officer with the title, Senior Army Instructor (SAI). The SAI is assisted by an Assistant Instructor (AI) who is responsible for the administration and logistics of the program. Acting in a dual capacity, the SAI is responsible to the Department of the Army for conducting training in accordance with pertinent directives and in a manner which meets prescribed standards. He/she is also responsible to the PGHS Principal for the administration and operation of the JROTC Department and the training and discipline of the Cadet Corps.

B. The instructor staff was selected for their extensive military and leadership experience and for particular qualifications for this duty. They are vitally interested in the well-being of the unit, but even more so in you (Cadet) as an individual in your future. They

understand your problems and can help you solve them. If you are having difficulty of any sort, do not hesitate to ask any member of the staff for help.

C. In addition to instructional duties, the Instructor Staff advises and assists the Cadet leaders of co-curricular activities, such as: the color guard, drill team, honor guard, academic team, and raider team.

1-7 Enrollment. To be eligible for enrollment and continuance as a member of the Cadet Corps, you must:

A. Be enrolled and full-time attendance to a regular course of instruction at PGHS

B. Be a 9th thru 12th grade student

C. Maintain an acceptable standard of academic achievement which warrants normal progression and will merit your graduation with your peers upon completion of the requirements of the school

D. Maintain an acceptable standard of conduct and be of good moral character. You must require of yourself honesty, self-reliance, and a sense of responsibility in the performance of this course and other academic assignments. You must show self-discipline and responsiveness to constituted authority through observance of laws, rules, and regulations of both the school and the JROTC Department. You must be prompt and maintain regular attendance to instruction and drill.

E. Be physically fit to participate in the JROTC program without compromise to your health or well-being. You must provide the SAI with a certificate or statement of health signed by your doctor, parent, or guardian. This certificate will remain on file in the JROTC Department and be updated annually.

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

G. Transfer Cadets from Navy and Air Force JROTC is authorized and credit will be granted based on the Cadet record from the transferring school.

1-8 Disenrollment Students will be dis-enrolled or excluded from attendance as determined by the SAI and/or the principal. In all cases, students will be dis-enrolled for the following reasons/circumstances:

A. Withdraw from school

B. Become physically unfit and display no desire or will to better fitness

C. Demonstrate ineptitude for leadership training as demonstrated by lack of general adaptability, want of readiness or skill, or inability to learn

D. Fail to maintain acceptable standards of academic achievement, conduct, or attendance

E. Show undesirable traits of character as demonstrated by cheating on examinations, possession of habit-forming drugs, lying, conviction, or adjudicated as a juvenile offender for the commission of a felonious act, frequent acts of a discreditable nature with civil or school authorities, or similar acts

F. Show indifference to, and lack of interest in, leadership training as demonstrated by frequent absences from class or drill, large accumulation of demerits, an established pattern of shirking, insubordination, or similar acts

CHAPTER 2

MILITARY TRAINING COURSE

2–1 General The JROTC program is a cooperative effort on the part of the Army and the high school to provide secondary school students the opportunity for total development. No military obligation is incurred for any student; however, satisfactory completion of the program can lead to advanced placement credits in the Senior ROTC Program or to advanced rank in the armed forces. The United States Army provides all uniforms and awards free of charge. A JROTC Cadet Leadership Challenge (JCLC) summer camp is optional for students with leadership potential at minimal cost.

Program and Student Learning Outcomes: The program intends to teach you to:

1. Maximize potential for success through learning and self-management
2. Develop leadership skills
3. Incorporate principle of mental and physical wellness in behavior and decisions
4. Build effective relationships with peers, co-workers, and the community
5. Apply physical and political geography to building global awareness
6. Correlate rights, responsibilities of citizenship to US government purposes
7. Relate events in history to individual choices and responsibilities
8. Characterize role of the military and other national service organizations in building a democracy and maintaining peace in a democratic society

2–2 Course of Study

A. The program of study at PGHS is a four year elective course. You will receive military instruction each week. There will be a mix of classroom and drill field activities. You are expected to be present for all scheduled instruction and/or training.

B. Whenever possible, the “hands on” method of instruction will be used. This type of training has proven to be the best method for teaching the subjects to which you will be introduced.

C. Throughout the course of instruction your basic text books will be the JROTC manuals, which contains all of the data needed to adequately study and prepare for classroom assignments.

2–3 Training Schedules

A. The Master Training Schedule (MTS) is prepared by the S3 prior to the start of each school year using the JROTC Curriculum Manager. The MTS projects the subjects taught each class period for the school year. This schedule is approved by the 4th Brigade Cadet Command and maintained on file. Each lesson subject and number of hours required are scheduled. The training schedule will validate the number of hours and schedule electives.

B. An approved weekly training schedule is published 2-weeks in advance and posted by the S3 Training Officer each Thursday. This schedule outlines the requirements for the following weeks and is **MANDATORY READING** for all Cadets. The weekly training schedule format is outlined below (also plan for first week of SY 16/17):

Date	Personnel	Time	Activity	Reference	Instructor	Location	Uniform	Remarks
Monday 29 Aug 16	All (-) Upperclassmen	0800- 1500	Introduction JROTC	PGHS JROTC SOP, PGHS Student Policies, Cadet References	SFC Newkirk		Civilian	
<i>Tuesday</i> 30 Aug 16	All	0800- 1500	Cadet In- processing, paperwork, In-briefs	PGHS JROTC SOP	SFC Newkirk		Civilian	Cadets returned all required paperwork NLT 2 Sep 16
Wednesday 31 Aug 16	All	0800- 1500	Uniform Issue	PGHS JROTC SOP	SFC Newkirk		Civilian	Hand Receipts Signed
Thursday 01 Sep 16	All	0800- 1500	Physical Readiness Training	TC 3-21.22	SFC Newkirk	Track	Civilian	Raider Team interested identified
Friday 02 Sep 16	All	0800- 1500	Cadet In- brief, final paperwork	PGHS JROTC SOP	SFC Newkirk		PT	Raider Team Tryouts; All Cadet Admin and logistics (uniform) complete
Saturday 03 Sep 16	All	1100- 1500	JROTC Picnic	PGHS JROTC SOP	LTC McDougald		Civilian	Permission Slip Required
SIGNATURE				S-3				SAI

2–4 Curriculum

A. The FIRST YEAR COURSE (Leadership, Education, and Training (LET-1)) is an introduction to leadership development and includes the following subjects or sub-courses:

1. Foundations of Army JROTC and Getting Involved:

- a. Identify how Army JROTC can impact your future
- b. Analyze the purpose of the Army JROTC Program
- c. Illustrate the rank and structure of Army JROTC
- d. Determine which signs of success you plan to accomplish within JROTC
- e. Demonstrate proper Cadet appearance
- f. Demonstrate protocol to show respect for and handle the United States Flag
- g. Explore the purpose of military traditions, customs, and courtesies

2. Leadership Theory and Application

- a. Identify your leadership strengths and opportunities for improvement
- b. Compare leadership styles
- c. Develop a personal code of ethics, comparing the values it represents with the Army Values
- d. Draft a plan for using the 11 principles of leadership to improve your leadership abilities
- e. Take action to prevent and/or stop sexual harassment and assault
- f. Explain the importance of drill in military discipline
- g. Demonstrate effectual command voice in drill
- h. Analyze personal strengths and weaknesses as a drill leader

3. Foundations for Success

- a. Determine your behavioral preferences
- b. Apply an appreciation of diversity to interpersonal situations
- c. Develop a plan for personal growth
- d. Relate the structure and function of the brain to the learning process
- e. Use your intellectual strengths to improve academic performance
- f. Use Thinking Maps to enhance learning
- g. Select reading comprehension strategies to enhance learning
- h. Develop personal study and test-taking strategies
- i. Demonstrate how the communication process affects interaction

- j. Use active listening strategies
- k. Determine causes of conflict
- l. Apply conflict resolution techniques
- m. Identify components of service training
- n. Prepare for a service learning project
- o. Evaluate the effectiveness of a service learning project
- p. Determine personal finance goals

4. Wellness, Fitness and First Aid

- a. Demonstrate the proper method to evaluate a victim
- b. Demonstrate the proper method to treat a victim for shock
- c. Determine first aid treatment for shock, fractures, strains and sprains
- d. Demonstrate proper First Aid and Litter Carry
- e. Complete the Cadet Challenge (President's Physical Fitness Program: one-mile run/walk, Shuttle run, pull-ups, curl-ups, V-sit reach, flexed-arm hang)

5. Geography, Map Skills, and Environmental Awareness

- a. Identify the different types of maps
- b. Interpret a topographic map
- c. Identify land and water features
- d. Locate a point using the military grid reference system
- e. Locate a point using six-digit grid coordinates
- f. Demonstrate the proper use of the coordinate scale
- g. Proper use of the lensatic compass
- h. Measure an azimuth using the lensatic compass
- i. Measure straight line and road distance

B. The SECOND YEAR COURSE (Leadership, Education, and Training (LET-2)) stresses the intermediate level of Cadet leadership development. The emphasis is placed on training the Cadet techniques of being a small unit leader. You will be given many opportunities to command a small group of Cadets and lead them in the accomplishment of a common goal. Instruction will be conducted in the following subjects during the second year:

1. Leadership Theory and Application

- a. Demonstrate command and staff principles while performing the duties of an earned leadership position within your Cadet battalion
- b. Perform the duties of a team leader or squad leader
- c. Execute Team or Squad drills
- d. Demonstrate an effectual command voice in drill

2. Foundations for Success

- a. Identify the components of service learning
- b. Prepare for a service learning project
- c. Evaluate the effectiveness of a service learning project

3. Wellness, Fitness and First Aid

- a. Evaluate how diet impacts life
- b. Analyze how well you meet nutrient guidelines
- c. Assess first aid situations
- d. Demonstrate life-saving skills in an emergency situation
- e. Determine first aid procedures for bleeding victim
- f. Determine first aid treatment for shock, fractures, strains, and sprains
- g. Determine first aid treatment for burns
- h. Determine first aid treatment for wounds, bruises and poisons
- i. Determine first aid treatment for heat related injuries
- j. Determine first aid treatment for cold weather injuries
- k. Determine first aid treatment for bites, stings and poisonous hazards
- l. Assess impact of drug and substance abuse on life today
- m. Respond to substance use and abuse situations
- n. Complete the Cadet Challenge (President's Physical Fitness Program: one-mile run/walk, Shuttle run, pull-ups, curl-ups, V-sit reach, flexed-arm hang)

4. Geography, Map Skills, and Environmental Awareness

- a. Identify the different types of maps
- b. Interpret a topographic map
- c. Identify land and water features
- d. Locate a point using the military grid reference system
- e. Locate a point using eight-digit grid coordinates
- f. Demonstrate the proper use of the coordinate scale
- g. Proper use of the lensatic compass
- h. Measure an azimuth using the lensatic compass
- i. Measure straight line and road distance
- j. Convert grid-magnetic angle
- i. Determine location using intersection
- j. Determine location using resection
- k. Determine direction/location using field-expedient methods
- l. Demonstrate map reading / navigation using orienteering skills

5. Citizenship in American History and Government

- a. Examine the Preamble to the American Constitution
- b. Hypothesize what our country would be like without the seven citizenship skills
- c. Use the small group meeting process in decision-making situations

- d. Participate in a Representative Group Session
- e. Explore Chief Justice process debating constitutional, contemporary issues
- f. Trace the development of American ideas of individual rights
- g. Show how Founders built on principles of British representative government
- h. Form an opinion about how Declaration of Independence reflects your ideas about the purpose of government and protection of individual rights
- j. Examine the first states' constitutional ideals for protecting their rights
- k. Determine why the Founders created the Articles of Confederation and concerns
- l. Assess how powers granted to the legislative, judicial and executive branches of government result in a balance of power
- m. Compare positions on capital punishment to rights protected in the Fifth through Eighth Amendments
- n. Justify the differences between the military and civilian justice systems
- o. Determine your role as a citizen of a constitutional democracy
- p. Predict how increased diversity, technological changes, closer international relationships, and current constitutional issues are likely to affect your life as an American citizen over the next 10 year
- q. Illustrate similarities and differences between the American view of human rights and views held by the wider international community

C. The THIRD YEAR COURSE (Leadership, Education, and Training (LET-3)) is the applied leadership development year. Third year Cadets will have the opportunity to practice the leadership they learned in preceding years. Among the subjects that will be covered during the third year:

1. Foundations of Army JROTC and Getting Involved
Demonstrate command and staff principles while performing the duties of an earned leadership position within your Cadet Battalion
2. Leadership Theory and Application
 - a. Employ strategies for neutralizing the impact of personal prejudices and stereotypes on your relationships with others
 - b. Outline a developmental counseling plan
 - c. Negotiate a win/win solution for a given situation
 - d. Solve a problem using the seven-step problem-solving process
 - e. Execute platoon drills
 - f. Perform the duties of a team leader, squad leader, platoon sergeant, or platoon leader
3. Foundations for Success
 - a. Organize writing for a specific purpose
 - b. Write a speech for a specific purpose
 - c. Present a speech for a specific purpose
 - d. Apply anger management strategies

- e. Develop strategies for resolving conflict in a diverse, multicultural setting
- f. Apply mediation techniques to resolve conflict
- g. Apply strategies to prevent violence
- h. Identify the components of service learning
- i. Prepare for a service learning project
- j. Investigate a career
- k. Assemble a personalized career portfolio
- l. Relate the military to your career
- m. Create a College Preparation Action Plan
- n. Apply effective decision-making process to personal situations
- o. Develop a personal goals action plan
- p. Develop a personal time management plan
- q. Apply the rules of etiquette to your role as a Cadet
- r. Plan personal financial goals
- s. Outline a personal budget
- t. Forecast personal savings and investments

4. Wellness, Fitness and First Aid

Complete the Cadet Challenge (President's Physical Fitness Program: one-mile run/walk, Shuttle run, pull-ups, curl-ups, V-sit reach, flexed-arm hang)

5. Geography, Map Skills, and Environmental Awareness

- a. Identify the different types of maps
- b. Interpret a topographic map
- c. Identify land and water features
- d. Locate a point using the military grid reference system
- e. Locate a point using eight-digit grid coordinates
- f. Demonstrate the proper use of the coordinate scale
- g. Proper use of the lensatic compass
- h. Measure an azimuth using the lensatic compass
- i. Measure straight line and road distance
- j. Convert grid-magnetic angle
- k. Determine location using intersection
- l. Determine location using resection
- m. Determine direction/location using field-expedient methods
- n. Demonstrate map reading/navigation using orienteering skills

6. Citizenship in American History and Government

- a. Investigate how leadership choices and decisions can lead to good or bad consequences
- b. Illustrate how ethical choices and decisions can lead to good and/or bad consequences
- c. Predict how American choices and decisions can affect those in other countries differently from the way in which they affect Americans
- d. Outline how major decisions (leadership, ethical, or global) have led to significant events in American history

D. The FOURTH YEAR COURSE (Leadership, Education, and Training (LET-4)) includes the finer techniques of leadership and the actual management of the Cadet Corps. As a fourth year Cadet, you are granted more privileges and latitude and greater responsibility. Fourth year Cadets are selected to fill leadership positions from commander to leaders of platoons and staff positions. They are involved in the management of all the activities of the Cadets Corps. Among the subjects covered during the fourth year are:

1. Service to the Nation

- a. Explore the purpose of the United States Department of Defense
- b. Relate the role of the Active Army to the United States Army
- c. Distinguish among the reserve components of the United States Army

2. Leadership Theory and Application

- a. Demonstrate command and staff principles while performing the duties of an earned leadership position within your Cadet battalion
- b. Outline a personal plan to build strong relationships with team members
- c. Assess personal leadership style
- d. Assess personal management skills
- e. Adapt communication to give direction and provide feedback to others
- f. Employ motivation strategies that inspire others to achieve goals

3. Foundations for Success

- a. Identify the components to Service Learning
- b. Prepare for a service learning project
- c. Evaluate the effectiveness of a service learning project
- d. Appraise personal credit worthiness
- e. Relate insurance to current and future personal needs
- f. Prepare to teach
- g. Develop a lesson plan
- h. Use effective teaching methods to deliver instruction
- i. Incorporate a variety of strategies into a lesson plan
- j. Use Thinking Maps and Graphic Organizers as tools for teaching others
- k. Use feedback to enhance learning in the classroom

4. Wellness, Fitness and First Aid

Complete the Cadet Challenge (President's Physical Fitness Program: one-mile run/walk, Shuttle run, pull-ups, curl-ups, V-sit reach, flexed-arm hang)

2-5 Use of Cadets as Instructors

A. Selected qualified Cadets, (normally LET 2-4 Cadets) will be used as Cadet assistant instructors (AI). The position of Cadet AI will be used to assist in your development as a good oral communicator. You, when selected as Cadet AI will be given special instructions and assistance by the instructor staff.

B. To further develop your leadership skills and effectiveness as a communicator, you will participate to the maximum extent of your unit's training. The instructor staff will supervise all instruction presented by Cadet AI's.

2-6 Credit

Academic credit toward graduation is awarded on the basis of one full credit for each year of JROTC training successfully completed. A Military Training Certificate (DA Form 134), signed by the SAI, will be furnished to you upon successful completion of your JROTC training.

2-7 Methods of Grading

A. You will receive a letter grade at the end of each nine weeks. Written tests, practical exercises, proper wear of the uniform, leadership evaluation, and participation in activities. This is a composite of all graded exercises and leadership grades. The composite grades you receive are adjusted by merits and demerits assessed at the end of the grading period and extra credit for participation co-curricular participation (drill teams, color guard, honor guard, raider team, etc.):

- Cadet Bearing and Appearance (CB&A): 20 points
- Curriculum Tests (CT): 20 points
- Physical Training/Cadet Challenge: 20 points
- Participation /Professional Development (PD): 20 points
- Quizzes and Assignments (Q&A): 10 points
- Written and Oral Communication (WOC): 10 points

B. The grading scale used by PGHS is as follows:

A=90-100

B=80-89

C=70-79

D=60-69

F=0-59

2-8 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.

B. Unannounced inspections and visits may be conducted throughout the year by the Instructor Staff or representatives of Cadet Command.

C. A graded inspection will be conducted weekly by the Cadet chain-of-command and/or by the Instructor Staff. The results of the inspection are recorded on the inspection checklist.

D. The Cadet Command Commander or his representative conducts a JROTC Program for Accreditation (JPA) visit of the PGHS JROTC Battalion. The JPA will be used to evaluate Secondary

Educational Institutions and JROTC Instructors, as defined by public laws, contracts, Army Regulations, and USACC policies to ensure compliance with minimum program criteria. School districts and instructors will receive a JPA visit at least once every three years. An Assist Visit occurs when no JPA is scheduled, or as needed. Preparation for this inspection is meticulous and critical because the results determine whether the PGHS JROTC Battalion is designated a JROTC Program of Excellence (JPE).

CHAPTER 3 THE CADET CORPS

3-1 General The best method of learning is by doing, the Cadet Corps is organized to achieve as much realism as possible. This practical organization provides you with an opportunity to put into practice the theory taught in the classroom. The organization is fashioned after a typical Army organization and the positions of leadership are similar in most aspects to those that would be found in an active Army unit. Basically, the Cadets command and operate the various units of the Corps under the supervision and tutelage of the Instructor Staff.

3-2 Organization

A. The PGHS Cadet Corps is organized as a Battalion. The elements of the Battalion include: a Headquarters and Headquarters Company; Company A; Company B; and Company C. Additional companies will be designated as needed.

B. The battalion is commanded by a Cadet Lieutenant Colonel (discretion of SAI the position may be upgraded to Colonel). He/she has on his/her staff an Executive Officer (XO), and Adjutant (S1), a Security Officer (S2), an Operations and Training Officer (S3), a Logistics Officer (S4), a Public Information Officer (S5), an Information and Technology Officer (S6), an Honor Guard Commander who serves as the President of the Cadet Review Board, and such other officers and Noncommissioned Officers as may be required. The companies are normally commanded by Cadet Captains, and the platoons are commanded by Cadet Lieutenants. The Noncommissioned Officers (NCOs) and their grades are similar to those found in any active Army infantry unit. A Cadet Deputy Commander (LTC or MAJ) may be designated in order to afford additional leadership positions based on Cadet merit.

C. The fact that a Cadet is a LET 2, 3, or 4 does not imply an automatic appointment to a leadership position or advanced rank.

3-3 Honor Guard - The Patriot (PGHS JROTC) Battalion Honor Guard are those Cadets that demonstrate the character and leadership qualities of the top Cadets in the battalion. An Honor Guard Cadet is the epitome of a PGHS JROTC Cadet. The operation of the honor guard program is outlined in chapter 10 of this SOP.

3-4 Positions and Rank

A. The various positions and rank found in the Battalion are normally held by the incumbents in the PGHS JROTC Table of Distribution and Allowances (TDA) below. The TDA is a guideline and may be adjusted based on the needs of the Patriot Battalion as determined by the Instructor Staff.

B. The occupancy of the position calling for a certain rank does not entitle the incumbent to that rank. He/she must first prove that he/she is capable 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. All positions may not be filled.

PROVIDENCE GROVE HIGH SCHOOL JROTC TDA	AUTH RANK
POSITION	
COMMAND GROUP (6 (or 7))	
COMMANDER *	c/COL / LTC
EXECUTIVE OFFICER *	c/LTC / MAJ
HONOR GUARD COMMANDER *	c/LTC / MAJ
COMMAND SERGEANT MAJOR *	c/CSM
COLOR GUARD SERGEANT MAJOR	c/SGM
ASSISTANT TO THE SENIOR ARMY INSTRUCTOR	c/LTC - MAJ
DEPUTY COMMANDER *	c/LTC - MAJ
S1 PERSONNEL SECTION (7)	
S1	c/MAJ - CPT
ASSISTANT S1	c/CPT - 2LT
PERSONNEL SERGEANT MAJOR	c/SGM - SFC
AWARDS NCO	c/SFC - SGT
RECORDS NCO	c/SFC - SGT
PORTFOLIO and PUBLICATIONS NCO	c/SFC - SGT
S2 SECURITY SECTION (7)	
S2	c/MAJ – 1LT
ASSISTANT S2	c/CPT – 2LT
BATTALION ORDNANCE OFFICER (BOO)	c/CPT – 2LT
SAFETY OFFICER	c/CPT – 2LT
SAFETY NCO	c/SFC - SGT
SECURITY SERGEANT MAJOR	c/SGM - SFC
ARMS ROOM NCO	c/SSG - CPL
S3 TRAINING AND OPERATIONS SECTION (8)	
S3 *	c/LTC - MAJ
ASSISTANT S3	c/MAJ - CPT
PLANS OFFICER	c/CPT – 2LT
TRAINING OFFICER	c/CPT – 2LT
OPERATIONS SERGEANT MAJOR	c/SGM - SFC

SPECIAL PROJECTS OFFICER	c/1LT - 2LT
ASSISTANT SPECIAL PROJECT OFFICER	c/1LT - 2LT
SPECIAL PROJECTS NCO	c/MSG - SSG
S4 LOGISTICS SECTION (5)	
S4	c/MAJ – 1LT
ASSISTANT S4	c/CPT – 2LT
PROPERTY BOOK OFFICER	c/CPT – 2LT
LOGISTICS SERGEANT MAJOR	c/SGM - SFC
SUPPLY SERGEANT	c/SFC - SGT
S5 PUBLIC INFORMATION SECTION (6)	
S5	c/MAJ – 1LT
ASSISTANT S5	c/CPT – 2LT
PUBLIC AFFAIRS OFFICER	c/1LT – 2LT
PUBLIC AFFAIRS SERGEANT MAJOR	c/SGM - SFC
YEARBOOK/NEWSSTREAK LIAISON OFFICER	c/1LT - SFC
PUBLIC AFFIARS SERGEANT MAJOR	c/SGM- SFC
S6 INFORMATION TECHNOLOGY SECTION (3)	
S6	c/MAJ – 1LT
AUTOMATIONS OFFICER	c/CPT – 2LT
AUTOMATIONS NCO	c/MSG - SSG
COMPANY (12)	
COMMANDER	c/CPT
EXECUTIVE OFFICER	c/1LT
FIRST SERGEANT	c/1SG
PORTFOLIO SERGEANT	c/SSG
PERSONNEL SERGEANT	c/SSG
SUPPLY SERGEANT	c/SSG
1ST PLATOON LEADER	c/1LT
1ST PLATOON SERGEANT	c/SFC
2D PLATOON LEADER	c/1LT
2D PLATOON SERGEANT	c/SFC
3D PLATOON LEADER	c/1LT
3D PLATOON SERGEANT	c/SFC
SPECIAL TEAMS (9)	
DRILL TEAM COMMANDER	c/CPT – 2LT
DRILL TEAM EXECUTIVE OFFICER	c/1LT – 2LT
DRILL TEAM SERGEANT MAJOR	c/SGM - SFC
RAIDER TEAM COMMANDER	c/CPT – 2LT

RAIDER TEAM EXECUTIVE OFFICER	c/1LT – 2LT
RAIDER TEAM SERGEANT MAJOR	c/SGM - SFC
RAIDER TEAM SERGEANT	c/SSG - SGT
ACADEMIC TEAM COMMANDER	c/CPT - SFC

3–5 Methods of Appointment

A. The Patriot Battalion is commanded by the Cadets themselves. The positions of Cadet Officers and Noncommissioned Officers are ones of great trust and responsibility.

