

# SC-934

BEAUFORT HIGH SCHOOL

AIR FORCE

JUNIOR RESERVE OFFICER TRAINING CORPS



## CADET HANDBOOK

### 2020-2021

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### *Integrity First*

Integrity is the willingness to do what is right, even when no one is looking. It is the moral compass – our inner voice, the voice of self-control; and the basis for trust.

### *Service Before Self*

Service refers to our duties and self-reminds us that professional duties take precedence over personal desires.

### *Excellence In All We Do*

Excellence does not mean just good enough; it means doing your best.

## INTRODUCTION

1. The Air Force Junior Reserve Officer Training Corps (AFJROTC) mission is to "Develop citizens of character dedicated to serving their nation and community."
2. The Goals of AFJROTC are to instill values of citizenship, service to the United States, personal responsibility, and sense of accomplishment.
3. AFJROTC is grounded in the Air Force core values of integrity first, service before self, and excellence in all we do. The curriculum emphasizes the Air Force heritage and traditions, the development of flight, applied flight sciences, military aerospace policies, and space exploration.
  - a. AFJROTC was founded under Public Law 88-647, called "The Revitalization Act of 1964." The first AFJROTC units began operation in 1966 at just 20 high schools. Today there are nearly 900 AFJROTC units at high schools in the United States and at military bases around the world. Our unit, SC-934, was established at Beaufort High School on July 1, 1993. The designation SC-934 indicates that our unit was the fourth AFJROTC unit activated in South Carolina in 1993.

## 2 Admission, Transfer, and Disenrollment of Students

1. Admission: To be admitted for and to participate in the AFJROTC SC-934 program, a student must be:
  - a. Enrolled in a course of instruction at Beaufort High School.
  - b. Of good moral character.
  - c. Physically fit to participate in AFJROTC training. A cadet is considered physically fit if he or she is qualified for the Physical Education (PE) Program.
2. Cadet Reserve Program. Cadets may be enrolled as a "Reserve Cadet" if approved by the SASI/ASI and the cadet has completed at least one full year of traditional AFJROTC. This option is only used when a cadet is highly deserving of being a part of the program, but cannot fit a regular AFJROTC class into their school schedule. Cadets who are a part of the reserve program must still wear the uniform weekly as required by other cadets, and they are also eligible to be a part of all other co-curricular activities.
3. Transfer: Students who transfer from other JROTC units may receive full credit for training already received, with appropriate documentation from their previous unit. It is the student's responsibility to forward all documentation to the aerospace science instructors. The student transfer may wear AFJROTC equivalent ribbons earned from another branch.
4. Disenrollment: A cadet may be disenrolled for any reason deemed necessary by the SASI. Below are examples of some reasons:
  - a. Failure to maintain acceptable course standards, to include, but not exclusively: haircut, unauthorized hair color, grooming, improper uniform wear, failure to wear the AFJROTC PT gear, etc.

- b. Ineptitude, indifference to training, disciplinary infractions, or reasons involving undesirable traits of character.
- c. Failure to remain enrolled in school.
- d. Failure to maintain a passing grade in AFJROTC course work.
- e. Insubordination toward AFJROTC cadet leaders or BHS faculty/staff.
- f. SASI Discretion.