1. Officer Appointments. Appointment as a Cadet Officer is a demonstration of the special trust and confidence that the school and military authorities have in the particular Cadet. The appointment is made only after the Cadet has demonstrated his/her leadership ability and general all-around worthiness for the rank which is carried with honor and privileges. But more importantly, are the added responsibilities that the Cadet commissioned leader must shoulder. To be eligible for appointment as a Cadet officer, or for appointment to higher Cadet officer rank, a Cadet must:

- a. Have successfully completed all previous military training courses
- b. Have maintained at least a “B” average in JROTC
- c. Have demonstrated ability to lead others by actual performance
- d. Be recommended by the Cadet promotion board, Battalion

Commander, and approved by the Instructor Staff.

- e. Successfully complete JROTC Cadet Leadership Challenge (JCLC)
- f. **Exceptions** to any of the requirements listed above will be endorsed by the Cadet Battalion Commander and submitted to the SAI for approval

2. Battalion Commander and Staff selections/appointments

a. Battalion Commander. The instructor staff will conduct a Battalion Commander selection board each May for the upcoming school year. Candidates will be interviewed and will be evaluated on the following criterion: JROTC GPA; School GPA; awards and decorations; JROTC/school leadership positions held; JROTC/school teams; Cadet Challenge score; activity participation; uniform grades; fundraiser participation; JCLC attendance; Cadet portfolio/Cadet notebooks; selection board.

b. Staff selections. The newly appointed Battalion Commander selects and makes a recommendation to the SAI for the Battalion Deputy Officer and the Battalion Executive Officer. Once approved, the Executive Officer will solicit the upperclassmen regarding their preferences for positions within the battalion for the upcoming school year. The Battalion Commander, Battalion Deputy Commander, and Executive Officer will review the preference statements and conduct personal interviews with each candidate. Following the interview process, the Battalion Commander provide staff assignment recommendations to the SAI/AI.

3. NCO Appointments. Appointment as a Noncommissioned Officer is recognition of good qualities already demonstrated, as well as the instructor staff's confidence in the Cadet leadership ability.

A. To be eligible for appointment as a Cadet Noncommissioned Officer or for promotion to a higher grade a Cadet must:

- a. Have at least a "B" average in JROTC
- b. Have demonstrated the ability to hold a position of authority
- c. Record of Cadet accomplishments demonstrating fit for advancement
- d. Be recommended by the Company Commander, the Battalion

Commander, promotion board, and approved by the instructor staff

B. After initial appointments are made, subsequent appointments will be based upon promotion criteria indicated below. Appointments during the first nine weeks of the school year are temporary. During that period, every Cadet is being closely observed and carefully evaluated. It is advantageous for all temporary appointees to give their best effort at all times. Temporary appointment is not tantamount to permanent appointment to any rank, grade, or position.

Normally, Cadet Officer appointment will be made from the LET-2 through LET-4 levels.

The appointment of Noncommissioned Officers **normally** will be from the LET-2 through LET-3 levels. Cadets who demonstrate the potential and willingness to put forth the effort will be considered for appointment and/or promotion regardless of LET level. Outstanding Cadets will progress faster than their contemporaries as well as Cadets who successfully complete JROTC Cadet Leadership Challenge (JCLC).

3–6 Promotions

A. The Cadet board of review officer in conjunction with the Cadet Battalion Commander and the Battalion Command Sergeant Major is responsible for establishing and scheduling at least four promotion boards during the school year.

B. Promotions and appointments of all Cadets will be made on the basis of best qualified, taking into consideration their academic grades in JROTC and overall school subjects, their leadership ability, proficiency, appearance, bearing, participation in battalion activities, potential, demonstrated accomplishments, and evaluation by the Cadet chain-of-command, the school faculty, and the instructor staff. The promotion policy is established in order to provide an equitable system of promotions, and to provide for an orderly flow of experienced personnel through the leadership positions. Although there must normally be a vacancy within the Cadet structure into which a Cadet may be assigned the higher rank prior to promotion, a promotion to a higher rank can be made independent of a vacancy. As a general rule, a Cadet rank should be at a minimum within 2 ranks below or 1 rank above vacant positions. There are two methods for a Cadet to get promoted to a higher grade: exceptional achievement or service; or promotion board. Exceptional achievement Cadets may be promoted independent of a board.

1. Exceptional achievement or service. Cadets who display exceptional achievements during class, leader camp, or other activity may be promoted.

a. Any Cadet who gets earns all A's on their semester report card will be promoted two ranks if eligible IAW this policy. A higher rank position in the Cadet structure may be created for these Cadets.

b. A Cadet who has a GPA on their latest report card above what is listed is eligible for promotion above the rank listed:

2.0 or above can be promoted above C/SSG

1.5 or above can be promoted above C/CPL

1.0 or above can be promoted above C/PFC

2. Promotion Board. General requirements for promotion to any rank:

- Maintaining an overall "C" average for promotion
- Attainment of scholastic standing commensurate with the grade
- Recommendation of the immediate superior in the chain-of-command
- Approval of the SAI
- Competence (proficient, knowledgeable, communicates effectively)
- Military bearing (role model, appearance, confidence)
- Leadership (motivates Cadets, sets standards, mission concern)
- Training (individual/team, shares knowledge and experience, teaching)
- Responsibility and Accountability (equipment, facilities, safety, conservation)
- Academic grades
- Extra-curricular activities
- Character

- A Cadet who fails to wear the designated uniform (on PRT/uniform day) and fails to make up the missed day without their instructor's approval more than twice in a grading period is not eligible for promotion.

- A Cadet who fails to attend a designated mandatory battalion activity (parade, awards ceremony, Cadet ball, etc.) during the current grading period, without their instructor's approval, is not eligible for promotion during that grading period.

3. To establish a fair and impartial system for compiling information for promotion of all Cadets, the following procedure is submitted for determining performance evaluation grade for drill:

- Cadet Evaluation
- Knowledge (Drill)
- Command Voice
- Appearance/Bearing
- Degree of Control
- Self Confidence
- Attitude

C. Recommendations for promotion may be submitted through the Cadet chain-of-command to the Cadet board of review officer and Cadet Command Sergeant Major. The recommendations are carefully weighed with the Cadet's overall academic record; his/her JROTC record; his/her disciplinary record, both JROTC and overall; and a careful evaluation of the Cadet's leadership ability/potential.

D. Board Composition.

1. The promotion board will consist of three to five Cadets:

- a. Board of Review Officer (Permanent)
- b. Command Sergeant Major (Permanent)
- c. First Sergeant (Permanent)
- d. Officer (platoon leader or staff officer)
- e. Noncommissioned Officer in the rank of staff sergeant or above

2. If a board member cannot be present when the board is scheduled he/she will be temporarily replaced by a Cadet in the rank of staff sergeant or above.

3. Any member of the board may be replaced at the discretion of the president of the board, the Battalion Commander, the SAI or AI if he/she is perceived to have any bias.

4. The SAI and/or the AI may sit on the board at their discretion. Board proceedings are closed once the board is in session.

E. Promotion process. The promotion process will consist of four parts:

1. An essay

2. A written test

3. Promotion board interview. Each member of the board may ask each Cadet up to three questions which are different than the test questions. The questions will be graded on a scale from one through five, five being the highest.

4. Execution or calling of commands

a. Cadets being considered for promotion to Private (PV2) and Private First Class (PFC) will be evaluated on executing commands given by a member of the board.

b. Cadets being considered for promotion to corporal to second lieutenant will be evaluated on giving commands.

5. A Cadet is not limited to the number of attempts to the same rank.

3-7 Reductions Reduction is an extremely serious matter. The Cadet chain-of-command may recommend reduction when supported by valid evidence. No reduction will be affected without an inquiry into the facts of each case and without providing the Cadet with an opportunity to show cause as to why he/she should/should not be reduced.

A. All recommendations for reduction will be submitted through the Cadet chain-of-

command to the board of review officer.

B. The board of review officer is responsible for establishing the proper board to gather the facts to make a recommendation to the Battalion Commander and the SAI.

C. Reduction will be made under the following conditions:

1. Inefficiency or neglect of duty
2. Demonstrated inability to serve as a leader in the grade held
3. Conduct improper for a person holding that grade
4. Failure to maintain the academic standard for promotion
5. Deficiency in JROTC academics during any grading period
6. Suspension from school for any reason
7. Non-excused failure to wear the uniform when prescribed, or to maintain personal grooming standards such as hair length, etc
8. Excessive accumulation of demerits
9. Disrespect to Cadet Officers or Noncommissioned Officers, instructor staff, school officials, teachers, or school employees
10. Action that reflects unfavorably upon individual character or upon the JROTC Corps.
11. Any Cadet who fails to wear the designated uniform on a mandatory uniform day (PRT/uniform days) and does not make it up as prescribed by their Instructor, more than once in any grading period, will be reduced two ranks.
12. Any Cadet who fails to attend a mandatory battalion function (parade, awards ceremony, Cadet Ball, etc.) without a valid excuse or prior approval from their instructor will be reduced in rank.
13. Any Cadet who has a GPA that is below that required for promotion to their present rank will be placed on probation through the semester, and cannot be promoted. If the Cadet's GPA at the end of the probation period is still lower than that required for their present rank, the Cadet will be reduced to the next lower rank.
14. Any Cadet who consistently shirks the responsibilities inherent in their current position will be reduced to the next lower rank.
15. Any Cadet who fails two or more subjects (other the JROTC) or fails JROTC during the grading period will be reduced at least one rank.
16. For a balance of demerits at the end of each grading period the Cadet is reduced:

RANK	DEMERITS	REDUCTION
Officer /Senior NCO (SFC or above)	1	1 Rank
C/SSG or C/SGT	5	1 Rank
C/CPL or C/PFC	10	1 Rank

D. A Cadet officer or Noncommissioned Officer may be suspended from the rank for a specified period of time in lieu of reduction. A Cadet suspended from rank will be relieved from leadership duties during the period of such suspension and will wear the insignia of rank of a Cadet private (PV2). During the period of suspension from rank, the affected Cadet will be ineligible for favorable consideration for any action.

E. Any indication that battalion duties are interfering with academic class work will be dealt with on an individual basis.

F. The instructor staff will approve all appointments, promotions, or reductions. The instructor staff may appoint, promote, reduce, or reassign any Cadet, at any time, when they believe such action is in the best interest of the Cadet Corps and/or the individual concerned.

3-8 Posting Promotions and Reductions The board of review officer will announce and post all promotions on the bulletin board. Deductions will not be posted, but the Cadet and chain-of-command will be informed.

CHAPTER 4

CADET REGULATIONS

4-1 General This chapter provides a clear understanding of Cadet rights, privileges, and responsibilities to ensure smooth run organization. The provisions of this chapter have the same force as an order issued directly to a Cadet. Your responsibility is to be aware of these regulations and to conduct yourself in a way that reflects not only the letter of regulations, but the spirit as well.

4-2 Respect for Authority A major aim of the Army JROTC program is to aid you in becoming a better citizen. In keeping with this goal, you 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, "He who would lead must first learn to follow," should be taken seriously by you from the very first day in the Corps.

4-3 Authority of Cadet Officers and Noncommissioned Officers All Cadet officers and Noncommissioned Officers are duly appointed representatives of the officials of the school and the instructor staff. Their orders and instructions are to be obeyed by all Cadets junior to them. You are charged with the responsibility of obeying orders regardless of any personal feelings you may have toward the senior/superior giving them. Whenever you feel that you are being subjected to an injustice, follow this simple rule: "Obey first, protest later."

4-4 Responsibilities of Cadet Officers and Noncommissioned Officers 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 to him/her, 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.

4-5 Uniform Appearance

A. Uniforms must present a neat and clean appearance. Loose strings will be cut from the uniform. No jewelry, watch chains, combs, checkbooks, pens, pencils or similar items will appear exposed on uniforms. The Army uniform will not be mixed with civilian clothing. Bulky items in pockets distract from the uniform. While in uniform, Cadets will not place their hands in their pockets except momentarily to place or retrieve items.

B. Headgear is part of the uniform. Cadets are required to wear the authorized gray berets while outdoors or when carrying air/drill rifles or a saber. The gray beret with a distinctive flash or rank is the only beret authorized to be worn with all Class A/B Uniforms.

C. Cadets are approved to wear the following religious headgear with the JROTC uniform: turban, hijab and yarmulke. Headgear will be conservative and subdued in color (black, brown, green, dark or navy blue or a combination of these colors). The headgear cannot bear any writing, symbols or pictures. Cadets may wear approved religious headgear in place of military headgear (e.g., turban and

hijab). Standard JROTC headgear will be worn when it can completely cover the religious headgear (e.g., yarmulke). Approved headgear are authorized for wear during all JROTC activities (i.e., drill team, color guard, parades, speaking engagements, etc.) that do not pose a risk to the safety of the Cadet, cadre or others. For example, a Cadet wearing religious headgear can be exempted from certain “Special Hazardous” Training events that may result in injury to the Cadet or support personnel such as obstacle courses/rappelling, etc. During mandatory “Special Hazardous” training events, religious headgear should be removed to prevent injury.

4-6 Personal Appearance The JROTC Program is a uniformed program where discipline is judged, in part, by the manner in which you wear a prescribed uniform, as well as by the your 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.

A. Hair Styles. Many hairstyles are acceptable, as long as they are neat and conservative. Hair will be neatly groomed. The length and bulk of hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Lines or designs will not be cut into the hair or scalp. If dyes, tints, or bleaches are used, colors used must be natural to human hair and not present an extreme appearance. Applied hair colors which are prohibited include, but are not limited to, purple, blue, and 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.

1. 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. **Males are not authorized to wear braids, cornrows, or 10 dreadlocks (unkempt, twisted, matted, individual parts of hair) while in uniform.** Hair that is clipped closely or shaved to the scalp is authorized.

2. 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 that no free-hanging hair is visible.

B. 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. Cadets must use good judgment in determining if applied colors are acceptable, based upon the overall effect on Cadets’ appearance.

C. Hygiene and Tattoos. Cadets are expected to maintain good hygiene while in uniform. Tattoos are authorized except in areas of the body which would cause the tattoo to be exposed while in ASU. 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.

D. Jewelry. No jewelry, watch chains, or similar items, to include pens and pencils, will appear exposed on uniforms. Authorized exceptions are a conservative tie tack or tie clasp which may be worn with the black four-in-hand necktie. Fad devices, vogue medallions, personal talismans, or amulets are not authorized for wear in uniforms or on duty.

1. The wearing of a wrist watch, a wrist identification bracelet, and not more than two rings (wedding set is considered one ring) is authorized with Army uniforms unless prohibited for safety or health reasons as long as the style is conservative and in good taste.

2. Female Cadets are authorized optional wear of screw-on, clip-on, or post-type earrings with the ASU. Females **are not authorized** to wear earrings in Army Combat Uniform (ACU). The earrings will be of gold, silver, or white pearl; unadorned and spherical, no more than ¼-inch in diameter. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe. The band connecting non-pierced earrings may extend slightly below the ear lobe. **Male Cadets are not authorized to wear any type of earring when in uniform or on duty.**

E. Female Cadets may wear plain black pumps with the ASU. Natural colored hose will be worn with pumps.

F. Religious Wear.

1. 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. Requests for accommodation will not be entertained.

2. 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.

4-7 Personal Conduct The JROTC Department is closely related to every activity of school. It is very important that you conduct yourself in such a manner as to bring credit upon yourself, PGHS, and the Corps. You must set high standards of personal conduct, courtesy, and deportment, whether in uniform or civilian attire; in the JROTC area or in other areas of the school; in military instruction or in academic classes. You are expected to be leaders among your peers, and by your high standards of conduct, set the example that others will follow.

A. A Cadet will be expected to devote his/her wholehearted efforts to perform his/her **DUTY** to the best of his/her ability. He/she should strive for perfection at all tasks assigned to him/her no matter how small or trivial it may seem.

B. A Cadet will maintain his/her **HONOR** above reproach at all times. This means maintaining the highest standards of conduct at all times; being honest and honorable in his/her dealings with everyone. A Cadet's word is his/her bond.

C. A Cadet must bear in mind at all times and under all circumstances that he/she is now preparing himself/herself to better serve mankind and country. With a devotion to his/her heritage as a free man/woman, he/she will strive to serve his/her **COUNTRY** in any hour needed.

D. In abiding by the code "**DUTY, HONOR, COUNTRY**", the Cadet will remember his/her responsibility as a representative of PGHS and Randolph County Schools in everything he/she does.

4-8 Classroom Discipline and Courtesy

A. Class Rules. These rules are established to maintain order and discipline in the classroom:

- 1. Do not talk when Cadets of higher rank is talking.**
- 2. Be on time to class and come to school.**
- 3. Wear the uniform properly when designated**
- 4. Feet and knees are under your table and head and eyes are directed to the front of the class or the instructor.**
- 5. No putting heads down on the tables.**
- 6. No chewing gum in uniform.**
- 7. No headphones in uniform.**
- 8. No disrespectful comments directed to other Cadets, Cadre, etc.**
- 9. No side-bar conversations during class teaching sessions**
- 10. Absolutely no horse-play; no bullying.**

B. Discipline. Military discipline is the state of order and obedience among military personnel resulting from training. Discipline is demonstrated by smartness of appearance and actions, cleanliness of person, neatness of dress and respect for those who are senior in age as well as rank.

1. You are expected to be in class or area designated on time. You should arrive to class and be in your seat before the tardy bell rings. If you arrive after the tardy bell rings you are expected to go to the attendance office for a tardy pass.

2. The company chain-of-command will call class to "ATTENTION." The squad leaders will report to the first sergeant as outlined in FM 3-21.5. take roll and report the class absences to the instructor staff. Upon rendering the report, the company chain-of-command will have the class/company say aloud the Cadet Creed (and company motto as appropriate). At the completion of the Cadet Creed company motto, the company chain-of-command will have the Cadets to "TAKE SEATS."

3. Chewing gum, eating, talking, whispering, or other horseplay is not acceptable conduct when a class is in session and will not be tolerated.

4. You are expected to be prepared and participate daily. Respect and positive attitudes are expected of everyone. You will wait for the bell at your desk or chair. There is no reason for you to wait at the door.

C. Courtesy. Courtesy implies polite and considerate behavior toward all others, whether senior or junior. In general, juniors habitually give the same precedence to, and show the same deference toward, their seniors, as any courteous person does to his elders. These courtesies should be shown promptly and smartly.

1. You are expected to show military courtesy in JROTC classes, drill and other JROTC activities. Cadet officers will be addressed as “sir” or “Ma’am,” will be afforded salutes, and courtesies by their “juniors.”

2. Cadet NCOs will be addressed by their rank. All other Cadets will be addressed as “Cadet,” “Mister,” or “Ms.”

3. The exchange of salutes and other military courtesies are required at all times when Cadets are present in JROTC areas (classroom, formation, and drill). These same courtesies will be observed in all areas of the school on days when the uniform is worn.

4. When an instructor or visiting officer enters a military classroom, the senior Cadet-in-charge will call “ATTENTION,” and all Cadets will assume the position of attention. After instruction has started, the class will not be interrupted by calling the class to attention.

D. Uniform. The Cadet Corps is a uniformed organization. The purpose of wearing the uniform is to promote morale, esprit-de-corps, discipline and attention to detail. The weekly uniform grade is an integral part of the curriculum. You are required to properly wear the uniform every week in accordance with the PGHS JROTC Uniform Policy.

E. Writing Assignments. You should write as if you were in English class. Complete sentences, complete thoughts with supporting information and correct spelling are expected on all written assignments unless instructed otherwise. You will be required to write each class period on a topic. Take the assignments seriously. The exercise will help you with your other classes.

F. Bulletin Board. There are bulletin boards located outside and inside the classroom for dissemination of information. You are required to check the bulletin boards every time you come to JROTC classes. The weekly training schedules are posted in advance. You are required to read the information and adhere to the schedule (e.g., if physical training is scheduled 8 Sep 14, you must have physical training clothes for class). Important information will be posted that may not be covered in class. **Read the bulletin board daily!**

G. Passes. Passes will only be issued to Cadets who are called to guidance or the office. Restroom passes will not be issued. It is your responsibility to use the restroom between classes and after lunch. Cadets will be able to use the restroom during the group class break.

H. Fire Drills. Fire drills must be orderly and efficient. Exit the classroom and make a left, exit the building across the parking lot. The JROTC assembly area is the grassy area (not on the asphalt) by the practice football field (assembly areas number 5 and 6). Attendance will be taken; if you are not present your name will be turned in to administration. Instructors will display Red Card (all not accountable) or Green Card (all accountable/present).

I. Red Lines. The red tape on the floor signifies “OFF LIMITS” areas. Cadets who have permission are authorized to cross the red lines. These include the Arms Room, the Supply Room, the instructor office, and the instructor classroom desk area. Cadets who need to speak with one of the instructors must knock and request permission to enter.

J. Pledge of Allegiance. When not in uniform, you will stand at the position of attention, face the flag and recite the Pledge of Allegiance. When in uniform, you will stand at the position of attention, face the flag and remain silent during the Pledge of Allegiance. (In military formations and ceremonies, the Pledge of Allegiance is not recited. At protocol functions and social and sporting events that include civilian participants, military personnel should: When in uniform outdoors, stand at attention, remain silent, face the flag, and render the hand salute. When in uniform indoors, stand at attention, remain silent, and face the flag. Do not render the hand salute. Where the participants are primarily civilians or in civilian attire, reciting the Pledge of Allegiance is optional for those in uniform. When in civilian attire, recite the Pledge of Allegiance standing at attention, facing the flag with the right hand over the heart. Men should remove their headdress with the right hand and hold it over their left shoulder, hand over the heart).

K. Cadet Notebooks. Cadet notebooks are maintained in the book shelf on the left side of the classroom. Your responsibility is to retrieve your notebook before class starts and replace the notebook at the end of class. You may take your notebook home but you are responsible for returning it before the next scheduled class.

L. Cadet Portfolios. Cadet portfolios contain an organized collection of work based on your accomplishments, personality, goals and aspirations. The portfolio provides insight and information on your personal achievements and growth over time. Your responsibility is to maintain your portfolio in a high state of readiness since it is an inspected and graded item.

4-9 Visits to the JROTC Areas

A. Cadets are free to visit the JROTC Department at any time. Cadets are not permitted to enter the JROTC office, arms room, or the supply room without permission from the SAI/AI.

C. Cadets who wish to speak to the SAI/AI on an official matter will request permission through the chain-of-command. When authorized, the Cadet will knock on the office door and wait until instructed to enter, report in a proper manner, and state your business. When the business is completed the Cadet will salute, About Face, and depart.

D.

4-10 Chain-of-Command and Communication Channel

A. The chain-of-command is to be used in all matters involving orders, and communication with school and Army authorities concerning the JROTC Program (Appendix B). It is the official channel of communications established for efficient and orderly transmission of orders and information. Communication will pass through the elements of the chain-of-command in the sequence described below (both up and down the chain):

1. Army Instructor (AI)/Senior Army Instructor (SAI)
2. Cadet Command Sergeant Major/Battalion Commander
3. Cadet First Sergeant/Company Commander
4. Cadet Platoon Sergeant/Platoon Leader
5. Cadet Squad Leader
6. Cadet Team Leader
7. Cadet (You)

B. An OPEN DOOR POLICY is in effect for personal matters or grievances. You have direct access to the SAI/AI without going through the chain-of-command. You should try to work out grievances within the chain-of-command, if the matter cannot be handled to the satisfaction of all parties, the matter will be brought to the attention of the SAI/AI.

C. Staff channels are established to coordinate between different staff sections and to facilitate the accomplishment of routine tasks in the operation, administration, and supply matters where no command decision or breach of policy is involved.

4-11 Training Standards During training as a Cadet, instructors will insist on perfection in what may seem to be minor details (posture, uniform, cleanliness, etc.). Your performance will be of the highest standard both on and off the school grounds. You will be expected to conduct yourself at all times in a manner which will reflect favorable on yourself, your parents/guardians, your school, and the Cadet Corps. Cadets not in proper uniform will be corrected by Cadet Officers, Cadet Noncommissioned Officers, and the instructor staff at the school, or away from school. Any time you wear the uniform it must be worn correctly.

CHAPTER 5

MERITS/DEMERITS SYSTEM

5-1 General The merit and demerit system is established to provide a means whereby Cadet leaders can discipline Cadets who violate policies and procedures, and reward Cadets for superior performance of duties.

A. Merits will be awarded to those Cadets who excel in any phase of their training or whose adherence to standards of the JROTC far exceed those of the average Cadet.

B. Demerits may be assessed for any infraction or violation of existing standards of the JROTC Department and the school. The number of demerits received by a Cadet is an indication of his/her effort and interest in the school, Cadet Corps, and himself/herself. Assessed demerits will accumulate during each grading period and can reduce the numerical grade average.

C. Merits cancel out demerits. Cadets may work off demerits prior to the end of each grading period by performing supervised constructive work. Remaining merits and demerits will be used to develop student grades for the nine week period. Merit/demerit records will be closed out each nine weeks to permit inclusion in the nine weeks' grades.

5-2 Responsibilities

A. Cadet Officers and NCOs in the rank of Cadet sergeant first class and above may recommend the awarding/issuing of merits or demerits.

B. The provisions of good leadership and the chain-of-command will be followed in awarding merits and issuing demerits.

C. Failure of Cadets to carry out this very important responsibility in the proper spirit and manner is grounds for corrective action.

5-3 Effect on Alphabetical Grade Merits/demerits are accrued cumulatively for each nine week grading period and will added to, or subtracted from, the final nine weeks' grade. The merits/demerits are applied when the nine week academic grade is computed and a tentative numerical grade is assigned. Outstanding merits at the end of the grading period will result in an adjustment of the grade on the basis of one (1) point for each five (5) merits but will not raise the grade more than one letter grade. Demerits will result in an adjustment of the grade on the basis of one (1) point for each five (5) demerits, but will not lower the grade more than one letter grade. Merits/demerits given during the last seven days (including the weekend) of a grade period will be carried forward to the next grading period.

Example #1: Cadet has an average of 89 and 10 merits. His/her final average for the grading period will be calculated as follows:

$$89 + 2 \text{ (gain of 2 points for 10 merits)} = 91 \text{ of "A"}$$

Example #2: Cadet has an average of 92 and 15 demerits. His/her final average for the grading period will be calculated as follows:

$$92 - 3 \text{ (loss of 1 point for the 5 demerits)} = 89 \text{ or "B"}$$

5-4 Control

A. All merits and demerits given by a Cadet must be reviewed and approved/disapproved by the SAI/AI to ensure they are fair, impartial, and not in excess of the amount authorized. Merit and Demerit forms (Appendix C) will be routed through the chain-of-command to the Cadet Battalion Commander or Cadet executive officer; reviewed for approval/disapproval by the SAI/AI; forwarded to the S-1 who will record them in JUMS.

B. Merits and Demerits will not be issued without the approval of the SAI/AI.

C. No Cadet may issue merits to himself/herself.

D. Any Cadet who feels that he/she has been unjustly given demerits may appeal, in writing, through the chain-of-command, to the SAI.

5-5 Accrual of Excessive Demerits

A. Cadets who accrue an unusually high number of demerits may be considered for disenrollment from JROTC.

B. At the end of each grading period any Cadet having been assessed more demerits than merits will have his or her grade average lowered by one point for each five (5) excess demerits. No grade will be lowered more than one letter grade.

C. Demerits may be worked off by arrangement with the SAI/AI. The specific number of demerits and the work required will be decided at the time of the arrangement.

D. Cadets who accumulate more than twenty-five (25) demerits, at any one time will not be considered for any favorable personnel action.

5-6 Merits Cadets may receive merits for may be awarded in the amounts and for the reasons shown:

REASON	AMOUNT
A. Attending JROTC activity period in the proper uniform and on time	1-5 merits
B. Outstanding demonstration of leadership	1-5 merits
C. Drill/Raider Team or Color Guard performance	1-5 merits
D. Drill/Color Guard/Raider Team members of winning team in competition	10 merits
E. JROTC work outside normal school hours including lunch (voluntary assistance)	1-2 merits per hour
F. Being responsible for a new Cadet enrolling in JROTC	10 merits
G. Outstanding performance and appearance	1-5 merits
H. Special projects	1-10 merits

5-7 Demerits Cadets receive demerits for infractions of rules or regulations. A written request for consideration by a Cadet Board of Review must be prepared and submitted to the President of the Cadet Board of Review if the matter requires stronger action. The POB will investigate and determine if a board should be conducted.

A. Listed is the maximum number of demerits for each offense. Lesser number of demerits may be given, depending on the seriousness of the offense.

Offenses	Max # Demerits
1. Malingering (hanging out w/o permission in supply room, SAI/AI office, hallway off-limits area)	10 demerits
2. Misuse of Government or JROTC property	10 demerits
3. Unacceptable conduct (profane or obscene language while in uniform in the JROTC area or during a JROTC activity)	5 demerits
4. Failure to report for an agreed duty or detail	1-5 demerits
5. Discourtesy or insubordination	1-15 demerits
6. Improper wear of uniform (Disarray, dirty brass, shoes, clothing, unauthorized items)	1 demerit/item
7. Need shave, haircut, or hair not worn to standard	1-5 demerits
8. Misconduct in classroom (sleeping, excessive talking, or horseplay)	1-5 demerits
9. Chewing gum or talking in formation	1-5 demerits
10. Unprepared for class	1-5 demerits
11. Unexcused late to class or formation	1-5 demerits
12. Not wearing the proper uniform on the prescribed uniform day	10 demerits

B. Serious offenses and misconduct such as, lying, cheating, stealing, hazing (bullying or harassing) subordinates or actions which would bring discredit upon the PGHS JROTC Corps, PGHS, or the US Army are in direct contradiction to the JROTC Cadet Creed and will not be tolerated. The action taken for such offenses is determined by the Cadet's LET level, academic level, and JROTC rank.

1. Officer-Board of Review and disciplinary action by the school
2. Noncommissioned Officer-25 demerits and/or Board of Review and disciplinary action by the school
3. Private-10 demerits (1st offense), 25 demerits or Board of Review (2^d offense) and disciplinary action by the school

CHAPTER 6

UNIFORM

6-1 Wearing the Uniform The uniform is a symbol of a proud and honorable profession. As a JROTC Cadet, you are expected to maintain high standards in both personal appearance and military bearing. Being properly uniformed is a large part of the image you project to all those with whom you come in contact. As a future leader, train yourself now to present an outstanding image at all times. When you are in uniform, you must remember that you are a living advertisement of your unit, the Army JROTC, and PGHS. Credit or discredit, as the case may be, is reflected on you, the Army JROTC, and the school, by your appearance, your uniform and your conduct.

A. Whenever the uniform is worn, it will be clean and neatly pressed, fully buttoned, with shoes shined and insignias polished. You are responsible for keeping your uniform clean.

B. The proper headgear will be worn with the uniform when outdoors and not under cover.

C. A sweater may be worn under the ASU coat or the ACU shirt, provided no part of the sweater is visible.

D. Shoes must be black in color, with plain toes and matching laces. Socks must be black.

E. Cadets will wear the uniform for the entire designated uniform day and on special occasions as directed by the SAI. If your uniform is unserviceable, bring the uniform to school so the damage may be verified by a member of the instructor staff and you can exchange the damaged item.

F. The uniform will not be worn by Cadets participating in any type of sport which could cause damage to the uniform. Uniform will not be worn to after school employment.

G. You are not to lend any part of the uniform issued to you to another Cadet or to any other person for any reason.

H. Wearing of the uniform for other than JROTC functions must be approved in advance by the SAI.

6-2 Prescribed Uniform The prescribed uniform, as outlined in the appropriate Army and Cadet Command Regulations, is authorized for wear by the Cadet Corps and PGHS.

6-3 Supply

A. Responsibilities. The uniform and equipment of the PGHS JROTC Department are the property of the United States Government. It is loaned to you for specifically authorized purposes. You are charged with the responsibility of maintaining your issued equipment and clothing in the best possible state of serviceability. You are authorized to use your uniform and equipment for training and other activities approved by the PGHS JROTC instructor staff and school officials. Using your uniform or equipment for purely personal purposes is a direct violation of the trust that has been placed in you.

1. Initial fitting and alteration costs will be paid by the JROTC Department. Minor repairs and cleaning, pressing, and laundering of uniforms are your responsibility.

2. You may exchange, without cost, clothing and equipment, which has become unserviceable through fair wear and tear (normal use). Items of equipment and clothing, which have been damaged because of unauthorized use or through neglect, will be paid for by you, at the prevailing rate in accordance with appropriate regulations.

3. Unauthorized alterations, which change the configuration of the uniform, will result in disciplinary action, as well as financial liability by you.

B. Issue and Turn-In Procedures.

1. Issue. Upon enrollment into the JROTC program, your parents or legal guardian must sign an agreement of responsibility, which states that they will be responsible for the items of Government property issued to you. When this agreement has been returned to the JROTC Department, you will be issued your clothing and equipment. All issues will be recorded on Clothing and Instructional Material Record. You will be required to sign this form acknowledging receipt of the property. You are cautioned, when signing for property, to be sure that you have received what you have signed for. The Clothing and Instructional Material Record, once signed, is the official record of the clothing and equipment you are charged with, and you will be held responsible for the items listed on it.

2. Reissue. From time to time, you may lose items of clothing and/or equipment. If this happens to you, immediately notify the SAI/AI and you will be issued another item. You will be required to sign for the reissue. If the lost item is found at a later date, turn in the excess item and receive credit for it. If it is not recovered you will be expected to pay for the lost item.

3. Turn-Ins. When turning in property, you must be sure that proper credit is recorded on your Clothing and Instructional Material Record and the signature of the person accepting the turn-in is placed on the form in the proper places. This record is the only document which officially records turn-ins, and the only way you can receive proper credit is to ensure that the entry is made on the Clothing and Instructional Material Record. Above all, do not leave equipment on an instructor's desk and expect to receive credit for a turn-in. Part of your course of instruction is aimed toward making you a responsible citizen. The issue and turn-in procedures are designed to assist in accomplishing that goal.

4. If you do not turn-in uniforms as required, upon leaving the program, or the completion of the school year, your grades will be held up until the uniforms are returned or monetary compensation is made for lost items.

C. Drill Rifles.

1. A Daisy M-1903 replica drill rifle is assigned to designated Cadets at the beginning of each school year/semester. These rifles are stored in numbered slots, in rifle racks, in the arms room.

2. You are responsible and accountable for the rifle assigned to you during drill, or any other time the weapon is in your possession. Any part of the rifle that may be broken or damaged through carelessness or neglect on your part must be paid for you. You will not attempt to repair or replace any broken part of an assigned rifle.

3. You will clean your assigned rifle at least once each week. This is an individual responsibility. Failure to comply with this instruction will result in disciplinary action.

4. Rifles will not be exchanged without the approval of the SAI.

5. Rifles are not toys and will not be pointed at individuals at any time.

6-4 Wearing Award Ribbons, Medals, Badges, and Tabs

A. Ribbons representing individual awards of academic, athletic, and military excellence are worn on the Army Service uniform. 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.

B. 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 1/8-inch below the seam.

2. Female-The badge will be worn centered on the left side ¼-inch below the bottom ribbon row.

6-5 Insignia The following described insignia are authorized for wear as a part of the Army Service Uniform (ASU) JROTC uniform:

A. Grade insignia.

1. Army Service Uniform gray shirt. The black shoulder marks with grade insignia is slipped over the epaulets of the shirt.

2. Army Service Uniform Coat. The black shoulder marks with grade insignia are slipped over the epaulets of the shirt for Cadet private through Cadet master sergeant. The pin-on rank is worn one inch from the edge of the epaulet for Cadet first sergeants and above.

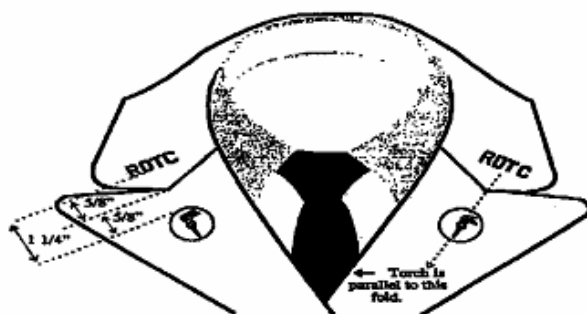
3. Black jacket. The pin-on rank is worn centered on the epaulet.

B. ROTC Insignia and Torches of Knowledge Insignia. (See figures 6-5.3 and 6-5.4)

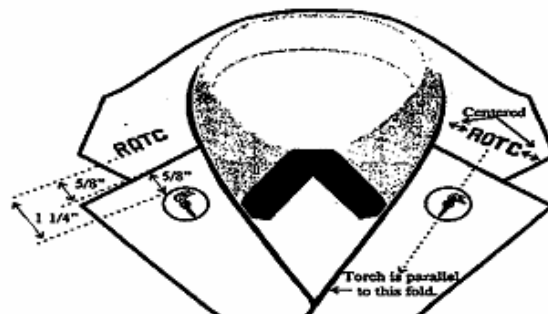
1. Cadet Officers.

a. ROTC Insignia-5/8 inch centered on upper lapels of coat.

b. Torches of Knowledge-5/8 inch centered on lower lapels of coat.



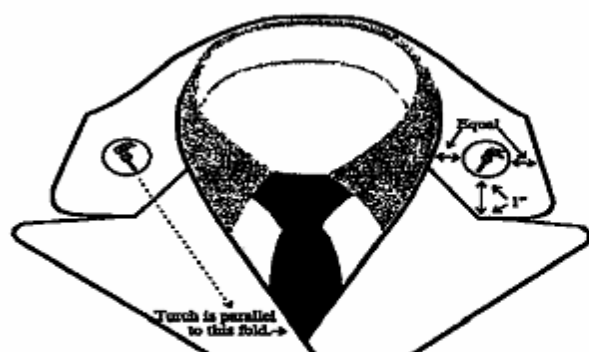
Male Cadet Officer Class A Coat Collar



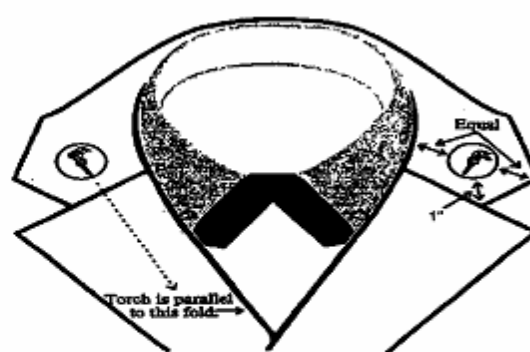
Female Cadet Officer Class A Coat Collar

Figure 6-5.3 Placement of Collar and Lapel Insignia

2. Enlisted Cadets-JROTC Insignia-One inch-centered on upper lapels on the coat.



Male Cadet Enlisted Class A Coat Collar



Female Cadet Enlisted Class A Coat Collar

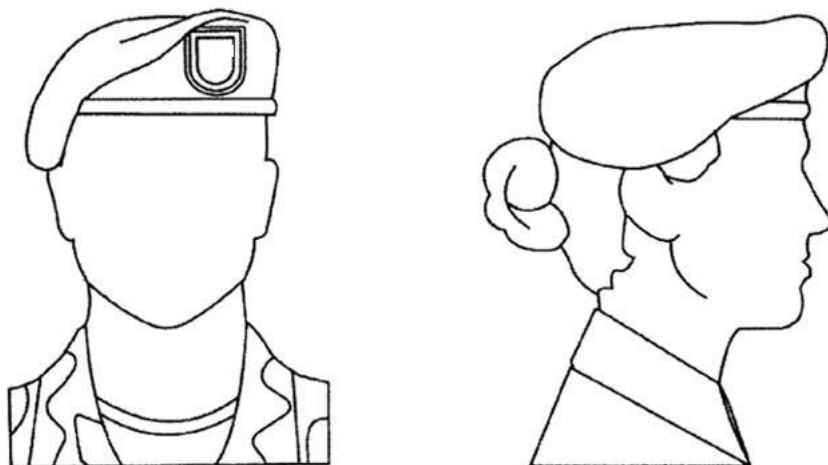
Figure 6-5.4 Placement of Collar Insignia-Enlisted Cadets

C. Gray Beret.

1. Officers-wear non-subdued grade insignia centered on the flash of the beret.

2. Enlisted-wear the ROTC insignia centered on the flash of the beret.

Gray Beret



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



Officer Cadet



Enlisted Cadet

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

E. Army Combat Uniform Patrol (ACU) Cap. Subdued rank insignia is centered top to bottom in the middle of the cap.

F. Honor Unit Insignia-ASU and Gray Shirt.

1. Male-Centered 1/4-inch above the right breast pocket.
2. Female-Centered 1/4-inch above the name tag on the right side on the coat.

G. 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.

H. Shoulder Cords-Army Service Uniform (ASU) and gray shirt. If only one shoulder cord is worn, it is to be worn on the left shoulder. However, if you have earned more than one shoulder cord, you may wear two cords at the same time, one on each shoulder. Commander's cords will be worn on the right shoulder. If a Cadet commands more than one team, they may choose which cord to display, but will not wear more than one shoulder cord at a time.

1. Color Guard - White
2. Drill Team - Red
3. Raider Team - Black
4. Honor Guard - Orange
5. Primary Staff - Royal Blue and White
6. Staff Assistants – Brown
7. Summer Camp – Blue and White
8. Unarmed Exhibition – Tan
9. Armed Exhibition – Grey
10. National Honor's Society – Gold
11. Battalion Commander – Royal Blue & Yellow
12. Battalion Command Sergeant Major – Black & Orange
13. Battalion Executive Officer – Orange and White
14. Honor Guard Commander – Sapphire Blue
15. S-3 Training Officer – Infantry Blue

H. Tabs. When wearing more than one, spacing will be 1/4-inch. If more than one row is required, the tabs will be spaced evenly on the right pocket or right side as appropriate. Order of precedence: Academics, Staff, Leadership Camp, JCLC, Cadet Challenge, Rappelling, Orienteering, Teams (Color Guard, Drill, Armed/Unarmed, Raider).

1. Army Service Uniform (ASU) Coat.

a. Male-worn centered on right breast pocket of coat, between the bottom of flap and bottom of pocket.

b. Female-worn centered on right side of coat between second and third button

2. Gray Shirt.

a. Male-worn centered on the right breast pocket of the shirt, between the bottom of the flap and the bottom of the pocket.

b. Female-worn centered on the right side of the shirt, between the third and fourth button.

I. Nameplate-ASU Coat and Gray Shirt.

1. Male-Centered left to right and between the top of the right pocket and the top of the pocket button hole 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 garment.

J. PGHS Unit Crest

1. ASU Coat.

a. Male-Worn above the right breast pocket of the coat, centered $\frac{1}{4}$ " above the Honor Unit with Distinction insignia.

b. Female- Worn on the right side of the coat, centered on the vertical seam, $\frac{1}{4}$ " above the Honor Unit with Distinction insignia.

2. Gray Shirt.

a. Male-Worn above right breast pocket of the shirt, centered $\frac{1}{4}$ " above the Honor Unit with Distinction insignia.

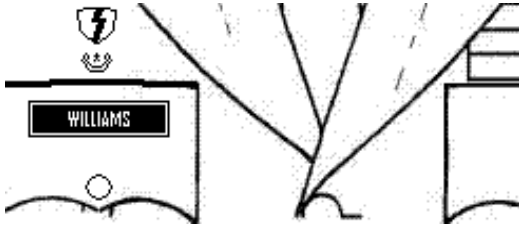


Figure 6-5.6 Male placement of unit crest

b. Female- Worn centered on the shirt seam and $\frac{1}{4}$ " above the Honor Unit with Distinction insignia.



Figure 6-5.7 Female placement of unit crest

The JROTC Army Service Uniform



Male Uniform-Enlisted

1. RANK-Non-subdued pin-on rank is centered on the shoulder loop.
2. TORCHES-Upper lapel, 5/8-inch above notch on lapel, parallel to inside of lapel.
3. STAR-Centered 1/4-inch above top of pocket.
4. ACADEMIC WREATH-Centered 1/8-inch above top of pocket. (Star is placed inside wreath).
5. NAME TAG-Worn on the flap of the right breast pocket. Centered (left-right) and between the top of the pocket and the pocket button.
6. SCHOOL CREST-Worn on the right breast pocket, centered (left-right), 1/8 inch above academic wreath insignia.
7. RIBBONS-Worn centered and 1/8 inch above the left breast pocket.
8. TABS-Worn on the right breast pocket. Centered (left-right) and between the bottom of the pocket flap and the bottom of the pocket. When wearing two or more tabs, space the tabs 1/4-inch apart.

Male Uniform-Officer

1. RANK-Non-subdued pin-on rank is centered on the shoulder loop.
2. ROTC BRASS-Upper lapel, 5/8 inch above notch on lapel, perpendicular to inside of lapel.
3. TORCHES-Lower lapel, 5/8 inch below notch on lapel, parallel to inside of lapel, diagonally aligned with the ROTC pin.
4. STAR-Centered 1/4 inch above top of pocket.
5. ACADEMIC WREATH-Centered and 1/8 inch above top of pocket.
6. NAME TAG-Worn on the flap of the right breast pocket. Centered (left-right) and between the top of the pocket and the pocket button.
7. PGHS UNIT CREST-Worn above the right breast pocket. Centered (left-right) and 1/4 inch above the Academic Wreath or Star.
8. RIBBONS-Worn centered and 1/8 inch above the left breast pocket.
9. TABS-Worn on the right breast pocket. Centered (left to right) and between the bottom of the pocket flap and the bottom of the pocket. When wearing two or more pins, space the pins 1/4 inch apart.