## ***CADET CREED***

**I am an Air Force Junior ROTC Cadet.**

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

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

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

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

**I will hold others accountable as well.**

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

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

**I am an Air Force Junior ROTC Cadet.**

### 3 Cadet Conduct, Military Courtesy, and Responsibility

1. Cadet Honor Code: A cadet will NOT lie, cheat, steal, or bully, nor tolerate among us those who do. The honor code stresses that lying, cheating, stealing, and bullying is not tolerated within the Corps, and that HONOR is a noble standard that is the essence of not only the Corps but each cadet's everyday life.
2. Each cadet will abide by the rules and regulations of AFJROTC and accept responsibility for the proper care and maintenance of their uniform, textbooks, and any other AFJROTC equipment.
3. OFFICER/NCO RESPONSIBILITIES: A cadet OFFICER or NCO has special leadership responsibilities by virtue of their achievement in becoming a cadet officer or NCO. They are held to much higher standards and are expected to set a positive example in all actions. Among other general responsibilities to maintain rank/position, cadet officers and NCOs are expected to:
  - a. Take the initiative when leadership action on their part is needed to insure the unit mission is successfully accomplished. This includes taking an active role in team activities.
  - b. Complete AFJROTC class and program assignments conscientiously.
  - c. Participate regularly in community service events hosted or co-hosted by SC-934 AFJROTC.
  - d. Follow school and AFJROTC guidelines, setting the example for subordinate cadets.
4. Officers and NCOs who fail to wear their uniform at the designated time may lose their Corps position and/or be reduced in rank.
5. Hazing: Any form of hazing, whether verbal or physical, will not be tolerated within any AFJROTC unit or activity. In addition, an instructor will not require cadets, individually or as a group, to perform any physical action as a reprimand, punishment, or for failure to perform. Cadets will not condone or encourage any type of hazing or initiation rituals.
  - a. Examples of prohibited physical activities as a reprimand include, but are not limited to: push-ups, running laps, or any inappropriate physical contact such as shoving, pulling or grabbing.
  - b. Any form of verbal abuse, teasing, public rebuke or any attempt to otherwise humiliate a cadet is prohibited.
  - c. This prohibition is applicable to all AFJROTC unit activities, and includes instructors, cadets and any personnel involved with or participating in an AFJROTC unit or activity.
  - d. Unauthorized Clubs. No unit may encourage, facilitate, or otherwise condone secret societies or private clubs as part of the AFJROTC program.
6. Bullying: Bullying is unwanted, aggressive behavior among school aged children that involves a real or perceived power imbalance. The behavior is repeated, or has the potential to be repeated, over time. Bullying includes actions such as making threats, spreading rumors, attacking someone physically or verbally, and excluding someone from a group on purpose.
7. Military Courtesy:
  - a. The practice of saying "Yes Sir, Yes Ma'am or No Sir, No Ma'am" to the SASI/ASI will be observed at all times. This also applies to junior cadets addressing Cadet Officers of higher rank during military formations. A cadet officer is addressed by cadets of lower rank by his/her last name (Example: Captain Smith) OR, a cadet officer may be addressed as "Sir" or "Ma'am". NEVER address a cadet officer during formations by his/her first name. This is a long-established military courtesy that will soon become a habit. All cadets will be addressed by their rank followed by their last name.

- b. Calling the room to attention: When a distinguished visitor or other preannounced guest enters the classroom, the first person to see the visitor enter will call the room to attention. Cadets will remain at attention until the command “At Ease”, “As you were”, etc. is given. The room does not need to be called to attention if a student enters the room to deliver a note, etc. but it is better to err by calling the room to attention if you are not sure.
- c. Saluting: The salute is a courteous exchange of military greeting the world over. Military personnel consider the salute as a respectful greeting between members and it is one of the oldest traditions binding military professionals together. You will be taught the proper manner of saluting and the rules which govern its use among the military services.
  - i. Saluting between cadets, cadet officers, and commissioned officers (ie.SASI) is required at all times when in uniform outdoors. Under a porch or awning is considered indoors for saluting purposes.
  - ii. The salute is rendered indoors only when cadets are reporting to cadet officers or the SASI/ASI. The proper sequence of “reporting in,” includes rendering the salute and the statement, “Sir/Ma’am, Cadet (last name) reports as ordered,” or other appropriate comment. The cadet holds the salute until it is returned or otherwise acknowledged by the officer. When the purpose of the report or meeting is completed, the cadet salutes again to report out. The officer will acknowledge the salute and the cadet will exit and leave.
  - iii. The salute is never given or returned while running. The cadet will come to quicktime (marching), and render the salute when approximately six paces from the officer.
  - iv. If a cadet observes the American Flag being raised or lowered while in uniform, they will come to attention and render the hand salute until the flag has reached the summit or base of the flagstaff. If the cadet is in civilian clothes, they will come to attention, remove headgear if worn, and place their right hand over their heart until the function is complete.
  - v. During the Pledge of Allegiance while in uniform, the cadet will stand at attention. When in civilian clothes, stand at attention and place the right hand over the heart.
  - vi. When the cadet is outdoors in uniform and the National Anthem is played, the cadet will stand at attention, face the flag or music, and render the hand salute until the music stops.
  - vii. If a cadet is late for a formation, they will approach the person in charge when the formation is at a halt, salute, and request permission to fall in.
  - viii. Cadet officers and NCOs should correct saluting violations in a courteous manner when such violations are made by cadets junior to them.
  - ix. When in uniform and both arms are full, only a verbal greeting, “Good morning, sir or ma’am”, or “Good afternoon, sir or ma’am” is required. The officer will acknowledge the verbal greeting in the same manner. No salute is exchanged.