Male Uniform-Class "B"

1. RANK-Shoulder epaulet sleeve is centered on the shoulder loop.
2. NAME TAG-Worn on the flap of the right breast pocket. Centered (left to right) and between the top of the pocket and the pocket button.
3. RIBBONS-Worn centered and 1/8 inch above the left breast pocket.
4. STAR-Centered 1/4 inch above top of pocket.
5. ACADEMIC WREATH-Centered and 1/8 inch above top of pocket. (Star is placed inside wreath).
6. PGHS UNIT CREST-Worn above the right breast pocket. Centered (left-right) and 1/4 inch above the Academic Wreath or Star.
7. TABS-Worn on the right breast pocket. Centered (left-right) and between the bottom of the pocket flap and the bottom of the pocket. When wearing two or more pins, space the pins 1/4 inch apart.

Female Uniform-Enlisted

1. RANK-Non-subdued pin-on rank is centered on the shoulder loop

2. TORCHES-Upper lapel, centered 5/8 inch above notch on lapel, parallel to inside of lapel.
3. STAR-Centered 1/4 inch above the name plate.
4. ACADEMIC WREATH-Centered and 1/4 inch above the name plate. (Star is placed inside wreath).
5. NAME TAG-Worn centered on the right side of the uniform, on an imaginary, parallel line, not more than two (2) inches above the top button on the jacket.
6. PGHS UNIT CREST-Worn on the right side of the uniform. Centered (left to right) and 1/4 inch above the Academic Wreath or Star.
7. RIBBONS-Worn centered on the left side of the uniform and above the parallel line used by the name plate.
8. TABS-Worn on the right side of the uniform. Centered (left-right) and between the second and third button. Place on the seam. When wearing two or more pins, space the pins 1/4 inch apart.

Female Uniform-Officer

1. RANK-Non-subdued pin-on rank is centered on the shoulder loop.
2. ROTC PIN-Upper lapel, centered 5/8 inch above notch on lapel, perpendicular to inside of lapel.
3. TORCHES-Lower lapel, 5/8 inch below notch on lapel, parallel to inside of lapel, diagonally aligned with the JROTC pin.
4. STAR-Centered 1/4 inch above the name plate.
5. ACADEMIC WREATH-Centered and 1/4 inch above the name plate. (Star is placed inside wreath).
6. NAME TAG-Worn centered on the right side of the uniform, on an imaginary, parallel line, not more than two (2) inches above the top button on the jacket.
7. PGHS UNIT CREST-Worn on the right side of the uniform. Centered (left-right) and 1/4 inch above the Academic Wreath or Star.
8. RIBBONS-Worn centered on the left side of the uniform and above the parallel line used by the name plate.
9. TABS-Worn on the right side of the uniform. Centered (left-right) and between the second and third button. Place on the seam. When wearing two or more pins, space the pins 1/4 inch apart.

Female Uniform-Class "B"

1. RANK-Shoulder epaulet sleeve is centered on the shoulder loop.
2. NAME TAG-Worn centered on the right side of the uniform, on an imaginary, parallel line, not more than two (2) inches above the top button on the jacket.
3. RIBBONS-Worn centered on the left side of the uniform and above the parallel line used by the name plate.
4. STAR-Centered 1/4 inch above the name plate.
5. ACADEMIC WREATH-Centered and 1/4 inch above the name plate. (Star is placed inside wreath).
6. PGHS UNIT CREST-Worn on the right side of the uniform. Centered (left-right) and 1/8 inch above the Academic Wreath or Star.
7. TABS-Worn on the right side of the uniform. Centered (left-right) and between the third and fourth button. Place on the seam. When wearing two or more pins, space the pins 1/4 inch apart.

Army Combat Uniform (ACU)

Army JROTC

"Motivating young people to be better citizens"



Wear of the ACU Coat / Trousers

- The coat is worn hook and looped and zipped.
- The coat has a hook and loop fasteners for wearing shoulder sleeve insignia, rank, JROTC patch, and school name tape.
- The mandarin collar will be normally worn in the down position.
- Cadets are authorized to wear the mandarin collar in the up position when weather conditions dictate the wear as prescribed by the SAIAI.
- The coat is normally worn outside the trousers, and the trousers are worn with a belt. The coat may also be worn inside the trousers when directed by the SAIAI. The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the side pocket on the trousers.
- The elbow pouch with hook and loop closure for internal elbow pad inserts must be closed at all times.
- Sleeves will be worn down at all times, and not rolled or cuffed.
- The moisture wicking tan t-shirt or cotton t-shirt is worn underneath the coat and it is tucked inside the trousers at all times.
- Cadets will wear the trousers tucked into the top of the boots or bloused using the draw strings at the bottom of the trousers. When bloused, the trousers should not extend below the third eyelet from the top of the boot.
- The ACU is meant to fit loosely and comfortably. Alterations to hinder this is not authorized.
- Cadets will wear the ACU in accordance with CCR 145-2.
- Cadets will not wrap the trouser leg around the leg tightly enough to present a pegged appearance or insert any items inside the trouser leg to create a round appearance at the bottom of the trouser leg.

Wear of the ACU Headgear

- The ACU Patrol Cap will be the only headgear worn with the uniform.
- Cadets will wear the ACU Patrol Cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground.
- The Patrol Cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap. Sewn or pin on rank is worn on the ACU Patrol Cap.
- The Velcro area on the rear of the cap will remain blank at all times.

Wear of Desert / Optional Boots

- Black boots are NOT authorized for wear with the ACU.
- Army Combat Boots – (Hot Weather and temperate weather) made of tan rough side out cattle hide leather with a plain toe and tan rubber outsoles.
- The boots are laced diagonally with tan laces, with excess lace tucked into the top of the boot under the bloused trousers, or wrapped around the top side of boot.
- Only boots with tan rubber outsoles are authorized for wear.

The ACU Care Policy

- Wash in cold water and mild detergent containing no optical brighteners or bleach. Tumble dry at low heat (not to exceed 130 degrees Fahrenheit).
- Remove immediately from the dryer and fold flat or place on a rustproof hanger ensure heat from the dryer does not set wrinkles.
- To drip dry, remove from the washer/water and place on a rustproof hanger. Do not wring or twist.

...DO NOT STARCH THE ARMY COMBAT UNIFORM UNDER ANY CIRCUMSTANCES. THE USE OF STARCH, SIZING, AND ANY PROCESS THAT INVOLVES DRY-CLEANING OR A STEAM PRESS WILL ADVERSELY AFFECT THE TREATMENTS AND DURABILITY OF THE UNI-

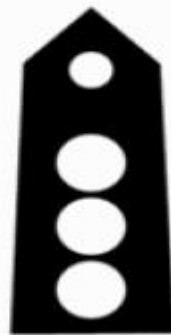
**INSIGNIA OF GRADE /
SHOULDER BOARDS OF
CADET OFFICERS**



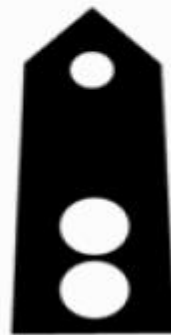
**CADET
LIEUTENANT
COLONEL**



**CADET
MAJOR**



**CADET
CAPTAIN**



**CADET
FIRST
LIEUTENANT**



**CADET
SECOND
LIEUTENANT**

**INSIGNIA OF GRADE /
SHOULDER BOARDS OF
CADET ENLISTED**



**COMMAND
MAJOR**



**CADET
SERGEANT MAJOR**



**CADET FIRST
SERGEANT**



**CADET MASTER
SERGEANT**



**CADET SERGEANT
FIRST CLASS**



CHAPTER 7

JROTC AWARDS AND DECORATIONS

7-1 The Awards Program You will be recognized for your excellence, outstanding achievement, or superior performance as a member of the Cadet Corps. The two categories of individual awards are national and institutional awards.

7-2 National Awards National awards recognize individual JROTC Cadets for heroic, distinguished, meritorious, and other commendable acts and achievements.

A. Medal of Heroism-Awarded to any JROTC Cadet who has been distinguished by an act of heroism.

B. Superior Cadet Decoration-Awarded annually to the outstanding Cadet of each LET level who consistently demonstrated potential and qualities as an officer. Selected Cadets must be in the top 10% of their class academically and in the top 25% of their class overall for academic standing. A selection board is convened to determine the best candidates for the awards. There is a total of 300 points: 50 points based on JROTC; 50 points academic leadership in other courses or student organizations; and 100 points for demonstrated qualities of discipline, courtesy and character.

C. Legion of Valor Bronze Cross for Achievement-Awarded annually to a LET 3 Cadet for achievement of scholastic excellence in military and academic subjects and development of leadership. The Cadet is nominated by the SAI and the nomination is sent to Cadet Command. One award is authorized for each 4,000 LET 2/3 Cadets in a Brigade.

D. Sons of the American Revolution Award-Awarded to a Cadet who displays a high degree of merit with respect to leadership qualities, soldierly bearing, and excellence. The Cadet must also be in good standing academically and militarily.

E. The Military Order of the World Wars Award-Awarded annually for overall improvement in military and scholastic studies.

F. Daughters of the American Revolution-Awarded annually to a Cadet for outstanding achievement. The Cadet must demonstrate qualities of dependability and good moral character and display a fundamental and patriotic understanding of the importance of JROTC.

G. American Legion

1. **Leadership**-Awarded annually to Cadets who have consistently demonstrated outstanding leadership potential, discipline, character, and good citizenship.

2. **Scholastic Excellence**-Awarded annually to Cadets who earn scholastic excellence, demonstrated high qualities of leadership, and actively participated in school and the unit JROTC activities.

H. The National Sojourners Americanism-Awarded annually to an outstanding Cadet who demonstrate the highest attributes of Americanism and support the United States as a member of JROTC.

I. U.S. Army Recruiting Command Award for JROTC-Awarded annually to a Cadet at each school in recognition of their outstanding achievement and contributions to the JROTC program.

J. Reserves Officers Association-Awarded annually to a Cadet who is good standing academically, is of moral character, and displays a high order of loyalty to his or her JROTC unit, school, and country.

K. Veterans of Foreign Wars-Awarded annually to a Cadet for outstanding ability and achievement. The Cadet must have demonstrated qualities of leadership, dependability, and good character.

L. American Veterans of World War II, Korea, and Vietnam-Awarded annually to a Cadet who has demonstrated a high devotion to duty, willingness to serve both God and country, and is in good standing academically in all subjects.

M. Association of the United States Army-Awarded annually to a Cadet who has consistently demonstrated leadership qualities and furthered the achievement of JROTC in the school and community. The Cadet must be in good standing academically and militarily.

N. Military Officers Association of America-Awarded annually to a Cadet who has demonstrated exceptional potential for military leadership as a member of the JROTC Corps.

O. Scottish Rite of Free Masonry Southern Jurisdiction-Awarded annually to a third year Cadet who has contributed the most among Cadets in school to encourage and demonstrate Americanism by deeds or conduct during participation in extracurricular activities or community projects. The Cadet must be in the top 25% of their academic class and have demonstrated a potential leadership.

P. Military Order of the Purple Heart-Awarded annually to a Cadet that has demonstrated a strong loyalty and devoted dedication to support the JROTC program through efforts above and beyond the normal requirements expected of a Cadet.

Q. NC Chapter National Society of the United States Daughters of 1812-Awarded annually to a Cadet who understands and practices Americanism. The Cadet must be in the top 20% of their JROTC class and be in good standing academically and militarily.

R. Noncommissioned Officers Association-Awarded annually on behalf of the Noncommissioned Officers Association to an enlisted Cadet who exhibits military bearing, personal appearance, and leadership qualities.

S. The Retired Enlisted Association-Awarded annually to a Cadet in the top 20% of their JROTC class and is in good standing militarily and scholastically.

T. The Daedalian Achievement Award-Awarded annually by the Order of Daedalians, a Fraternity of Military Pilots from all services to a Cadet who encourage love of country and service to the nation.

U. Warrant Officers Association-Awarded annually to Cadets who demonstrate technical proficiency in their respective Leadership, Education, and Training (LET) levels and demonstrate a potential for outstanding leadership. LET 4-Gold; LET 3-Silver; LET 2-Bronze; and LET 1-Copper.

V. Junior Scabbard and Blade-Awarded annually to Cadets who have displayed academic excellence, outstanding character, and display a true dedication to the JROTC program and their school.

7-3 Institutional Awards Institutional awards are presented by the superintendent, principal, and Army instructors to individual JROTC Cadets for reasons of academic excellence, military and athletic achievement or performance, participation in community parades, excelling in recruiting programs, and other reasons that are determined by your instructors. The order of merit (or importance) for these awards is: academic awards (6 ribbons); military awards (15 ribbons); athletic awards (5 ribbons); and miscellaneous awards (7 ribbons).

A. Academic Awards

1. N-1-1 Distinguished Cadet Award for Scholastic Excellence

Awarded by: Superintendent

Criteria: Awarded annually to one Cadet who exhibits highest degree of excellence in scholastics.

2. N-1-2 Academic Excellence Award

Awarded by: Principal

Criteria: Awarded annually to one Cadet in each LET level for maintaining highest school academic grades.

3. N-1-3 Academic Achievement Ribbon

Awarded by: SAI

Criteria: Awarded annually to those Cadets that maintain a grade of “A” in all academic subjects.

4. N-1-4 Perfect Attendance Ribbon

Awarded by: SAI

Criteria: Awarded to Cadet with no unexcused absence during each semester.

5. N-1-5 Student Government Ribbon

Awarded by: Principal

Criteria: Awarded to Cadets elected to a student government office.

6. N-1-6 Leadership Education Training Service Ribbon

Awarded by: SAI

Criteria: Awarded to Cadets successfully completing first semester of training each LET year.

7. N-1-7 Distinguished Service

Awarded by: SAI

Criteria: Awarded to Cadets who distinguish himself/herself by exceptionally meritorious service to PGHS JROTC in a duty of great responsibility.

8. N-1-8 Legion of Merit

Awarded by: SAI

Criteria: Awarded to Cadets who distinguish himself/herself by exceptionally meritorious conduct in the performance of outstanding services and achievements.

9. N-1-9 Meritorious Service

Awarded by: SAI

Criteria: Awarded to Cadets who distinguish himself/herself by outstanding meritorious achievement or service.

10. N-1-10 Honor Guard Member

Awarded by: SAI

Criteria: Awarded to Cadets who are selected for the Honor Guard.

B. Military Awards

1. N-3-1 Senior Army Instructor Leadership Ribbon

Awarded by: SAI

Criteria: Awarded annually to one Cadet per LET level who displays the highest degree of leadership.

2. N-3-2 Personal Appearance Ribbon

Awarded by: SAI

Criteria: Awarded annually to Cadets who consistently present an outstanding appearance

3. N-3-3 Proficiency Ribbon

Awarded by: SAI

Criteria: Awarded annually to those Cadets who have demonstrated an exceptionally high degree of leadership, academic achievement, and performance of duty.

4. N-3-4 Drill Team Ribbon

Awarded by: SAI

Criteria: Awarded annually to Drill Team members

5. N-3-5 Orienteering Ribbon

Awarded by: SAI

Criteria: Awarded annually to Cadets who are members of the Orienteering Team.

6. N-3-6 Color Guard Ribbon

Awarded by: SAI

Criteria: Awarded annually to members of the Color Guard and Honor Guard.

7. N-3-7 Rifle Team Ribbon

Awarded by: SAI

Criteria: Awarded annually to members of the Rifle Team.

8. N-3-8 Adventure Training

Awarded by: SAI

Criteria: Awarded to Cadets who participate in adventure training.

9. N-3-9 Commendation Ribbon

Awarded by: SAI

Criteria: Awarded to Cadets whose performance of duty exceptionally exceeds that expected of Cadets of their grade and experience.

10. N-3-10 Good Conduct Ribbon

Awarded by: SAI

Criteria: Awarded annually to Cadets who demonstrated outstanding conduct and participation throughout the school year.

11. N-3-11 JROTC Cadet Leadership Challenge (JCLC) Ribbon

Awarded by: SAI

Criteria: Awarded to Cadets for JCLC participation.

12. N-3-12 Hiking Ribbon

Awarded by: SAI

Criteria: Awarded to Cadets who successfully complete or participate in hikes.

13. N-3-13 Best Squad Ribbon

Awarded by: SAI

Criteria: Awarded each semester to Cadets who are members of the best squad in the battalion.

14. N-3-14 Best Platoon

Awarded by: SAI

Criteria: Awarded each semester to Cadets who are members of the best platoon in the battalion.

15. N-3-15 Best Company

Awarded by: SAI

Criteria: Awarded each semester to members of the best company in the battalion.

C. Athletic Awards

1. N-2-1 Varsity Athletic Ribbon

Awarded by: Principal

Criteria: Awarded annually to Cadets in varsity sports.

2. N-2-2 Physical Fitness Ribbon

Awarded by: SAI

Criteria: Awarded annually to Cadets who maintain excellent physical fitness. Presented to Cadets who receive 85% or better in all five (5) Cadet Challenge events.

3. N-2-3 JROTC Athletics Ribbon

Awarded by: SAI

Criteria: Awarded annually to Cadets who maintain a basic, yet challenging level of physical fitness. Presented to Cadets receiving 50% or better in all five (5) Cadet Challenge events.

4. N-2-4 Rappelling Ribbon

Awarded by: SAI

Criteria: Awarded to Cadets who satisfactorily negotiate in a rappelling event.

5. N-2-5 Leader Camp/Team Building Ribbon

Awarded by: SAI

Criteria: Awarded to Cadets who participate in Leader Camp or team building events/activities.

D. Miscellaneous Awards

1. N-4-1 Parade Ribbon

Awarded by: SAI

Criteria: Awarded to Cadets who participated in local community parades during the school year.

2. N-4-2 Recruiting Ribbon

Awarded by: SAI

Criteria: Awarded to Cadets who recruit students into the JROTC program.

3. N-4-3 Community Service Leadership Ribbon

Awarded by: SAI

Criteria: Awarded annually to Cadets who mentor or provide guidance in the execution of service learning projects.

4. N-4-4 Fundraiser Ribbon

Awarded by: SAI

Criteria: Awarded each semester to Cadets who raise or contribute their "Fair Share".

5. N-4-5 Activities Ribbon

Awarded by: SAI

Criteria: Awarded to the Cadet who participate in at least six (6) activities (parking control, fundraisers, picnics, escort duty, or hikes).

6. N-4-6 Service Learning Ribbon

Awarded by: SAI

Criteria: Awarded annually to Cadets who participated in service learning projects.

7. N-4-7 Excellent Staff Performance Ribbon

Awarded by: SAI

Criteria: Awarded annually to Cadet staff officers for excellent performance.

7-4 Individual Awards Individual awards are awarded to recognize those Cadets who have exceeded all expectations and standards throughout the semester/school year and represent PGHS and the JROTC program.

A. Drill Team Awards are awarded to those Cadets who have exceeded all expectations on the drill team. The Cadets demonstrate proficiency and dedication on the drill floor.

B. Bronze Drill Team Award is awarded to a varsity drill team Cadet who displays dynamic leadership. The Cadet is dependable and willing to accept a challenge.

C. Silver Drill Team Award is awarded to a varsity drill team member who is willing to take a challenge. The selected Cadet demonstrates leadership and determination as well as dependable and proficient on the drill floor.

D. Gold Drill Team Award is awarded to a varsity drill team member who exceeds expectations and sets the standards for the Drill Team. The selected Cadet also displays outstanding leadership and is always dependable.

E. Best Raider Awards are awarded to those Cadets who have displayed dedication and loyalty to the Raider Team. They excel in physical fitness and demonstrate leadership. They are dependable Cadets and display good character on the Raider Team.

F. Bronze Best Raider Award is awarded to both a female and a male of the Raider Team who demonstrate leadership and dedication.

G. Silver Best Raider Award is awarded to both a female and a male of the Raider Team they demonstrate leadership and dedication.

H. Gold Best Raider Award is awarded to both a female and male of the Raider Team the demonstrate leadership, dedication, and dependability. They must demonstrate good character and devotion to their team.

I. Most Improved Cadet award is given to the Cadet who displayed dedication and loyalty to the program and demonstrated a desire to improve for the program.

J. Cadet Challenge Medals are awarded to those Cadets who score with the top ten scores of the battalion (Gold, Silver, and Bronze).

K. Cadet of the Semester is awarded to a Cadet who displays loyalty and dedication to the program, outstanding leadership, good character, and stands out in both academics and military proficiency.

L. Outstanding RECONDO Medal is awarded to those Cadets, both male and female for their outstanding performance during RECONDO School. (Gold, Silver, and Bronze for male and female).

M. The Cadet Officer of the Semester / Year Award is awarded annually to an officer who displays loyalty to the program and outstanding leadership.

N. The Noncommissioned Officer of the Semester is awarded annually to an NCO who displays loyalty to the program and outstanding leadership.

7-4 Unit Awards The JROTC Accreditation Program (JPA) is used to annually evaluate JROTC units to determine if the schools, Corps of Cadets, and instructors meet and maintain, and identify/appropriately reward those that exceed minimum program standards.

A. The Unit Report is completed annually in JUMS. The Unit Report represents data for the applicable school year. The Unit Report is worth 400 points in JUMS.

B. The JROTC Accreditation Program (JPA) School Visit is conducted at least every three years by 4th Brigade representatives on an announced schedule. Units will maintain their current Unit award status until they receive their next JPA.

C. Different levels of achievement are listed below:

SCORE JPA CYCLE & UNIT DESIGNATION

100 – 95 percent JROTC Program of Excellence (JPE) – JPA visit within 3 years

94 – 70 percent Satisfactory – JPA visit within 3 years

Below 70 percent Unsatisfactory – JPA visit within 1 year and Performance Improvement Plan

Unit Awards

Merit Unit Insignia. The white star is awarded to all JROTC units designated as a merit unit.

Honor Unit Insignia. Each member of a unit designated as an Honor Unit is awarded the Honor Unit Insignia (blue star).

Honor Unit with Distinction Insignia. Each member of a unit designated as an Honor Unit with Distinction is awarded the Honor Unit with Distinction Insignia (gold star).

7-5 Academic Insignia, Patches, Badges, Tabs, and Shoulder Cords

A. Academic Achievement Insignia. The academic achievement award is awarded to the top 10% of each JROTC class based on grades earned in JROTC courses. The award will be automatically withdrawn when a Cadet's academic standing is below 10% of his/her contemporaries the following semester after initial award. Subsequent awards are denoted by an oval shaped felt cloth pinned behind the badge. Scarlet denotes the second award, silver-gray denotes the third award, and gold denotes the fourth or more awards.

Academic Achievement Insignia. A gold wreath authorized for wear by Cadets in the top ten percent of each JROTC class – based on grades earned in JROTC courses, as determined by the SAI. Subsequent awards are indicated by a felt pad center background. • Second award – red pad. • Third award – silver pad. • Fourth award – gold pad.

B. Physical Fitness Awards. Cadets who excel in the Cadet Challenge are awarded the President's Physical Fitness patch or the National Physical Fitness patch

1. Presidential Physical Fitness Award. Given to a Cadet who achieves 85% or higher in each Cadet Challenge Event

2. National Physical Fitness Award. Given to a Cadet who achieves 50% or higher in each Cadet Challenge Event

C. Shoulder Cords and Tabs. Cadets may earn shoulder cords and tabs for participating on various teams and completing the established criteria in their respective teams in accordance with their respective SOPs. Cadets may earn tabs or arcs for many activities and teams. The list below is not inclusive of all the available tabs/arcs.