## 4 General Information

1. Textbooks: All textbooks used in the AFJROTC program are available electronically only. All lessons and materials will be provided to cadets electronically. Cadets may print materials, but will do so using their own supplies.
2. Certificates of Training and Completion: There are two types of certificates that may be awarded to AFJROTC cadets; the "CERTIFICATE OF COMPLETION" and the "CERTIFICATE OF TRAINING". Information concerning each certificate is provided below to enable cadets who qualify for minimum enrollment to assess the value of each certificate.
  - a. Certificate of Completion: Presented to cadets of good standing who have completed all four years of the AFJROTC program. Cadets who have this certificate in their possession when they enroll in a senior ROTC program or upon enlistment in the Armed Forces of the United States may gain benefits offered by successful completion of the AFJROTC program.
  - b. Certificate of training: Presented to cadets of good standing who have completed two successful years of the AFJROTC Program.
  - c. These certificates are not awarded automatically based upon academic grades. Consideration is given to the total performance and achievement as a member of the unit. It is possible to complete the AFJROTC course for academic credit and not be considered to have met the Whole Person Concept requirements for the award of a certificate. The SASI will make the final determination.
3. Promotions and Demotions: The following criteria will be considered in selecting a cadet for an appointment or promotion: attitude, experience, initiative, maturity, willingness to assume jobs of increased responsibility, trustworthiness, disciplinary record, academic record, community service progress, involvement in Unit activities, and compliance with AFJROTC appearance and behavioral standards. In addition, a cadet eligible for promotion may have to pass a knowledge test based on general Air Force and AFJROTC knowledge. The cadet promotion system places cadets in leadership positions where they can demonstrate and refine their leadership skills. All promotions are subject to approval and/or recommendation from the SASI. The SASI has the final authority for all promotions.
  - a. Permanent Rank:
    - i. All cadets will have a permanent rank commensurate with the number of years of AFJROTC satisfactorily completed and will receive this permanent rank at the beginning of second semester. The retention of permanent rank is contingent upon satisfactory performance and behavior, as determined by the ASI and approval by the SASI. See attachment 3 for rank information. During second semester, all qualified non-staff cadets will be promoted to the next allotted rank as allowed by the Unit Manning Document. This rank will be their permanent rank for remainder of the school year and the beginning of the new school year if they return.
    - ii. Once a cadet officer holds rank for 2 semesters or more and attends at least 1 CLC or Leadership School or reaches their 3rd year, his/her rank becomes their permanent rank. Cadet Officers who do not receive a position for the upcoming school year will retain their rank. These cadets will not be on staff and will not

have any of the staff privileges/authorizations. However, they will have the privileges of a cadet officer.