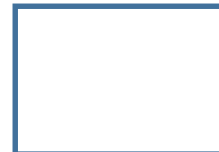
Shoulder Cords



Honor Guard – Orange



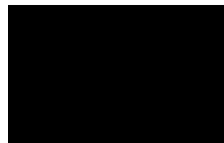
Battalion & Deputy Commander
Royal Blue & White



Color Guard - White



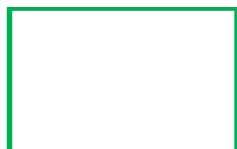
Drill Activities – Red



Raider – Black



Armed Exhibition - Grey



Unarmed Exhibition – White



Staff Assistant – Brown



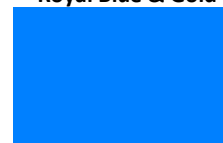
Staff & JCLC–
Royal Blue & Gold



Command Sergeant Major
Black & Orange



Honor Guard Commander
Sapphire Blue



S3 Training Officer
Sky Blue



Executive Officer – Orange & White



Rifle Team - Gold

Tabs/Arcs

	Honor Guard - White
	Color Guard - White
	Drill Team - Red
	JCLC - Black
	Raider Team - Black
	Rappelling – Black
	Staff - Blue
	Exhibition - Orange
	Cadet Challenge - Black
	Leadership Camp - Orange
	Orienteering - Green
	Recondo – Black
	Academics – Gold (A in all courses for semester)
	Flag Detail - Blue
	Cadet of Month – Blue

CHAPTER 8 CADET LEADER GUIDES

8–1 General This chapter is designed to assist the Cadet leader in accomplishing their assigned mission. Leadership is not an inherent characteristic, but it is something that can be learned provided that the potential leader is willing to come to terms with himself/herself and his/her mission. All of the material in this chapter is to aid you in learning to become a leader so that you can accomplish your mission efficiently and with the least burden on those you have been selected to lead. The key is to “Lead by Example.”

8–2 Definitions In order to accomplish your mission, you must thoroughly know 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. He/she is responsible for everything his/her unit does or fails to do. His/her responsibility is matched by the authority necessary to carry out his/her responsibilities. A commander can delegate authority to take an action but he/she cannot delegate the responsibility for that action.

B. **SPAN of CONTROL.** A leader or supervisor can effectively control only a given number of subordinates. The ideal span control is three to five subordinates and the maximum number is seven subordinates.

C. **CHAIN-of-COMMAND.** The succession of leaders through whom command is exercised is called the chain-of-command. The chain starts at the top with the Commander-in-Chief (President of the United States) and ends with the leader immediately above you. It enables the commander to retain the unity of command within the maximum span of control. The Battalion Commander assigns tasks to the Company Commander and holds them responsible for the successful execution of the assigned tasks. Company Commanders use the same procedures with the platoon leaders, and the platoon leaders use the same technique with squad leaders.

D. **STAFF AUTHORITY and RESPONSIBILITY.** The staff is a unit consisting of those officers and Noncommissioned Officers who assist the commander in the exercise of command. They are advisors to the commander in areas assigned to them by the commander. Staff officers will keep the commander informed on matters within their areas of responsibility which may require his/her attention.

E. **TOP SEVEN** The top seven are the top Cadets of the program (Battalion Commander, deputy commander, Battalion XO, Battalion CSM, honor guard commander, special assistant to SAI, and the Battalion S3) are the institutional representatives that ensure all regulations, policy, directives, orders, SOPs, and standards are maintained and enforced throughout the Cadet Corps. These Cadets are the subject matter experts and the standard bearers of the PGHS Patriot Battalion.

8–3 Battalion Command Group

A. **Battalion Commander (BN CDR) and Battalion Deputy Commander (BN DEP CDR)** The Battalion Commander is the most demanding position in the Battalion. The Cadet Battalion Commander is selected for this position based on demonstrated leadership ability and academic

standing. The appointed Cadet must be able to use of good common sense and judgment in solving of problems that affect the entire Cadet Corps. The Cadet appointed to this position must be mature and willing to accept responsibility, delegate authority, supervise subordinates, and stand by his/her convictions. Specific duties and responsibilities include:

1. Commanding the Battalion at all Battalion formations.
2. Preparing for and conducting the training of the battalion during activity periods and collective training events.
3. Maintaining a direct and personal relationship with his/her staff and Company Commanders.
4. Ensuring good two way communication within the chain-of-command is maintained.
5. Using the staff to assist him/her in gathering information and preparing plans for training and controlling the unit.
6. Designating staff officers to assist in the preparation, execution, and supervision of orders.
7. Ensuring a feeling of mutual respect and confidence exists between the staff and the companies.
8. Ensuring that staff members are capable and that they understand their responsibilities to the Battalion Commander, Battalion Executive Officer, the honor guard commander, and the Corps of Cadets.
9. Ensuring orders and actions are in compliance with JROTC regulation, policies, and directives with the PGHS JROTC policies and procedures through the chain-of-command.
10. Executing all responsibilities in the name of the SAI; seeking advice and assistance from the instructor staff and carrying out all their directives quickly and completely.
11. Arranging the required meetings and assembling the required commander(s) or staff personnel to determine any actions that may be necessary in fulfilling the obligations of the Battalion.
12. Providing evaluations for any members of the battalion, but specifically the battalion headquarters personnel and the Company Commanders.
13. Making operational decisions for the Corps of Cadets.
14. Presiding over officer calls.
15. Working with school authorities in coordinating activities of the battalion with the organizations of the school, and ensuring that all battalion activities are in accordance with school policy.
16. Assigning missions (in coordination with the instructor staff) to all co-curricular team captains such as drill, color guard, and honor guard.
17. Responsible for all the battalion does or fails to do.

B. Battalion Executive Officer (BN XO). The Battalion Executive Officer is responsible to the Battalion Commander for the operations and functions of the battalion staff. Specific responsibilities and duties include:

1. Organizing the Cadet battalion staff and ensuring that it works as a team.
2. Inspecting the Cadet battalion staff notebooks weekly and performing other inspections as directed by the Battalion Commander.
3. Ensuring that the battalion staff officers prepare and submit reports on time and that they are engaged in future planning.

4. Maintaining open communication between the Company Commanders, Battalion staff and the Battalion Commander. Ensuring staff is informed of the commander policies and the Battalion Commander is kept updated on the status of projects
5. Supervising, directing, and coordinating the battalion staff to prevent overlapping efforts and to ensure that the commander's desires are understood and achieved.
6. Acting as the Commander-of-Troops (COT) during ceremonies.
7. Ensuring that instructions and orders issued to the Cadet battalion are in accordance with established battalion policies, report orders/policy violations to Battalion Commander.
8. Performing other duties as assigned by the Battalion Commander or the instructor staff
9. Supervising the preparation and submission of required reports as required.
10. Conducting periodic inspections of the JROTC area and taking necessary action to see that it is properly policed.
11. Coordinating and conducting battalion staff meetings.
12. Assuming command of the battalion in the absence of the Battalion Commander and Battalion Deputy Commander.

C. Honor Guard Commander/Board of Review Officer. The board of review officer is an extension of the eyes, ears, voice, and conscience of the Battalion Commander. The board of review officer is a personal staff officer providing the Battalion Commander with a sounding board for issues of the Corps of Cadets. The board of review officer must be an honest broker and consummate fact finder. The board of review officer must understand the merit and demerit system, promotion policies, and be very knowledgeable in all aspects of drill, training, and staff procedures. The board of review officer performs the dual function as the honor guard commander. Specific duties and responsibilities of the board of review officer include:

1. Advising the Battalion Commander and staff of the morale and training of the Corps of Cadets.
2. Ensuring the merit and demerit system is maintained and implemented with highest integrity.
3. Coordinating, scheduling, and overseeing the honor guard selection boards, promotion, reduction, and probation boards for the Corps of Cadets.
4. Ensuring the honor guard and promotion system (boards and policy) is maintained with integrity and fairness.
5. Recommending to the Battalion Commander and instructor staff any Cadets who should be considered for honor guard, promotion, reduction, probation, or disenrollment.
6. Notifying Cadets, in writing, of all pending board actions and allowing Cadets ample time to prepare and appeal such boards.
7. Presiding over all honor guard, promotions, reductions, probation, or disenrollment boards and informing the Battalion Commander of the board results.
8. Maintaining the honor guard program to include scheduling and coordinating boards, training, and testing
9. Establishing a qualification tracking system for honor guard candidates and honor guard members.
10. Maintaining a direct and personal relationship with the staff and Company Commanders.
12. Fostering feelings of mutual respect and confidence among staff and Company Commanders.

13. Ensuring all orders and actions are in compliance with JROTC regulations, policies, procedures, and directives and PGHS policies and procedures.
14. Assisting the Battalion Commander and staff in the execution of their duties as determined by the Battalion Commander and the instructor staff.
15. Performing other duties as assigned by the Battalion Commander or the instructor staff.

D. Battalion Command Sergeant Major (Cadet CSM). The Battalion CSM is the senior enlisted member of the Cadet Corps. As such, he/she supervises the other enlisted members of the battalion. The Battalion CSM is responsible to the Battalion Commander and advises him/her on all matters pertaining to enlisted Cadets. The specific duties and responsibilities for the CSM include:

1. Assisting subordinate NCOs, the Battalion XO, and the S1 with administrative duties/details.
2. Advising and assisting the Battalion Commander in all matters pertaining to the enlisted Cadets in the battalion.
3. Assisting the adjutant in formation and alignment of the battalion at all battalion formations.
4. Receiving personnel updates from 1SGs and verifying with the S1.
5. Training, supervising, and evaluating all color guard and flag details.
6. Coordinating color guard uniform, equipment and flag requirements with the S4.
7. Coordinating color guard rifle requirements with the S2.
8. Scheduling all color guard activities with the S3, the SPO and the training schedule.
9. Inspecting uniforms for serviceability and cleanliness and of Cadets for compliance with Cadet regulations, policies, and procedures.
10. Ensuring practice attendance is properly recorded.
11. Coordinating with the S1 to ensure color guard activities are recorded in JUMS.
12. Being the subject matter expert on drill and ceremonies IAW FM 3-21.5.
13. Reporting to Battalion Commander instances of lack of interest during training, lack of respect of the colors, and any other detrimental information concerning the color guard and the Cadet Corps.
14. Inspecting the National, State, and organizational colors for serviceability in coordination with the honor guard commander and color guard commander.
15. Supervising battalion staff NCOs to ensure they are properly fulfilling their responsibilities.
16. Ensuring that the battalion area, including the drill area, is maintained in a high state of police at all times and that JROTC offices and classrooms are kept neat and orderly.
17. Assisting the board of review officer in all board actions involving all enlisted members of the battalion. Reviewing and providing recommendations to the Battalion Commander on all promotion, reduction, and probation boards.
18. Assuming command of the battalion in the absence of all officers.
19. Performing other duties as assigned by the Battalion Commander or the instructor staff.

E. Color Guard Sergeant Major The color guard sergeant major is responsible to the command sergeant major for the operation of the color guard and the accountability of the color guard equipment to include the colors and the flags. Specific duties and responsibilities include:

1. Maintaining roll and preparing recommendations for awards.
2. Assisting the Cadet CSM in all administrative and training duties.

3. Accounting for color guard equipment at all times and inventorying the color guard equipment monthly.
4. Notifying the Cadet CSM of unserviceable equipment.
5. Grading and evaluating all color guard performances.
6. Scheduling all color guard events approved by the Cadet CSM.
7. Assisting the honor guard commander with tracking Cadets performing color guards.
8. Ensuring the rifles, equipment, and all uniform items are inventoried and loaded in preparation of all practices and competitions.
9. Maintaining the color guard cabinet equipment with an equipment list.
10. Coordinating with the S-1 to ensure color guard personnel attending competitions are recorded in JUMS.

F. Special Assistant to the Senior Army Instructor (SASAI). The special assistant to the SAI is a Cadet that serves as a SAI's assistant who performs tasks designated by the SAI/AI. Specific duties and responsibilities include:

1. Assisting the SAI/AI in administrative and logistic matters.
2. Assisting the SAI/AI in issuance of publications and material.
3. Taking charge of the JROTC office and controlling access to the office/classrooms in the absences of the SAI/AI.
4. Serving as special project officer for functions, exercises, operations designated by the SAI.

8-4 Personnel Section

A. Battalion Adjutant (BN S1). The S1 is the administrative assistant to the Battalion Commander and advises him/her on personnel and health/welfare matters. The S1 specific duty and responsibilities include:

1. Assisting the Battalion CSM in aligning the battalion at all battalion formations.
2. Receiving the report at battalion formations from the Company Commanders and receiving the names of absentees from the Battalion CSM.
3. Assisting the honor guard commander and the Battalion XO in all ceremonies.
4. Ensuring all orders necessary for the operation of the Cadet battalion are prepared and published no later than five days after the events or training activity.
5. Ensuring all Cadet data and information are posted properly in JUMS.
6. Collecting, posting, and maintaining all merit and demerit reports/records.
7. Publishing and executing the Cadet battalion's recruiting plan.
8. Recommending to commanders and staff all personnel assignments and organization.
9. Ensuring Cadets are properly assigned.
10. Preparing periodic strength reports.
11. Reporting and submitting incidents that are prejudicial to good order and discipline to the Battalion XO, the Battalion Commander, and the instructor staff.
12. Recommending improvements to morale and welfare of the battalion.
13. Performing other duties as assigned by the Battalion XO, Battalion Commander, or the instructor staff.

14. Maintaining and filing of the Cadet Personnel Data Entry Form and Cadet Privacy Act Statement and the Health Statement.
15. Ensuring the JROTC office and classroom are maintained in a high state of police.
16. Supervising and training the S1 section in the conduct of their duties and responsibilities.

B. Assistant S1. The assistant S1 is the assistant to the battalion S1 in the conduct of his/her on duties and responsibilities on all personnel and health/welfare matters. The assistant S1 specific duty and responsibilities include:

1. In the absence of the S1, receiving the report at battalion formations from the Company Commanders and receiving the names of absentees from the Cadet CSM.
2. Assisting the S1, honor guard commander, and Battalion XO in all ceremonies.
3. Publishing all orders necessary for the operation of the Cadet battalion as required by the S1.
4. Assisting the S1 to ensure all Cadet data and information are posted properly in JUMS.
5. Posting all merit and demerit reports and records.
6. Performing other duties as assigned by the S1.

C. Personnel Sergeant Major. The personnel SGM is the senior NCO administrative assistant to the S1 and advises the S1 and CSM on all personnel and health/welfare matters. The personnel SGM specific duty and responsibilities include:

1. Assisting in the alignment of the battalion at all battalion formations.
2. Maintaining the attendance reports for all Cadet events and activities
3. Planning special ceremonies in coordination with the honor guard commander, Battalion XO, S3, and S1.
4. Advising the CSM and company personnel sergeants in the assignment of Cadets.
5. Supervising filing and posting all Cadet data and information in JUMS.
6. Supervising the posting and filing all merit and demerit reports/records.
7. Assisting in the publication and execution of the Cadet battalion's recruiting plan.
8. Coordinating with the 1SGs and the CSM on Cadet assignments; and supervising the assignment of Cadets.
9. Reporting incidents that are prejudicial to good order and discipline, and submitting reports to the S1 and CSM.
10. Monitoring Cadet morale and welfare.
11. Performing other duties as assigned by the S1, Battalion XO, CSM, Battalion Commander, or the instructor staff.
12. Ensuring the JROTC office/classroom are maintained in a high state of police.
13. Supervising the S1 Section NCOs as well as the company personnel sergeants in the execution of their duties.
14. Serves as the recorder on all boards.

D. Awards NCO. The awards NCO is responsible to the battalion personnel SGM for the maintenance of the battalion awards program. Specific duties include:

1. Ensuring the company personnel sergeants understand the battalion awards program and are aware of the proper procedures for requesting and processing awards.

2. Receiving and processing any recommendations for awards from the companies to the Battalion personnel SGM.
3. Serving as the subject matter expert (SME) on the battalion awards program.
4. Coordinating with the battalion supply sergeant in assimilating and awards and decorations for battalion award ceremonies.
5. Tracking all awards for the battalion and ensuring all awards properly maintained in JUMS.

E. **Records NCO.** The records NCO is responsible to the personnel SGM for the maintenance of the personnel records and files of the battalion. Specific duties and responsibilities include:

1. Filing all correspondence and events in the PGHS JROTC filing system.
2. Filing Cadet Personnel Data Entry Forms, Cadet Privacy Act and Health Statements
3. Updating records of all Cadet activities in JUMS.
4. Coordinating with the S3 section for all events and activities.
5. Coordinating with company chain-of-command on company personnel actions.
6. Serves as the personnel sergeant for the Headquarters and Headquarters Company.

F. **Portfolio and Publications NCO.** The portfolio and publications NCO is responsible to the personnel SGM for the overall administration of the Cadet portfolios and battalion publications. Specific duties and responsibilities include:

1. Establishing the Cadet portfolios of the HHC personnel.
2. Ensuring Cadet portfolios are maintained IAW CCR 145-2.
3. Coordinating with the company portfolio NCOs in the administration of their duties and maintenance of the company portfolios.
4. Periodically inspecting the Cadet portfolios.
5. Accounting and inventorying the battalion publications to include: regulations; instruction materials, SOPs; field manuals; and training circulars.
6. Submitting requests for publications to the S1 for the SAI.

8-5 Security and Safety Section

A. **Battalion Security Officer** (Battalion S2). The battalion S2 is responsible to the Battalion Commander for all matters pertaining to the enforcement of unit security requirements IAW JROTC regulations and the PGHS JROTC Security SOP. The battalion S2 specific duties and responsibilities include:

1. Ensuring periodic inspections of supply room, equipment storage areas, and classrooms
2. Making necessary on-the-spot corrections resulting from security inspections and reporting to the Battalion XO, Battalion Commander, and the instructor staff.
3. Providing weather updates to the staff for upcoming operations and events.
4. Coordinating all activities involving rifles, including:
 - a. Advising the Battalion Commander, Battalion XO, and the instructor staff on the condition of the rifles.
 - b. Ensuring compliance with the *PGHS JROTC Security SOP* for issue, turn-in and storage of rifles.
 - c. Ensuring current access roster for arms room and supply room is maintained and posted.

- d. Ensuring the monthly sensitive item serial number inventory of all weapons and equipment is conducted.
5. Supervising the battalion safety officer in the performance of his/her duties.
6. Supervising the battalion ordnance officer (BOO) in the performance of his/her duties.
7. Performing duties as assigned by the Battalion chain-of-command or instructor staff.

B. Assistant S2. The assistant S2 is the assistant to the S2 in the conduct of his/her on duties and responsibilities on all matters pertaining to the enforcement of unit security IAW JROTC regulations and the PGHS JROTC Security SOP. The Assistant S2 specific duties and responsibilities include:

1. Making periodic inspections the supply room, equipment storage areas, and classrooms.
2. Making necessary on-the-spot corrections resulting from security inspections and reporting to the S2, Battalion XO, Battalion Commander, and the instructor staff.
3. Assisting preparation of the weather update to the staff for upcoming operations and events.
4. Assisting the S2 in coordinating all activities involving rifles including:
 - a. Advising the S2, Battalion Commander, Battalion XO, and the instructor staff on the condition of the rifles.
 - b. **Ensuring the PGHS JROTC Security SOP** for issue, turn-in and storage of weapons is current and published.
 - c. Ensuring a current access roster for arms room and supply room is maintained and posted.
 - d. Assisting the BOO in the completion of the monthly sensitive item serial number inventory of all weapons and equipment.
5. Assuming the duties and responsibilities of the S2 in his/her absence.
6. Performing other duties as assigned by the S2, Battalion XO, Battalion Commander, or instructor staff.

C. Battalion Ordnance Officer (BOO). The BOO is responsible to the S2 for the accountability and security of all rifles and sabers. The BOO specific duties include:

1. Advising the S2, Battalion XO, Battalion Commander, and the instructor staff on the condition of all rifles.
2. Supervising the issue, maintenance, and turn-in of all rifles.
3. Maintaining the weapons roster.
4. Preparing and issuing rifle cards to Cadets.
5. Coordinating all activities involving rifles and advises the S2, Battalion XO, Battalion Commander, and the instructor staff on the condition of the rifles.
6. Ensuring compliance with the PGHS JROTC Security SOP for issue, turn-in and storage of weapons.
7. Preparing and posting a current access roster for arms room and supply room.
8. Conducting the monthly sensitive item serial number inventory of all rifles and equipment.
9. Supervising the Arms Room NCO in his/her duties and responsibilities.

D. Battalion Safety Officer. The battalion safety officer is responsible to the Battalion Commander on all safety issues for the battalion. While safety is everyone's business and every Cadet is a safety officer, the safety officer is the battalion staff officer responsible for oversight of the battalion safety program. Specific duties and responsibilities include:

1. Conducting risk assessments on all activities and completing Deliberate Risk Assessment Worksheet (DD Form 2977) on all training events and activities in coordination with the S3 and SPO.
2. Completing and ensuring the Deliberate Risk Assessment Worksheets are distributed to the SPO, battalion S3, Battalion XO, Battalion Commander, and the instructor staff two weeks prior to the scheduled events or training activity.
3. Reporting incidents that are prejudicial to good order and discipline to the Battalion Commander, Battalion Executive Officer, or instructor staff in coordination with the S1.
4. Serving as the Officer-in-Charge (OIC) for all events requiring parking details.
5. Ensuring the schedule of the parking details are posted at least two weeks in advance.
6. Coordinating and recruiting Cadets for scheduled parking details.
7. Training Cadets for parking control details.

E. Battalion Safety Noncommissioned Officer. The battalion NCO is responsible for assisting the battalion safety officer on all safety issues and matters related to the battalion safety program. Specific duties and responsibilities include:

1. Assisting preparation of all Deliberate Risk Assessment Worksheet (DD Form 2977) on all training events and activities in coordination with the battalion operations NCO and battalion SPO NCO.
2. Ensuring all Deliberate Risk Assessment Worksheets are administratively correct and submitted at least two weeks prior to the date of the event.
3. Distributing the completed Deliberate Risk Assessment Worksheets to the battalion SPO, battalion S3, Battalion XO, Battalion Commander, and the instructor staff two weeks prior to the scheduled events or training activity.
4. Reporting incidents that are prejudicial to good order and discipline to the battalion safety officer, battalion S1, Battalion XO, Battalion Commander, or instructor staff.
5. Serving as the NCO Officer-in-Charge (NCOIC) for all events requiring parking details.
6. Posting the schedule of the parking details at least two weeks in advance.
7. Assisting the safety officer in recruiting Cadets for all parking details.
8. Assuming the responsibilities of the safety officer in his/her absence.

F. Security Sergeant Major. The Security SGM is the Security Noncommissioned Officer responsible to the Battalion S2 for all matters pertaining to unit security and enforcement of security requirements and the PGHS JROTC Security SOP. The Security SGM specific duties and responsibilities include:

1. Making periodic inspections of supply room, equipment storage areas, and classrooms for S2
2. Making necessary on-the-spot corrections resulting from security inspections and reporting to the Battalion XO, Battalion Commander, and the instructor staff.
3. Assisting preparation of a weather update to the staff for upcoming operations and events.
4. Assisting and coordinating all activities involving rifles and advising the S2, Battalion XO, Battalion Commander, and the instructor staff on the condition of the rifles.
5. Ensuring compliance with PGHS JROTC Security SOP for issue, turn-in and storage of weapons.
6. Ensuring a current access roster for arms room and supply room is maintained and posted.
7. Assisting in the administration of the monthly sensitive item inventory of all rifles and equipment.

8. Performing other duties as assigned by the CSM, S2, Battalion XO, Battalion Commander or Deputy, or instructor staff.

G. Arms Room NCO. The arms rooms NCO is responsible to the battalion security SGM for the accountability and security of the rifles and sensitive items maintained in the arms room. Specific duties and responsibilities include:

1. Issuing, maintaining, and turning in of all rifles.
2. Assisting the BOO in preparation of the rifle roster.
3. Assisting the BOO in preparation of the monthly sensitive item inventory on all rifles and equipment.
4. Preparing and issuing rifle cards to Cadets.

8-6 Training and Operations Section

A. Battalion Operations and Training Officer (Battalion S3. The S3 assists the Battalion Commander in the conduct of training and operations; general supervision of all Cadet training; and keeps the Battalion Commander informed of the progress in training and operations. The S3 specific duties and responsibilities include:

1. Preparing the Master Training Schedule under the supervision of the Instructor Staff.
2. Supervising preparation of the weekly training schedule and assigning officers and NCOs as instructors in coordination with the instructor staff.
3. Supervising the posting of the weekly training schedules on bulletin boards no later than Thursday two weeks prior to the scheduled week of training.
4. Assigning areas for outdoor training and ensuring classrooms are available and prepared for training.
5. Inspecting of the drill areas prior to use by the battalion.
6. Ensuring that the drill areas are left in a high state of police upon completion of training periods.
7. Ensuring the drill areas or gym (during inclement weather) are prepared for inspections, reviews and ceremonies.
8. Planning and supervising training events.
9. Inspecting Cadet training for compliance.
10. Ensuring all training events/activities are documented in JUMS.
11. Coordinating the training of the drill teams, color guard, and honor guard.
12. Ensuring a record of team membership and team practice attendance is maintained by the special team commanders.
13. Organizing events such as, reviews, parades, co-curricular, and extracurricular activities.
14. Ensuring the assistant S3, training officer, plans officer, and operations SGM are fully trained and capable of performing their assigned duties.
15. Assuming command of the battalion in the absence of the Battalion XO, Battalion Deputy Commander and Battalion Commander.
16. Performing other duties assigned by the Battalion XO, Battalion Commander, or the instructor staff.

B. Assistant S3. The assistant S3 assists the S3 in the execution of all areas of training and operations and general supervision of all training of the Cadet Corps. The assistant S3 specific duties and responsibilities include:

1. Assisting the S3 in the execution of all his/her duties and responsibilities.
2. Assisting the S3 in the supervision of all training events.
3. Assisting the S3 in the inspection of Cadet training for compliance.
4. Submitting and updating all training events in JUMS.
5. Ensuring the training officer, plans officer, and operations SGM are fully trained and capable of performing their assigned duties.
6. Assuming the duties and responsibilities of the S3 in his/her absence.
7. Performing other duties assigned by the S3, Battalion XO, Battalion Commander, or the instructor staff.

C. Plans Officer (Cadet CPT). The plans officer is responsible to the S3 for the planning, coordinating, and documenting all battalion collective training events and activities. The plans officer specific duties and responsibilities include:

1. Planning all training events
2. Conducting Pre-Movement Checks (PCC) and Pre-Movement Inspections (PMI).
3. Supervising the loading of all battalion equipment for all training events and activities.
4. Preparing announcements and coordinating with the S5 and S6 broadcasting staff for publication on the school announcements.
5. Preparing the menu and grocery lists for all training events and activities.
6. Ensuring all training events and activities are properly saved on the battalion hard drive.
7. Performing other duties assigned by the S3, Battalion XO, Battalion Commander, or the instructor staff.

D. Training Officer (Cadet CPT). The training officer is responsible to the S3 for documenting and coordinating all training events and activities. The training officer specific duties and responsibilities include:

1. Preparing the weekly training schedule and assigning officers and NCOs as instructors in coordination with the instructor staff.
2. Posting the weekly training schedules on bulletin boards no later than Thursday two weeks prior to the scheduled week of training.
3. Coordinating with all team commanders to ensure a record of team membership and team practice attendance.
4. Updating S3 Training in JUMS.
5. Maintaining and updating the suspense calendar.
6. Performing other duties assigned by the S-3, Battalion XO, Battalion Commander, or the instructor staff.

E. Operations Sergeant Major. The operations SGM assists the S3 in the conduct of training and operations, and general supervision of all training of the Cadet Corps and keeps the S3 and CSM informed of the progress in training and operations. The operations SGM specific duties and responsibilities include:

1. Assisting the S3 in the preparation the Master Training Schedule under the supervision of the instructor staff.
2. Assisting the S3 in the preparation of the weekly training schedule and assigning officers and NCOs as instructors in coordination with the instructor staff.

3. Ensuring the weekly training schedules are posted on bulletin boards no later than Thursday two weeks prior to the scheduled week of training.
4. Assigning areas for outdoor training and ensuring classrooms are available and prepared for training.
5. Inspecting of the drill field prior to use by the battalion.
6. Ensuring drill areas are left in a high state of police upon completion of training periods.
7. Ensuring drill areas or gym (during inclement weather) are prepared for reviews and ceremonies.
8. Planning and supervising training events.
9. Inspecting Cadet training for compliance.
10. Coordinating with the S1 to ensure a record is maintained of all extracurricular training/activities conducted by the Cadet Corps.
11. Coordinating the training areas of the drill teams, color guard, and honor guard.
12. Ensuring a record of team membership and team practice attendance.
13. Organizing events such as, reviews, parades, and extracurricular activities.
14. Ensures the S3 Training in JUMS is maintained up-to-date.
15. Performing other duties assigned by the S3, CSM, Battalion XO, Battalion Commander, or the instructor staff.

F. Special Projects Officer (Battalion SPO). The SPO is responsible to the Battalion Commander for planning and coordinating special projects as outlined by the Battalion Commander, Battalion XO, or the instructor staff. The SPO specific duties include:

1. Coordinating with the S1 to ensure a record is maintained of all extracurricular training/activities conducted by the Cadet Corps.
2. Preparing and publishing all operations orders, after action reviews (AAR), hot washes, roundtables, end-of-course critiques, and command climate surveys.
3. Maintaining the activities notebook on all training events and activities.
4. Assisting and coordinating changes of command and award ceremonies.
5. Performing other duties assigned by the S3, Battalion XO, Battalion Commander, or the instructor staff.

G. Assistant Special Projects Officer (Cadet CPT). The assistant SPO is responsible for assisting the SPO for planning and coordinating special projects as outlined by the Battalion Commander, Battalion XO, or the instructor staff. Specific duties include:

1. Assisting the SPO in coordinating with the S1 to ensure a record is maintained of all extracurricular training/activities conducted by the Cadet Corps.
2. Assisting the SPO in the preparation and publication all operations orders, after action reviews (AAR), hot washes, roundtables, end-of-course critiques, and command climate surveys.
3. Maintaining the activities notebook on all training events and activities.
4. Assisting and coordinating changes of command and award ceremonies.
5. Assuming the SPO duties and responsibilities in his/her absence.
6. Performing other duties assigned by the S3, Battalion XO, Battalion Commander, or the instructor staff.

H. Special Projects NCO (Cadet MSG). The SPO NCO is responsible to the SPO for planning and coordinating special projects as outlined by the Battalion Commander, Battalion XO, or instructor staff. The SPO NCOIC specific duties include:

1. Coordinating with the S1 to ensure a record is maintained of all extracurricular training/activities conducted by the Cadet Corps.
2. Preparing and publishing all operations orders, after action reviews (AAR), hot washes, roundtables, end-of-course critiques, and command climate surveys.
3. Maintaining the activities notebook on all training events and activities.
4. Assisting and coordinating changes of command and award ceremonies.
5. Performing other duties assigned by the S3, Battalion XO, Battalion Commander, or the instructor staff.

8-7 Logistics Section

A. Battalion Logistics Officer (Battalion S4). The S4 is responsible to the Battalion Commander for the maintenance, security, record keeping, issue, and turn-in of all US government property (except ordnance). Under the supervision of the Instructor Staff, the logistics officer determines supply requirements; maintains a running inventory of property; requisitions, procures, and stores supplies; collects and disposes of excess and salvage equipment and clothing. The S4 specific duties and responsibilities:

1. Ensuring a JROTC Clothing and Equipment Record is documented in JUMS.
2. Ensuring accountability of all equipment and supplies used by the Battalion is properly maintained.
3. Monitoring the record of all logistics and supply actions on JUMS.
4. Ensuring a running inventory of all supplies/property; determining supply requirements; and preparing requisitions for equipment and supplies required for the battalion is maintained.
5. Supervising and ensuring the supply room is functional, neat and orderly.
6. Maintaining security of all items of clothing and equipment in the supply room and other storage areas in coordination with the S2.
7. Conducting periodic inventories of the on-hand supplies and equipment; submitting weekly reports to the instructor staff on the availability of supplies and on the condition of equipment.
8. Issuing and collecting clothing, equipment and other supply items as directed by the Battalion chain of command or instructor staff.
9. Collecting and disposing of excess salvage equipment and clothing.
10. Ensuring adequate cleaning materials are available for use during assigned maintenance activities.
11. Arranging for maintenance and cleaning details as required in coordination with the S1 and CSM.
12. In coordination with the CSM, making periodic inspections of the National, State, and organizational colors for serviceability.
13. Supervising the activities of the logistics section.
14. Performing other duties as assigned by the Battalion chain of command or instructor staff.

B. Assistant S4. The assistant S4 is responsible to the S4 for the maintenance, security, record keeping, issue, and turn-in of all US government property (except ordnance). Under the supervision of the instructor staff, the logistics officer determines supply requirements; maintains a running inventory of property; requisitions, procures, and stores supplies; collects and disposes of excess and salvage equipment and clothing. The assistant S4 specific duties and responsibilities:

1. Creating and ensuring a JROTC Clothing and Equipment Record is documented in JUMS.
2. Maintaining accountability of all equipment and supplies used by the battalion.
3. Maintaining the record of all logistics and supply actions on JUMS.
4. Maintaining a running inventory of all supplies/property; determining supply requirements; and preparing requisitions for equipment and supplies required for the battalion.
5. Maintaining the supply room is functional and neat and orderly.
6. Maintaining security of all items of clothing and equipment in the supply room and other storage areas in coordination with the S2.
7. Conducting periodic inventories of the on-hand supplies and equipment; submitting weekly reports to the instructor staff on availability of supplies and condition of equipment.
8. Issuing and collecting clothing, equipment and other supply items as directed by the Battalion chain of command or instructor staff.
9. Collecting and disposing of excess salvage equipment and clothing.
10. Ensuring adequate cleaning materials are available for use during maintenance activities.
11. Arranging for maintenance, cleaning details as required in coordination with S1 and CSM.
12. In coordination with the CSM and the Color guard SGM, making periodic inspections of the National, State, and organizational colors for serviceability.
13. Supervising the activities of the Property Book Officer.
14. Performing other duties as assigned by the S4, Battalion XO, Battalion Commander, or instructor staff.
15. Assuming the responsibilities of the S4 in his/her absence.

C. Property Book Officer (Cadet CPT). The PBO is responsible to the S4 for maintaining accountability of all equipment and supplies used by the battalion. The PBO specific duties include:

1. Conducting a monthly inventory of all property (except clothing).
2. Cleaning the offices and office areas.
3. Maintaining the accountability of all equipment and supplies used by the battalion.
4. Conducting periodic inventories of on-hand supplies and equipment; submitting weekly reports to the instructor staff on the availability of supplies and on the condition of equipment.
5. Performing other duties as assigned by the S4, Battalion XO, Battalion Commander, or instructor staff.

D. Logistics Sergeant Major (Cadet SGM). The logistics SGM is the senior NCO of the logistics section and responsible for assisting the S4 in the execution of his/her duties. Specific duties of the logistics SGM include:

1. Determines supply requirements.
2. Maintains a running inventory of property.
3. Requisitions, procures, and stores supplies.
4. Collects and disposes of excess and salvage equipment and clothing.

E. Supply Sergeant. The battalion supply sergeant is responsible to the S4 for all logistics actions within the battalion logistics section. Specific duties of the battalion supply sergeant include:

1. Maintaining property accountability under automated JUMS in coordination with logistics section
2. Coordinating with supply activities/actions.

3. Assisting in the development of equipment requirements and reports;
4. Posting transactions to Document Register for Supply Actions (DA Form 2064), Property Record (DA Form 3328) and supporting transaction files.
5. Managing and accounting for Organizational Clothing and Individual Equipment.
6. Ensuring the supply room is maintained in a high state of police at the end of their block of instruction.

8-8 Public Information Section

A. Battalion Public Information Officer (PIO) (Battalion S5). The S5 is the “spokesperson” for the Cadet Corps. The S5 is the contact between the Cadet Corps and all of the representatives of the student body, the faculty, and the local news media. The S5 must be alert to assure that the many JROTC activities are publicized in such a way as to create the best possible image of the Cadet Corps and PGHS. The specific duties and responsibilities of the S5 include:

1. Preparing reviewing, and distributing news releases to all elements of the local news media (newspapers, radio, and television stations) to include activities such as: awards ceremonies; JROTC Accreditation Program; battalion participation in parade and community events; competitions; and any other information which will be favorably viewed or read, or which provide public knowledge of PGHS JROTC programs and activities.
2. Ensuring an annual scrap book of historical record of events of PGHS JROTC. All news articles, photographs and other items of information pertaining to the Cadet Corps.
3. Assuring that all articles for release to news media have been cleared and approved by the instructor staff before publication.
4. Ensuring the JROTC bulletin board updated and maintained as directed by the Battalion XO, Battalion Commander, and the instructor staff.
5. Conducting briefings on the functions and purpose of the PGHS JROTC program.
6. Training and supervising the PIO staff to ensure they are familiar with and capable of performing their assigned duties.
7. Publication and distribution of the PGHS JROTC Newsletter every marking period.
8. Ensuring all JROTC events and activities have photographic coverage.
9. Performing other duties as assigned by the Battalion chain of command or instructor staff.

B. Assistant S5 (Cadet CPT). The assistant S5 is responsible for assisting and supporting the S5 in the execution of his/her duties. The specific duties and responsibilities of the S5 include:

1. Assisting in the preparation and distribution of news releases to all elements of the local news media (newspapers, radio, and television stations) to include activities such as: awards ceremonies; JROTC Accreditation Program; battalion participation in parade and community events; competitions; and any other information which will be favorably viewed or read, or which provide public knowledge of PGHS JROTC programs and activities.
2. Maintaining an annual scrap book of historical record of events of PGHS JROTC. All news articles, photographs and other items of information pertaining to the Cadet Corps.

3. Preparing articles for release to news media have been cleared and approved by the instructor staff before publication.
4. Maintaining the JROTC bulletin board.
5. Preparing and conducting briefings on the functions and purpose of the PGHS JROTC program.
6. Drafting of the PGHS JROTC Newsletter every marking period.
7. Assuming the duties and responsibilities of the S5 in his/her absence.
8. Performing other duties as assigned by the S5, Battalion XO, Battalion Commander/Deputy, or the instructor staff.

C. Public Affairs Officer (PAO) The Battalion PAO is the “spokesperson” for the Cadet Corps. The PAO assists the S5 in publicizing the activities of JROTC. The specific duties and responsibilities of the PAO include:

1. Taking pictures for all training events and activities.
2. Serving as the liaison (point of contact) between the battalion and all news media including: PGHS broadcasting team; Daily News Record; and local television stations.
3. Performing other duties assigned by the S5, Battalion chain of command or the instructor staff.

D. Yearbook Liaison Officer. The yearbook liaison officer (LNO) represents the S5 to establish, coordinate, and maintain close, continuous communication with the yearbook (TAJ) staff. The LNO is responsible for selecting and proofing all yearbook layouts and pictures.

E. Newstreak Liaison Officer. The PGHS and community news liaison officer (LNO) represents the S5 to establish, coordinate, and maintain close, continuous communication with the Newstreak staff. The LNO is responsible for preparing all news articles, selecting and proofing all pictures for new release and Newstreak.

F. Public Information Sergeant Major (Cadet SGM) (PIO SGM). The PIO SGM assists the S5 in the administration of his/her duties and responsibilities. The PIO SGM is the Noncommissioned Officer contact between the Cadet Corps and all of the representatives of the student body, the faculty, and the local news media. The PIO SGM is responsible for assisting the S5 staff in the execution of their duties and responsibilities.

8-9 Information Technology Section

A. Battalion Information Technology Officer (Battalion S6) The S6 is responsible to the Battalion Commander for automation management, network management, information security, accountability, and maintaining all projection, and sound equipment issued to the battalion. The S6 specific duties include:

1. Ensuring that all equipment is operational and in working order.
2. Becoming thoroughly proficient and understand the operation of all automations equipment.
3. Ensuring the PGHS JROTC website is updated weekly.
4. Coordinating with the team commanders and staff officers for information for the PGHS JROTC website.
5. Performing monthly inventory of all electronic, video, photographic, audio, and automation equipment.

6. Establishing automation systems procedures for all automation software and hardware in JROTC.
7. Preparing Power Point presentations for all briefings, award ceremonies, and staff meetings.
8. Managing communication security (passwords) for all automation software and hardware.
9. Performing other duties assigned by the Battalion XO, Battalion Commander, or the instructor staff.

B. Automations Officer. The automation officer is responsible to the S6 for the accountability and operation of all automation equipment and electronic devices. Specific duties include:

1. Maintaining the operation of all automation equipment.
2. Being proficient and understanding the operation of all automations equipment.
3. Updating the PGHS JROTC website weekly.
4. Coordinating with the team commanders and staff officers for information for the PGHS JROTC website and/or link to PGHS website.
5. Performing monthly inventory of all electronic, video, photographic, audio, and automation equipment.
6. Establishing automation systems procedures for all automation software and hardware in JROTC.
7. Assisting the S6 in the preparation of Power Point presentations for all briefings, award ceremonies, and staff meetings.
8. Establishing communication security (passwords) for all automation software and hardware.
9. Performing the duties of the S6 in his/her absence.
10. Performing other duties assigned by the S6, Battalion Commander, or the instructor staff.

C. Automations Noncommissioned Officer (Cadet MSG). The automations NCO is the Noncommissioned Officer responsible for assisting the S6 and automations officer in the performance of their duties. The automations NCO specific duties include:

1. Assisting in the maintenance of all automation equipment.
2. Being proficient and understanding the operation of all automations equipment.
3. Gathering information from the team commander and staff officers for the update of the PGHS JROTC website.
4. Assisting in the monthly inventory of all electronic, video, photographic, audio, and automation equipment.
5. Establishing automation systems procedures for all automation software and hardware in JROTC.
6. Assisting the S6 and automations officer in the preparation of Power Point presentations for all briefings, award ceremonies, and staff meetings.
7. Assisting the automations officer in the establishment of communication security (passwords) for all automation software and hardware.
8. Performing other duties assigned by the S6, Battalion Commander, CSM, or the instructor staff.

8–10 Company Headquarters

A. Company Commander (CO CDR) (Cadet 2LT-CPT). The Company Commander is responsible for all the company does or fails to do. He/she exercises control of the company through the

company XO and platoon leaders. He/she keeps the Battalion Commander apprised of the status of the company at all times. The Company Commander recommends assignment, reassignment, promotions, and reduction of Cadets under his/her command. The Company Commander must be an expert in all phases of drill. The following are some of your specific duties:

1. Commanding the company at all formations.
2. Preparing the company for physical readiness training and in-ranks inspections.
3. Consulting the training schedules, studying the drill references, and ensuring that you and your subordinates are prepared to instruct.
4. Keeping the company XO informed and ensuring that he/she is prepared to assume command in your absence.
5. Making on-the-spot corrections at any time to ensure that all members of the company understand and comply with Cadet regulations.
6. Ensuring that all members of your company know and use the chain-of- command from squad leaders, platoon sergeants, platoon leaders, first sergeants and Company Commander.
7. Making each Cadet an effective member of your company; taking an interest in their problems; offering advice and helping them solve their problems through positive counseling.
8. Conducting inspections at every formation; making on-the-spot corrections as necessary; following-up ensuring that deficiencies from earlier inspections are corrected.
9. Executing the orders of the Battalion Commander even though you may not personally agree with them.
10. Seeking advice from the Battalion Commander or instructor staff when encountering a problem to which you do not know the answer.
11. Issuing merits and demerits to deserving Cadets.
12. Attending all staff meetings.

B. Company Executive Officer (CO XO) (Cadet 2LT or 1LT). The Company XO assists the Company Commander in the training of the company and performs such administrative duties as designated by the Company Commander. The XO should be well-versed in all of the functions of command and be prepared to assume command of the company during the absence of the Company Commander.

C. Company First Sergeant (CO 1SG) (Cadet 1SG). The first sergeant is responsible to the Company Commander for the care and welfare of the enlisted Cadets as well as administrative matters of the unit. The First Sergeant is the senior enlisted person in the company. Specific duties and responsibilities include:

1. Forming and aligning the company, except when directed otherwise by the Company Commander.
2. Receiving the report from platoon sergeants and submitting them to the CSM.
3. Checking all merits and demerits with the Company Commander before submitting them to the S1.
4. Keeping the Company Commander informed on all matters pertaining the health and welfare of the unit.
5. Ensuring all Cadets of the company are in proper uniform for training.
6. Assisting the Company Commander and XO in administrative details as directed.
7. Knowledgeable of all phases of drill and ceremonies; participating in all company activities including drill and physical readiness training.

8. Assuming command of the company in the absence of all Cadet Officers.
9. Setting the example.
10. Training platoon sergeants to take over his or her job in an emergency.
11. Training the company guidon bearer.
12. Performing other duties as assigned by the Company Commander, CSM, or instructor staff.

D. Portfolio NCO (Cadet SSG). The company portfolio NCO is responsible to the Company Commander for the overall maintenance and upkeep of the portfolios for the Company/class. Specific duties of the company portfolio NCO include:

1. Coordinating with the battalion portfolio NCO for the maintenance of Cadet portfolios.
2. Ensuring Cadet portfolios are maintained IAW CCR 145-2.
3. Preparing the portfolio covers for each Cadet in their respective company.
4. Conducting periodic spot checks on the company portfolios and reporting any findings to the first sergeant.
5. Ensuring the classroom is maintained in a high state of police at the end of the class period or training.

E. Personnel Sergeant (Cadet SSG). The company personnel sergeant is responsible to the Company Commander for the personnel actions within the company in coordination with the battalion personnel section. Specific duties of the company personnel sergeant include:

1. Updating JUMS in coordination with the S1 section IAW CCR 145-2.
2. Preparing all personnel actions (award/promotion/reductions) requests for the company to the S1.
3. Updating personnel data base in JUMS for personnel in their respective company.
4. Processing all company merit/demerit reports as required by the S1.
5. Filing all inspection reports for the company.

F. Supply Sergeant (Cadet SSG). The company supply sergeant is responsible to the Company Commander for all logistics actions within the company in coordination with the battalion logistics section. Specific duties of the company supply sergeant include:

1. Updating JUMS in coordination with the logistics section IAW CCR 145-2.
2. Preparing all supply actions/requests for the company to the S4.
3. Updating logistics data in JUMS for Cadets in their respective company.
4. Issuing all clothing and property to Cadets in their respective company as the battalion logistics representative.
5. Ensuring the supply room is maintained in a high state of police at the end of their block of instruction.

8-11 Platoon Organization

A. Platoon Leader (PLT LDR) (Cadet 2LT). The platoon leader is a very desirable position. A platoon leader has a platoon of Cadets for whom they are directly responsible. Primarily, the job is one of leadership, training, and discipline. Platoon leaders also have the opportunity and privilege to be a role model, coach, and counselor. The duties and responsibilities of a platoon leader are:

1. Keep the Company Commander apprised of the status of the platoon at all times.

2. Organizing and maintaining an effective chain-of-command. Learning the names of every one in your platoon and use their names when addressing them.
3. Conducting an inspection of your platoon at platoon formations.
4. Using the chain-of-command to accomplish tasks; working mainly with the platoon sergeant and squad leaders.
5. Knowing all Cadet regulations and ensuring that all members of the platoon also know and follow them.
6. Enforcing orders from superiors whether you agree with them or not; however, if you think an order is wrong, discuss it with the chain-of-command or the Instructor Staff, as necessary.
7. Developing a spirit of teamwork so as to instill respect, obedience, and cooperation in the unit.
8. Knowing all phases of drill; be able to supervise/conduct platoon drill and, if you are the senior officer present in a formation, be able to conduct company drill.
9. Setting high standards of personal appearance and conduct for yourself. Remember, the platoon leader sets the example for the platoon to follow.
10. Making an effort to resolve all leadership, training, and disciplinary problems at the platoon level; if you cannot solve the problem, seeks the advice and assistance of the Company Commander, company XO, or first sergeant.
11. Providing assistance/counseling personnel in the platoon, especially when requested by a squad leader or platoon sergeant, and/or when necessary for performance or disciplinary reasons.

B. Platoon Sergeant (PSG) (Cadet SFC). The primary concern of the platoon sergeant is the training of the platoon and supervising the squad leaders. The platoon sergeant is responsible to the platoon leader for the administrative duties of the platoon. The platoon Sergeant is the first supervisor above the squad leader in the chain-of-command. He/she works directly with the squad leaders. He/she should know the weaknesses and strengths of each Cadet within the platoon. The specific duties and responsibilities of the platoon sergeant include:

1. Setting the example at all times.
2. Forming the platoon; submitting the report to the first sergeant.
3. Keeping the platoon leader informed on all matters pertaining to the platoon.
4. Assuming command of the platoon in the absence of the platoon leader.
5. Enforcing the orders and instructions of the platoon leader.
6. Supervising the squad leaders with the inspection of their squads at formation.
7. Developing a spirit a teamwork and respect from each member of the platoon.
8. Becoming proficient in drill and ceremonies and knowing FM 3-21.5.
9. Knowing and requiring all platoon members to know the Cadet regulations.
10. Be familiar with the duties of the First Sergeant so that he/she is capable to assume those duties when needed.

C. Squad Leader (SL) (Cadet SSG) or SGT). Squad leaders are responsible to the platoon sergeant/platoon leader for the appearance, conduct, training, and discipline of their Squad. They ensure that each squad member learns and does what is expected, maintains high standards of behavior. Specific duties and responsibilities include:

1. Setting the example at all times.
2. Knowing the number, names, and personal information on all assigned personnel.
3. Counseling/assisting squad members with JROTC matters or helping them find solutions to other issues when possible; referring them to the platoon sergeant/platoon leader if you are unable to handle/resolve an issue.
4. Forming the squad correctly. Making an accurate by-name report of the persons present and absent during activity period, company or platoon formations, and other battalion activities.
5. Being thoroughly familiar with individual, squad, and platoon drill outlined in FM 3-21.5.
6. Inspecting the personal appearance of each squad member at each formation; ensuring each Cadet has the authorized clothing and equipment and it is properly maintained.
7. Developing responsibility and leadership in team, leaders and be the first person they turn to for assistance and advice.

D. **Team Leader (TL)** (Cadet CPL). Team leaders are responsible for the formation, appearance, and discipline of their team members, and must be prepared to assume control of the squad in the absence of the squad leader. Specific duties and responsibilities of the Team Leader are:

1. Setting the example at all times.
2. Knowing the number, names, and personal information on all assigned Cadets.
3. Assisting team members with JROTC matters when possible; refer them to the SL for assistance if you are unable to handle/resolve an issue.
4. Be thoroughly familiar with individual and squad drill IAW FM 3-21.5; inspect team members during formations, ensuring they know what is required of them.

E. **Team Members** (Cadet PV1-CPL). Duties and responsibilities of team members are:

1. Maintaining and wear the entire uniform to standard when prescribed.
2. Properly safeguarding and care for all equipment and materials issued to you and for which you are responsible.
3. Ensuring you are on time for all official formations requiring your presence.
4. Conducting yourself in a manner that brings credit to you, the Cadet Corps, and PGHS.

8-12 Drill Team Organization

A. **Drill Team Commander** (Cadet Captain) Regulation Drill Team Commander is normally a LET 3 or LET 4 who has two to three years of experience on the Regulation Drill Team. The duties of the Regulation Drill Team Commander are:

1. Supervising the regulation drill team at all times
2. Be thoroughly familiar with the regulation drill team requirements in all competition memorandums of instruction (MOI).
3. Recommendations to the drill team advisor as to the makeup and composition of the Drill Team.
4. Training and mentoring the drill team NCOIC in the duties of drill team commander.

5. Recruiting members and organize the Cadet drill team(s).
6. Scheduling the drill team training program and coordinating with the S3.
7. Coordinating uniform and equipment requirements with S4.
8. Coordinating rifle requirements with the S2 and BOO.
9. Scheduling and coordinating drill programs, parades, and competitions with the S3 and SPO and the training schedule.
10. Ensuring practice attendance is properly recorded.
11. Coordinating with the S1 to ensure drill team personnel attending competitions are recorded in JUMS.
12. Be thoroughly familiar with FM 3-21.5.
13. Informing the Battalion Commander on all aspects of the Drill Team.
14. Maintaining the trophy and display cases: placing new trophies as they are earned by teams; arranging for dusting, maintenance, or rearranging of all display items or trophies as needed.

B. Armed Exhibition Drill Team Commander (Cadet Captain) the armed exhibition commander is normally a LET 3 or LET 4 who has two to three years of experience on the Armed Exhibition Drill Team. The specific duties of the Armed Exhibition Drill Team Commander include:

1. Choreography of the team routine and movements for both squad and platoon.
2. Supervising the armed exhibition drill team at all times.
3. Be thoroughly familiar with the armed exhibition drill team requirements in all competition memorandums of instruction (MOI).
4. Recommendations to the Drill Team Advisor as to the makeup and composition of the Armed Exhibition Drill Team.
5. Training and mentoring the Armed Exhibition Drill Team NCOIC in the duties of Armed Exhibition Drill Team Commander.
6. Recruiting members for the armed exhibition team.
7. Scheduling the drill team training program and coordinating with the drill team commander and the S3.
8. Coordinating uniform and equipment requirements with S4.
9. Coordinating rifle requirements with the S2 and BOO.
10. Scheduling and coordinating drill programs, parades, and competitions with the drill team commander, the S3 and SPO and the training schedule.
11. Ensuring practice attendance is properly recorded.
12. Coordinating with the S1 to ensure drill team personnel attending competitions are recorded in JUMS.
13. Be thoroughly familiar with FM 3-21.5.
14. Informing the Battalion Commander on all aspects of the Drill Team.

C. Unarmed Exhibition Drill Team Commander (Cadet Captain) The unarmed exhibition commander is normally a LET 3 or LET 4 who has two to three years of experience on the Unarmed Exhibition Drill Team. . The specific duties of the Unarmed Exhibition Drill Team Commander include:

1. Choreography of the team routine and movements for both squad and platoon.
2. Supervising the Unarmed Exhibition Drill Team at all times

3. Be thoroughly familiar with the unarmed exhibition drill team requirements in all competition memorandums of instruction (MOI).
4. Recommendations to the Unarmed Exhibition Drill Team Advisor as to the makeup and composition of the Unarmed Exhibition Drill Team.
5. Training and mentoring the Unarmed Exhibition Drill Team NCOIC in the duties of Unarmed Exhibition Drill Team Commander.
5. Recruiting members and organize the Cadet drill team(s).
6. Scheduling the drill team training program and coordinating with the S3.
7. Coordinating uniform and equipment requirements with S4.
8. Coordinating rifle requirements with the S2 and BOO.
9. Scheduling and coordinating drill programs, parades, and competitions with the drill team commander, the S3, and SPO and the training schedule.
10. Ensuring practice attendance is properly recorded.
11. Coordinating with the S1 to ensure drill team personnel attending competitions are recorded in JUMS.
12. Be thoroughly familiar with FM 3-21.5.
13. Informing the Battalion Commander on all aspects of the unarmed exhibition drill team.

D. Drill Team Sergeant Major (Cadet Sergeant Major) The drill team sergeant major will normally be a LET-2 or LET-3 Cadets with a minimum of one year team experience for their specific team and who is capable of assuming all duties of the commander. He/she will:

1. Keep roll and prepare recommendations for awards.
2. Assist in the supervision and conduct of Raider Team training and competition.
3. Supervise the issue, turn-in, security and inventory of all Raider team equipment.
4. Ensure the rifles, equipment, and all uniform items are inventoried and loaded in preparation of all practices and competitions.
5. Maintain the equipment box with an equipment list.

8-13 Raider Team Organization

A. Raider Team Commander: The Raider Team Commander will normally be a LET-3 or LET-4 Cadet who has two to three years of experience on the Raider Team. Specific duties are:

1. Supervising of the raider team at all times.
2. Be thoroughly familiar with raider challenge tasks contained in the 4th Brigade Raider MOI.
3. Make recommendations to the raider team Advisor as to the make-up and composition of the raider team.
4. Training and mentoring raider SGM in the duties of raider team commander.
5. Organizing the training schedule for the raider team.
6. Recruiting members and organize the Cadet raider team(s).
7. Coordinating uniform and equipment requirements with S4.
8. Scheduling raider competitions for the raider teams; coordinating these activities with S3, SPO, and the training schedule.
9. Ensuring practice attendance is properly recorded.

10. Coordinating with the S1 to ensure raider personnel attending competitions are recorded in JUMS.

B. Raider Team Sergeant Major. The Raider Team Sergeant Major will normally be a LET-2 or LET-3 Cadet with a minimum of one year prior Raider Team experience and who is capable of assuming all duties of the Commander. He/she will:

1. Maintaining roll and preparing recommendations for awards.
2. Assisting in the supervision and conduct of raider team training and competitions.
3. Supervising the raider team sergeant and assisting in the issue, turn-in, security and inventory of all raider team equipment.

C. Raider Team Sergeant. The raider team sergeant must have a working knowledge of raider team training and a sound concept of supply accountability procedures. Specific duties are:

1. Preparing and have available all necessary items and equipment for every raider team practice and competitions.
2. Inventorying all raider team equipment and uniforms.
3. Maintaining all raider team equipment in a good condition and working order.
4. Keeping the raider team advisor and the S4 informed of shortcomings or items that need to be ordered.

8-14 Academic Team Commander. Primary duties include:

1. Organizing and scheduling the training/practice schedule for the academic/leadership team.
2. Recruiting members and organizing the Cadet academic and leadership team(s).
3. Coordinating with the S1 to ensure Cadets participating in academic/leadership competitions are recorded in JUMS.

8-15 Leadership Summary

A. Human Factors. We live in a complex world and it is essential that every member of the PGHS JROTC Corps of Cadets be a leader-actually or potentially. You must know how to take the best advantage of the inherent human factors with which you were born. These things are traits or characteristics that are his/her alone. You must be aware of your own strengths and weaknesses. Each person must know themselves. This section is a distillation of many years of experience that have been devoted to being a leader of men and women and studying successful leaders. You will use these factors in furthering your own study and development of your own philosophy of leadership and citizenship.

B. Leadership Traits. Leadership traits are personal qualities which, if demonstrated in daily activities, help the commander earn the respect, willing obedience, and loyal cooperation of his/her followers. Each person differs in the degree to which he/she displays each of the traits which compose their total personality. Our reaction to other individuals depends in great part on their personalities, which are the sum total of their traits or personal characteristics. The attitudes of the followers toward a leader are greatly influenced by the personal qualities he/she demonstrates, since the effect of

leadership in a military unit, as in any other group, depends upon the interaction of two or more personalities. The traits demonstrated by a leader directly affect the behavior of the followers and their willingness to accomplish a mission.

C. Self-Evaluation/Self-Assessment. It is essential that a good leader knows himself or herself. To know yourself fully, it is important that you make an honest and objective self-evaluation which will allow you to take advantage of your strong traits, and to strengthen or eliminate the weak ones.

D. Leadership Techniques. Leadership is simply the action you take as an individual to solve problems confronting you in a leadership position. Different individuals use different techniques; some good, some bad. Good techniques are developed by solving leadership problems in your own way, while using leadership principles as your guides. A leader can, if necessary, force subordinates to carry out orders under threat of punishment. The leader who uses this fear technique will not survive as a leader. You must develop techniques of leadership that will enable you to direct and to influence your subordinates. The key word is "influence," not "direct." You must learn for yourself how to impose your will in a way to gain respect, obedience, and loyal cooperation, while creating good morale, discipline, and proficiency among those you lead. To lead, you must set the example and know your job. Remember: Only a fool thinks he/she can fool his/her contemporaries and subordinates.

E. Counseling. A leader has an inherent responsibility to provide timely help and guidance to subordinates. A leader must talk with a person in a way that helps that person solve a problem or helps to create conditions that will cause the person to improve his/her behavior, character, or values. In order to effectively counsel, a leader must first learn to listen. A leader must learn to observe and determine the actions that must be taken to improve performance of subordinates.

F. Counseling versus Punishment. Repeatedly issuing demerits may get a Cadet's attention, but it does not get their wholehearted cooperation. People do things because they **WANT** to do them, not because **YOU** want them to do them. The secret is to convince them that they want the same things you do. The way to do this is to motivate not punish.

CHAPTER 9 JROTC ACTIVITIES

9–1 General

A. The PGHS JROTC Corps of Cadets has many activities outside the regularly scheduled hours of instruction. These activities are planned to provide additional training, as well as recreation for you. As your schedule permits, you are urged to take an active part in these activities. These activities are both military and social.

B. Members of extracurricular teams are all volunteers. From the groups who volunteer for these activities, only the very best are selected to represent the Corps of Cadets and PGHS in such activities as the color guard, armed/unarmed drill teams, armed/unarmed exhibition drill teams, and raider team. 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.

9–2 Military Activities The purpose of the military activity teams is to: provide a means through drill training and drill competitions; enhancing the morale of the Corps of Cadets; developing the spirit of cohesion and presenting traditional, interesting and well executed military drill routines; provide for the development of participating Cadets in the practice of team work and leading fellow Cadets; and aiding in the disciplinary training by instilling habits of precision and response to the leaders' orders. Through hard work and discipline, team members develop leadership skills and abilities necessary to become effective leaders in many situations.

A. Color Guard. The JROTC Color Guard is formed from exceptional Cadets and represents the Corps of Cadets and the school at many formations, reviews, parades, athletic events, civic events, and competitions throughout the year. Details on the functions and operations of the color guard are in the Color Guard SOP.

B. Drill Teams. There are four different drill teams formed from volunteer Cadets who excel in drill and appearance. They participate at school, civic, and competitions throughout the year. Details on the functions and operations of the drill teams are in the Drill Team SOP.

1. Armed/Unarmed Regulation Drill. The armed regulation drill team practices and performs with rifles. Likewise, unarmed regulation drill team practices and performs without rifles. Regulation drill is performed as a squad or platoon and all movements must be executed in accordance with US Army Field Manual 3-21.5, Drill and Ceremonies. Commanders are required to memorize as many as 90 commands and train the squad/platoon.

2. Armed/Unarmed Exhibition. The armed exhibition drill team practices and performs with rifles. Likewise the unarmed exhibition drill teams practices and performs without rifles. Exhibition drill is performed as a squad or platoon but does not have to execute specific drill movements. The commander and team develop a routine that is based on military drill but the drill movements performed are exaggerated with very few verbal commands. The routines are usually developed by counting steps between movements and are difficult to synchronize. These routines are judged on originality, precision, and time.

C. Raider Team. Cadets in this unit take part in outdoor adventure type training. This training requires Cadets be in better than average physical condition. The Raider team participates in

competitions that involve land navigation, physical training test, obstacle course, rock wall, one-rope bridge, and other outdoor/physical activities. Details on the functions and operations of the Raider Team are in the Raider Team SOP.

D. Academic/Leadership Teams. Cadets may qualify for their academic/leadership team(s) based on in-class/school competitions that emphasize the use of the Classroom Performance System (CPS) and questions from teachers that assist with end of course and other standardized tests. The composite team will compete in the JROTC Leadership and Academic Bowl (JLAB).

E. Leader Camp. Leader is designed to train prospective members of the LET 1 and LET 2 classes to be squad leaders in their JROTC classes. The training takes place during a weekend, normally in September and February at Brethren Woods Retreat Center. The training involves the Cadets learning basic leadership principles, duties and responsibilities of a squad leader, requirements of being a leader in the PGHS JROTC battalion, team work, squad level drill and ceremony, physical readiness training formation and exercises performed.

F. Staff Development Camp. Staff Development camp is designed and required training for Cadets selected to serve on the battalion staff. The training will take place in May of each school year at PGHS or an off-campus location. The Battalion Commander for the upcoming school year leads the training. He or she outlines their commander's guidance and vision for the next school year and informs the staff of their leadership role and expectations. The staff is given classes and instructions on job duties and responsibilities outlined in the PGHS JROTC SOP. Training also includes team work and team building exercises to develop unity, cohesion, and esprit-de-corps.

9–3 Social Activities PGHS JROTC Corps of Cadets participate in many social activities which are planned by the Cadet chain-of-command. Examples of some of the social activities include:

- A. Picnics
- B. Parades
- C. Receptions
- D. Cadet Ball
- E. Dining-In
- F. Bivouacs (camp-outs)
- G. Lock-Ins
- H. Parking control
- I. Field trips
- J. Staff rides
- K. Hikes
- L. Spelunking/Caving
- M. Awards ceremonies

CHAPTER 10 HONOR GUARD

10-1 General This chapter establishes the standards and procedures of the PGHS Blue Streak Battalion Honor Guard. PGHS Honor Guard members are expected to conduct themselves with decorum at all times with a sense of faithfulness to commitments, allegiance to the Corps of Cadets and its tenants, and above all, integrity and honor above reproach. Honor Guard Cadets shoulder a great responsibility as experts in drill & ceremony, curriculum, physical fitness, and academics.

10-2 Honor Guard Composition

A. Honor Guard Candidates. Honor Guard candidates are recommended by the honor guard commander, the Battalion Commander, and approved by the instructor staff based on academics, leadership potential, character, bearing, physical fitness, and drill & ceremony proficiency. Upon selection, honor guard candidates are awarded the honor guard candidate cord and begin the process of qualifying as an honor guard member.

B. Honor Guard Members. Cadets who meet the requirements listed in paragraph 10-4 are inducted as Honor Guard members.

10-3 Selection and Notification

A. Selection. Cadets are screened to determine if they are eligible to meet the standards as Honor Guard candidates based on the following criteria:

1. Recommended by the Honor Guard members and approved by the instructor staff.
2. No suspensions (including in-school suspensions), referrals, and/or demerits.
3. Eligible candidates must be LET 1.
4. Minimum 2.5 overall grade point average.
5. All grades must be "B" or higher.
6. Must have no unexcused absences.
7. Score at least 35 points in each Cadet Challenge event.
8. Member of a JROTC team for at least one (1) year.
9. Must maintain a 97% grade point average in JROTC.
10. **NEVER** miss a designated uniform day.
11. Score a minimum of 98% for all uniform inspections.
12. Always lead by example from the front.
13. Demonstrate expertise in drill & ceremony by call commands at platoon level.
14. Place a platoon in the extended rectangular formation and lead a physical readiness training session.
15. Must participate in all activities, including all physical readiness training session.

The honor guard commander recommends selected Cadets thru the Battalion Commander to the instructor staff for approval.

B. Notification. The honor guard commander will prepare a letter for SAI signature (example at Annex G) for Honor Guard candidates and their parents to notify them of their selection and election to accept or decline the nomination.

10-4 Qualification Procedures Honor Guard candidates must **meet and maintain** all requirements of Honor Guard candidate cord **AND**:

- A. Perform five (5) color guards with a 95% pass rate.
- B. Score 100% on an armed test evaluated by the honor guard commander.
- C. Score 100% on written honor guard test.
- D. Selected unanimously by an honor guard personal appearance board.
- E. Inductees must meet and maintain all requirements to retain honor guard membership.

10-5 Awards and Decorations Honor Guard members are awarded: the orange honor guard shoulder cord; the Honor Guard ribbon; the Honor Guard arc, the orange Honor Guard leader tabs, and Honor Guard, Color Guard, and Drill Team gold.

10-6 Probation and Revocation

A. Honor Guard members who fail to maintain the high standards of the PGHS Honor Guard will be placed on probation and may be subject to removal as an Honor Guard member. The Honor Guard Commander will prepare a letter of notification (example Annex H) for Honor Guard members placed on probation for a specified period of time. The Honor Guard member must acknowledge receipt of the letter and elect to appeal to the SAI.

B. Honor Guard members who fail to adhere to the stipulations of the probation or who commit egregious acts will be required to appear before an Honor Guard board for determination of their continued membership as an Honor Guard member. The Honor Guard Commander will prepare the letter of notification (example Annex I) to appear before the board.

C. At the discretion of the SAI, Honor Guard members' status will be revoked (Annex J) when they:

- 1. Withdraw from school.
- 2. Demonstrate ineptitude for leadership training indicated by a lack of general adaptability.
- 3. Fail to keep an acceptable standard of academic achievement, conduct, appearance, or attendance of Honor Guard members.
- 4. Exhibit undesirable character traits, such as:
 - a. Lying, cheating, or stealing.
 - b. Unauthorized possession or use of illegal drugs or substances.
 - c. Conviction or adjudication as a juvenile offender for committing an offense that could lead to imprisonment.
 - d. Frequent incidents of a discreditable nature with civil or school authorities or other similar acts.
- 5. Fail to maintain the requirement for enrollment IAW paragraph 3-14.
- 6. Exhibit an indifference to and a lack of interest in citizenship and leadership training as demonstrated by:
 - a. Frequent absences or persistent tardiness from class or drill.
 - b. Accumulation of a large number of demerits or other documented measurements.
 - c. An established pattern of shirking responsibility or other similar acts.

CHAPTER 11

COLOR GUARD

11-1 General This chapter outlines the procedures and standards for qualification; the conduct of training; competition of the PGHS JROTC Color Guard; and the criteria for the Color Guard awards. The PGHS JROTC Color Guard is the most visible and active of all the Blue Streak Battalion teams.

11-2 Color Guard Composition Color Guard members are those Cadets that excel at drill and ceremonies, exhibit the best appearance in uniform, and epitomize the PGHS JROTC Corps. Cadets on the color guard must be honor guard members or honor guard candidates. The Color Guard consists of the competition color guard and event color guard.

A. Competition Color Guard The Competition Color Guard consist of four members (US flag, NC State flag and two riflemen). All commands and movements are directed as outlined in the competition memorandum of instructions (MOI) and in accordance with FM 3-21.5, Drill and Ceremonies manual.

B. Event Color Guard Event Color Guard will normally be a six person color guard consisting of: a commander; US Flag; NC State flag; Battalion Colors; and two riflemen.

11-3 Team Selection Process the Color Guard is a direct reflection of PGHS and the Corps of Cadets. Fielding the most competitive team within JROTC policies and standards will be the primary goal. Cadets interested in the color guard must be honor guard candidates and selected by the honor guard commander with the Battalion Commander's approval:

- A. Appearance in uniform
- B. Ability to march in accordance with FM 3-21.5.
- C. Academic achievements in all subjects.
- D. Attitude
- E. Character
- F. Whole Cadet concept
- G. Honor Guard

11-4 Procedures

A. Practices. Practice will normally be one day a week after school from 1445-1600 (start during enrichment). Pre-competition practice will expand to three to four practices per week. The following procedures will take place at practice.

1. The Color Guard will fall-in and attendance taken.
2. Rifles and/or equipment will be issued if needed.
3. Color Guard practice will commence.
4. At the completion of practice, all rifles and equipment will be turned-in, secured and inventoried. No one will be allowed to leave until all rifles and equipment have been accounted for and secured.
5. All team members will leave the school building and grounds when dismissed.

B. Competitions. Competition Color Guard members must successfully participate in all competitions, commencement exercises, and other special events.

C. Events. All Color Guard members must be trained and available to participate in the following events:

1. Sporting events
2. Commencements and graduations
3. Immigration and Naturalization Ceremonies
4. Award Ceremonies
5. Veterans' Organizations/Ceremonies
6. Parades

11-5 Uniform The standard Color Guard uniform for practices is civilian clothes and competitions will be the Army Service Uniform (ASU) with beret and all authorized awards and decorations.

11-6 Awards and Decorations Color Guard members who successfully complete five (5) color guards with a score of 96% or better are awarded: the white shoulder cord; the Color Guard ribbon; and the Color Guard tab.

11-7 Suspensions and Terminations Color Guard members may be suspended or terminated upon recommendation of the Color Guard Commander and approval of the Color Guard Advisor. The Cadet must immediately return the Color Guard shoulder cord and Color Guard tab to the instructor staff upon suspension or termination. Suspension or termination from one team may result in the suspension or termination from other JROTC teams. Some reasons for suspension or termination are as follows:

1. Failure to maintain high standards of dress and appearance.
2. Failure to achieve or maintain color guard standards or proficiency.
3. Failure to maintain a 3.0 GPA in JROTC and 2.0 GPA in non-JROTC classes.
4. Failure to adhere to the high standards of conduct and discipline so as to bring discredit upon the Corps of Cadets.
5. Failure to comply with the directives and orders of the Cadet commander sergeant major or the instructor staff.
6. Failure to attend or be late to scheduled practices or competitions without a valid excuse and prior notification to the Cadet command sergeant major or the instructor staff.

CHAPTER 12

DRILL TEAM

12-1 General This chapter establishes the standards for drill team qualification; the conduct of training; competition of the PGHS JROTC Drill Teams; and the criteria for the Drill Team awards.

12-2 Composition of the Drill Teams Three teams make-up the Drill Team: Regulation Drill Team; Armed Exhibition Drill Team; and the Unarmed Exhibition Drill Team.

A. Regulation Drill Team Regulation Drill Teams consist of the Armed Drill Team (with rifles) and the Unarmed Drill Team (without rifles). The drill teams will practice and compete as a squad (six Cadets and a commander) and as a platoon (12 Cadets and a commander). All commands and movements are directed as outlined in the competition memorandum of instructions (MOI) and in accordance with FM 3-21.5, Drill and Ceremonies manual.

B. Armed Exhibition Drill Team Armed Exhibition Teams competes as a squad (six Cadets and one commander) and as a platoon (12 Cadets and one commander) using rifles.

C. Unarmed Exhibition Drill Team Armed Exhibition Teams compete as a squad (six Cadets and one commander) and as a platoon (12 Cadets and one commander) without rifles

12-3 Team Selection Process As with every JROTC co-curricular team that competes outside the school, the Drill Team is a direct reflection of PGHS and the Corps of Cadets. Fielding the most competitive team within JROTC policies and standards will be the primary goal. Cadets interested in any of the drill teams will attend tryout sessions and will be selected based on:

- A. Appearance in uniform
- B. Ability to march in accordance with FM 3-21.5.
- C. Academic achievements in all subjects.
- D. Attitude
- E. Character
- F. Whole Cadet concept

12-4 Procedures

A. Practices. Practices will be one to two days a week after school from 1445-1600 (start during enrichment period). Pre-competition practice will expand to three to four practices per week. The following procedures will take place at practice:

1. Drill team Cadets will report in classroom 144 at 1445 prepared for practice. Roll call (attendance) will be taken.

2. Once attendance is taken, the S2, BOO, or Arms Room NCO will be released to the arms room and issue rifles and other equipment for practice, if necessary. If the S2, BOO, or arms room NCO is not available the following personnel may issue rifles: staff; honor guard members; armed platoon members; armed squad members,

3. After announcements Cadets will be assigned practice requirements.

4. At the completion of practice, all rifles and equipment will be turned-in, secured and inventoried. No one will be allowed to leave until all rifles and equipment have been accounted for and secured.

5. There will be no playing around during practice. If you go outside to practice that is what you will be doing. If you act up then you will be asked to leave.

6. All team members will leave the school building and grounds when dismissed.

B. Competitions/Events. Drill team members must successfully participate in a minimum of two formal raider competitions per year.

C. Uniform. The standard Drill Team uniform for practices is civilian clothes and competitions will be the Army Service Uniform (ASU) with beret and all authorized awards and decorations.

12-5 Point System Practices after school are two (2) points. If a Drill Team Cadet is late or leaves early, he or she will receive one (1) point or none. Unsatisfactory participation in practice can result in either one (1) or zero (0) points being awarded based on performance.

12-6 Awards and Decorations

A. The red shoulder cord is authorized for wear by those Cadets who have successfully competed in at least two (2) drill competitions as a member of the competition drill team, and continue to meet the moral and administrative criteria of being on the drill team.

B. The drill team ribbon (N-3-4) is authorized for wear after Cadets have accumulated the minimum team practice points as determined by the drill team commander.

C. The drill/armed/unarmed tab is authorized for wear by those Cadets who have who have successfully: competed in at least two (2) competitions as a member of the competition team; placed 1st in Varsity Drill or placed at least 3rd in Exhibition Drill; and continue to meet the moral and administrative criteria of being on the drill team.

12-7 Suspensions and Terminations Drill team members may be suspended or terminated upon recommendation of the drill team commander and approval of the instructor staff. The Cadet must immediately return the drill team shoulder cord and drill team tab to the instructor staff upon suspension or termination. Suspension or termination from one team may result in the suspension or termination from other JROTC teams. Some reasons for suspension or termination are as follows:

A. Failure to maintain high standards of dress and appearance.

B. Failure to achieve or maintain drill team standards or proficiency.

C. Failure to maintain a 3.0 GPA in JROTC and 2.0 GPA in non-JROTC classes.

D. Failure to adhere to the high standards of conduct and discipline so as to bring discredit upon the drill team and/or the Corps of Cadets.

E. Failure to comply with the directives and orders of the drill team commander, drill team executive officer, drill team NCOIC, or the drill team advisor.

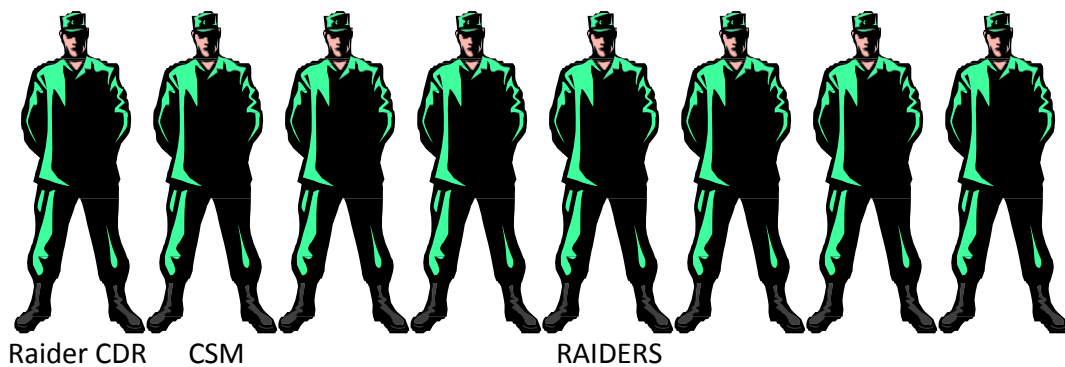
F. Failure to attend scheduled practices or competitions without a valid excuse and prior notification to the drill team chain-of-command or drill team advisor.

CHAPTER 13 RAIDER TEAM

13-1 General This chapter establishes standards for team qualification, and the conduct of training, competition, and award criteria for the PGHS Raider Team.

13-2 Raider Team Composition As with every JROTC co-curricular team that competes outside the school, the raider team is a direct reflection of PGHS and the Corps of Cadets. The primary goal within PGHS JROTC policies and standards will be to field the most competitive team. The raider team will be organized as follows:

Standard-8 Person Raider



4 Person Raider Team Organization



13-3 Team Selection Process The number of raider teams will be selected based on the number of qualified Cadets who meet raider standards. Most raider competitions offer the opportunity to field more than one raider team; every effort will be made to field more than one team (male, mixed and/or all female). Selection of the best qualified Raiders will be determined by:

- A. Modified Army Physical Fitness (MAPFT) Score
- B. Academics achievements in all subjects
- C. Attitude

D. Character

E. Whole Cadet concept

13-4 Procedures

A. Practices. Practices will **normally** be at least two days a week after school from 1445-1600. Pre-competition practice will expand to three to four practices per week. The following procedures will take place at practice:

1. The raider team will report at 1500 (during enrichment) prepared for practice. Roll call (attendance) will be taken.
2. Once attendance is taken, the S2, BOO, or Arms Room NCO will be released to the arms room and issue rifles and other equipment for practice, if necessary. If the S2, BOO, or arms room NCO is not available the following personnel may issue rifles: staff; honor guard members; armed platoon members; armed squad members,
3. After announcements Cadets will be assigned practice requirements.
4. At the completion of practice, all rifles and equipment will be turned-in, secured and inventoried. No one will be allowed to leave until all rifles and equipment have been accounted for and secured.
5. There will be no playing around during practice. If you go outside to practice that is what you will be doing. If you act up then you will be asked to leave.
6. All team members will leave the school building and grounds when dismissed.

B. Competitions/Events. Raider team members must successfully participate in a minimum of two formal raider competitions per year.

C. Uniform. The standard raider team uniform for practices and competitions will be civilian physical training clothes or the ACU with patrol cap with required equipment.

13-5 Point System Cadets attending practices earn two (2) points. If a raider is late or leaves early, he or she will receive one (1) or zero (0) points. Unsatisfactory participation in practice can result in either one (1) or zero (0) points being awarded based on performance.

13-6 Awards and Decorations

A. The black shoulder cord is authorized for wear by those Cadets who have successfully competed in at least two (2) formal raider competitions and continues to meet the moral and administrative requirements expected of a raider.

B. The raider team ribbon (N-3-8) is authorized for wear after third marking period by those Cadets who have accumulated the minimum raider team practice points as determined by the raider commander.

C. The raider tab is authorized for wear by those Cadets who have who have successfully competed in at least two (2) formal raider competitions and continues to meet the moral and administrative requirements expected of a Raider.

13-7 Suspensions and Terminations Raider team members may be suspended or terminated upon recommendation of the drill team commander and approval of the instructor staff. The Cadet must immediately return the raider team shoulder cord and raider team tab to the instructor staff upon suspension or termination. Suspension or termination from one team may result in the suspension or termination from other JROTC teams. Some reasons for suspension or termination are as follows:

A. Failure to attend practices, competitions or presentations.

B. Failure to achieve or maintain Raider Team standards or proficiency.

□ Male: PU-68%; SU-78%, One-mile Run-40%

□ Female: PU-62%; SU-33%; One-mile Run-67%

C. Failure to maintain a 3.0 GPA in JROTC and 2.5 GPA in non-JROTC classes. No failing grades “F’s” are allowed on each quarterly report card.

D. Failure to adhere to the high standards of conduct and discipline so as to bring discredit upon the raider team and/or the Corps of Cadets.

E. Failure to comply with the directives and orders of the raider team chain-of-command or the raider team advisor.

F. Failure to be present for scheduled practice or competition without a valid excuse and prior notification to the raider team chain-of-command.

G. More than two unexcused absences from practices is automatic termination.

H. Horseplay is not allowed and will not be tolerated. First incident is a verbal warning from the raider team commander or raider team sergeant major. Second incident will result in being released from practice for that day which will also be counted unexcused during that practice.

RAIDER CREED

Recognizing that I volunteered as a Raider, fully knowing the challenges of my chosen team, I will always to uphold the prestige, honor, and high “esprit de corps” of my Raider Team.

Acknowledging the fact that a Raider is a more elite Cadet who arrives at the cutting edge of competition ready to compete, I accept the fact that as a Raider, my JROTC Unit expects me to move farther, faster, and work harder than any other Cadet.

I shall never fail my comrades. I will always keep myself mentally alert, physically strong and morally straight and I will shoulder more than my share of the task whatever it may be. One hundred-percent and then some.

Diligently will I show the world that I am a specially selected and well-trained Cadet. My courtesy to superior officers, neatness of dress and care of equipment shall set the example for others to follow. Energetically will I meet the competition. I shall defeat them for I am better trained and will work with all my might. Give-up is not a Raider word. I will never leave a fellow Raider behind on the field of competition and under no circumstances will I ever embarrass my unit.

Readily we will display the intestinal fortitude required to drive on to the Raider objective and complete the mission.

RAIDERS LEAD THE WAY!

APPENDIX A REFERENCES

AR 145-2

Junior Reserve Officers' Training Corps: Organization, Administration, Operation and Support

AR 190-11

Physical Security of Arms, Ammunition, and Explosives

AR 190-13

The Army Physical Security Program

AR 600-8-22

Military Awards

AR 600-20

Army Command Policy

AR 601-210

Active and Reserve Component Enlistment Program

AR 670-1

Wear and Appearance of Army Uniforms and Insignia

AR 700-84

Issue and Sale of Personal Clothing

AR 710-2

Supply Policy Below the National Level

AR 735-5

Property Accountability Policies

AR 840-10

Flags, Guidons, Streamers, Tabards, Automobile and Aircraft Plates

DA Pam 670-1

Guide to the Wear and Appearance of Army Uniforms and Insignia

DA Pam 710-2-1

Using Unit Supply System (Manual Procedures)

DA Pam 708-3

Cataloging of Supplies and Equipment, Army Adopted Items of Materiel, and List of Reportable Items
(SB 700-20)

CTA 50-900

Clothing and Individual Equipment

CTA 50-909
Field and Garrison Furnishing and Equipment

CTA 50-970
Expendable/Durable Items (Except Medical, Class V, Repair Parts and Heraldic Items)

FM 3-21.5
Drill and Ceremonies

FM 7-22
Army Physical Readiness Training

CCR 145-2
Junior Reserve Officers' Training Corps Program: Organization, Administration, Operation, Training and Support

CCR 145-8-3
Junior Reserve Officers' Training Corps: JROTC Program for Accreditation

CCR 385-10
Cadet Command Safety Program

CCR 700-1
Logistics: ROTC Standardized Logistics Policy and Procedures

APPENDIX B
JROTC CHAIN-OF-COMMAND

Each Cadet must know the chain-of-command in its entirety and be prepared to recite it for any inspection or senior ranking person. You are responsible for completing and maintaining the chart (pencil recommend). Use it as a study guide.

President, Commander in Chief..... _____
Secretary of Defense..... _____
Secretary of the Army..... _____
Chairman of Joint Chiefs of Staff..... _____
Chief of Staff, United States Army..... _____
Sergeant Major, United States Army..... _____
Commander, Training and Doctrine Command.... _____
Sergeant Major, Training and Doctrine Command.. _____
Commander, Cadet Command..... _____
Sergeant Major, Cadet Command..... _____
Commander, Fourth Brigade..... _____
Sergeant Major, Fourth Brigade..... _____
Mayor, City of Liberty _____
Superintendent, Randolph County Public Schools... _____
Principal, PGHS..... _____
Senior Army Instructor (SAI)..... _____
Army Instructor (AI)..... _____
Cadet Battalion Commander..... _____
Cadet Battalion Deputy Commander..... _____
Cadet Command Sergeant Major..... _____
Cadet Assistant to SAI..... _____
Cadet Battalion Executive Officer _____
Cadet Company Commander..... _____
Cadet Platoon Leader..... _____
Cadet Squad Leader..... _____
Team Leader..... _____

APPENDIX C

MERIT-DEMERIT REPORT

INSTRUCTION: All entries must be legible. If several Cadets are given merits or demerits, one form may be used and a list of attached of the Cadets concerned, who must initial all demerits by their name on the list. Forms will be turned in to the box provided in the staff area. Forms must be initialed by the Cadet BN CDR or BN DEP CDR or BN XO and SAI/AI before being routed to the S-1 for posting. Cadets receiving demerits will not be posted for others to view.

MERIT or DEMERIT REPORT
(Circle appropriate one)

DATE _____

CADET _____ COMPANY _____
Last name first name middle initial

REASON (describe in detail) _____

RECOMMEND:

<hr/>	<hr/>
Merits	Demerits

I have been shown the demerits listed and wish to appeal them

YES / NO (circle one)	<u> </u> initials
--------------------------	---

GIVEN BY: _____ RANK _____ POSITION _____

APPROVED BY CADET COMPANY COMMANDER:_____

APPROVED BY CDT BN CDR or DEP CDR or XO: _____

APPROVED BY SAI:

POSTED BY: _____ DATE: _____

Original copy will be filed in the Cadet's record folder. Second copy will be returned to Cadet.

APPENDIX D
MILITARY PHONETIC ALPHABET

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

APPENDIX E
IN-RANKS INSPECTION WORKSHEET

BLOCK: _____ SQUAD/PLTOON/COMPANY: _____ DATE: _____																		
Last Name, First Name MI	LET LEVEL	Gigline (4 pts)	Hair/Facial Hair (15 pts)	Brass/Insignia Tarnished/Placement (3pts)	Name Plate (3 pts)	Star (3 pts)	Unit Crest (3 pts)	Jewelry (3 pts)	Earrings (5 pts)	Nail Polish (10 pts)	Awards/Decorations (3 pts)	Misconduct in formation (10 pts)	Uniform Dirty (10 pts)	Socks (15 pts)	Shoes Unkempt (5 pts)	Shoe strings (2 pts)	3 Inspection Questions (2 pts)	Total Point Deduction

APPENDIX F **Promotion Chart**

E-1 to E-2	Military Time Phonetic Alphabet	Uniform Questions	Cadet Creed	Rank Structure	Chain-of-Command				Execution of Commands	Essay 200 Words	Class Work
E-2 to E-3	Military Time Phonetic Alphabet	Uniform Questions	Cadet Creed	Rank Structure	Chain-of-Command		Maps		Execution of Commands	Essay 200 Words	Class Work
E-3 to E-4		Uniform Questions	Cadet Creed	Rank Structure	Chain-of-Command	First Aid	Maps	Staff	Commanding	Essay 250 Words	Class Work
E-4 to E-5		Uniform Questions	Cadet Creed	Rank Structure	Chain-of-Command	First Aid	Maps	Staff	Commanding	Essay 250 Words	Class Work
E-5 to E-6		Uniform Questions	Cadet Creed		Chain-of-Command	First Aid	Maps	Staff	Commanding	Essay 300 Words	Class Work
E-6 to E-7			Cadet Creed		Chain-of-Command	First Aid	Maps	Staff	Commanding	Essay 300 Words	Class Work
E-7 to E-8			Cadet Creed		Chain-of-Command	First Aid		Staff	Commanding	Essay 300 Words	Class Work
O-1 to O-2			Cadet Creed		Cadet Command	First Aid		Staff	Commanding	Essay 300 Words	Class Work

**APPENDIX G
HONOR GUARD NOTIFICATION LETTER**



**DEPARTMENT OF THE ARMY
Providence Grove HS Army JROTC
5555 Mack Lineberry Road
Climax, NC 27233**

Xxxx 18, 2016

Honor Guard Candidate and Parents,

I have the pleasure of informing you that your child has been selected as a candidate for the Honor Guard in the Providence Grove High School JROTC program.

First let me explain a little bit about the PGHS JROTC Honor Guard. The Honor Guard is the epitome of the JROTC Cadet. Each candidate must maintain an "A" in JROTC and at least a "C" in all other classes. Each Honor Guard member must carry themselves throughout the school as a true citizen and possess impeccable character. Their commitment to family, school, and the JROTC program has to be the top priorities in their life. With the Honor Guard, character is not a word but a way of life. Honor Guard will require mental and physical toughness. The training "to be the best" will take time and commitment on their part, it must come before all other extra-curricular activities at school. Honor Guard is demanding and only the best are considered. Each candidate will become the "standard bearer" for all drill and ceremonies and the trend-setters for Providence Grove High School. Practice will begin at the beginning of the school year and continue throughout the year and into the Summer.

Let me say again that only a few hand-picked Cadets are even considered for this honor and whether you and your child agree to accept this challenge; SFC Newkirk and I want to thank you, mom and dad, for such a wonderful child as yours. We feel it is a blessing for us to come to work each day and we hope your child allows us the opportunity to help them become a member of the Honor Guard.

Respectfully,

Maurice L. McDougald
Lieutenant Colonel, US Army (Retired)
Senior Army Instructor

I accept _____
(Cadet Printed Name) (Cadet Signature)

I decline _____
(Cadet Printed Name) (Cadet Signature)

Parents Signature _____

**APPENDIX H
HONOR GUARD PROBATION LETTER**



**DEPARTMENT OF THE ARMY
Providence Grove HS Army JROTC
5555 Mack Lineberry Road
Climax, NC 27233**

MEMORANDUM FOR

SUBJECT: Probation

1. The purpose of this memorandum is to notify you that effective immediately you are placed on probation.
2. As an upperclassman and staff member in the Providence Grove High School JROTC program, you are expected to do your job to the best of your ability as outlined in the Providence Grove High School JROTC SOP and your staff contract. As of **date** the PGHS JROTC website had not been updated as you were instructed and reminded numerous times by the Battalion XO.
3. Your probationary period will expire on 29 September 2014. Please acknowledge receipt of this memorandum below.

NAME of HONOR GUARD COMMANDER
c / RANK
Honor Guard Commander

I acknowledge receipt of this memorandum _____
Signature

Date: _____

I wish to appeal this action. (Please circle one) YES or NO

**APPENDIX I
HONOR GUARD BOARD of REVIEW LETTER**



**DEPARTMENT OF THE ARMY
Providence Grove HS Army JROTC
5555 Mack Lineberry Road
Climax, NC 27233**

Xxxx 18, 2016

MEMORANDUM FOR Cadet _____

SUBJECT: Notification to Appear Before a Board of Review

1. The purpose of this memorandum is to inform you that you are required to appear before a board of review convened to determine your continued status as an Honor Guard member.
2. You are scheduled to appear before the board on Wednesday at 1500 in room xxx
3. You failed to maintain the standards required as an Honor Guard member as outlined below.
 - a. Missed uniform day (dates)
 - b. Failed to maintain overall grade point average is below 2.0
 - c. Failed to maintain an overall "C" average
4. You are required to acknowledge receipt of this memorandum in the space below.

Maurice L. McDougald
Lieutenant Colonel, US Army (Retired)
Senior Army Instructor

I, Cadet name acknowledge receipt of this memorandum

Signature / Date

APPENDIX J
HONOR GUARD STATUS REVOCATION LETTER



DEPARTMENT OF THE ARMY
Providence Grove HS Army JROTC
5555 Mack Lineberry Road
Climax, NC 27233

Xxxx 18, 2016

MEMORANDUM FOR Cadet _____

SUBJECT: Revocation of Honor Guard Status

1. The purpose of this memorandum is to inform you effective immediately your status as an Honor Guard member is revoked. You are required to turn in your honor guard cord, honor guard tabs, and all honor guard gold bars (drill team, color guard, Honor Guard).

2. You failed to maintain the standards required as an Honor Guard member as outlined below.

- a. Missed uniform day (dates)
- b. Failed to maintain overall grade point average is below 2.5
- c. Failed to maintain an overall "C" average
- d. Failed to maintain a 97% in JROTC
- e. Failed to maintain a minimum of 98% during uniform inspections.
- f. Failed to lead by example

3. You are not authorized any appeal. You are required to acknowledge receipt of this memorandum in the space below.

Maurice L. McDougald
Lieutenant Colonel, US Army (Retired)
Senior Army Instructor

I, Cadet Name acknowledge receipt of this memorandum