- b. Temporary Rank:
  - i. Cadets may be promoted to one rank presently vacant, based on certain circumstances, such as: the best qualified person not having the necessary rank, or there being no qualified individual readily available with the rank required for a key leadership position (Group Staff, Flight Commander, Flight Sergeant, Team Commander, etc.); upon the recommendation of the Group Commander the SASI may assign an individual “temporary” rank consistent with the responsibility of the position.
  - ii. If an individual vacates a position for any reason and does not move to a position of equal or greater responsibility, the individual reverts to his/her “permanent” rank.
- c. Permanent and/or temporary rank may be withdrawn due to unsatisfactory performance and behavior as determined by the SASI.
- d. Special Promotion: Upon recommendations of the Group Commander to recognize clearly superior performance and outstanding leadership potential, the SASI may award special promotions. Most special promotions are limited to non-staff personnel only.
- e. Demotions: Any non-group staff cadet, with the recommendation of their Flight Commander and Flight Sergeant, and the approval of the SASI, can be demoted for failing to perform the duties and responsibilities of their position. The same criteria considered in selecting a cadet for appointment or promotion: attitude, experience, initiative, maturity, willingness to assume jobs of increased responsibility, trustworthiness, merit/demerit record, academic record, involvement in corps activities, and compliance with AFJROTC appearance and behavior standards, will be considered prior to demotion action.
  - i. Demotion Criteria: Cadets appointed to positions within the Cadet Group will be given a specific time period in which to learn the job. Following that training period, they will be expected to perform satisfactorily.
  - ii. Cadets who are unwilling or unable to perform the duties required, or clearly show that they do not intend to accept all the responsibility associated with a position will be removed from that position and awarded the appropriate permanent rank.
  - iii. At the SASI’s discretion, cadet’s receiving an out-of-school suspension may be demoted to his/her permanent rank and removed from any leadership position.
- 4. Awards and Decorations: Several distinctive awards are authorized for the AFJROTC cadets to recognize outstanding performance in academics and leadership, of the specific display of valor. Medals, ribbons, badges, and certificates are awarded in accordance with AFROTC publications in the following categories:
  - a. National Awards are determined based on recommendations from a committee chaired by the Commander. In turn, the Commander forwards award recommendations to the SASI for final disposition.
  - b. Medals and ribbons WILL NOT be worn simultaneously. Medals may be worn for formal, semi-formal, and/or special occasions of a limited nature (as specified by the SASI). Place



medals on the mounting rack in the proper order of precedence. Refer to AFI 36- 2903 for instructions on stacking multiple medals, and wear of devices on ribbons and medals. The ROUTINE WEAR of medals is PROHIBITED.

- c. See Attachment 3 for a link to the complete list of medals, ribbons, badges, and certificates

## **5 Personal Appearance and Wear of the Uniform**

1. Uniforms: Cadets are required to wear their uniform on Wednesdays, and PT uniform on Thursdays. Failure to wear your uniform on uniform day or to make-up a uniform inspection on the established day will result in a zero for that week. Officers and NCOs will be removed from their positions and all may be reduced in rank. Continued failure to wear the uniform will result in dismissal from AFJROTC.
2. Links to current uniform wear, personal appearance and grooming requirements, as defined in AFI 36-2903, AFJROTCI 36-2010, and any supplemental Holm Center/JROTC direction as well criteria for team awards, national awards and HQ-approved specialized ribbons can be found in Attachment 3.

## 6 Program Opportunities

1. Benefits: Cadets who are actively involved in the AFJROTC program develop confidence, self-discipline, self-reliance, and learn to work together as a team. In addition to the academic program teaching leadership and life skills, aerospace history, and aerospace science, the cadets also benefit from the following:
  - a. Leadership – The corps of cadets and the JROTC program is an active, ongoing leadership laboratory. Cadets have numerous opportunities to develop and practice leadership skills as they plan, organize, manage, lead and participate in community service projects, field trips, drill competitions, and other corps activities. Leadership responsibilities for upperclassmen include group staff positions or corps event planning.
  - b. Credits – JROTC is an elective or PE credit. Additional years of AFJROTC are local elective credits.
  - c. Certificate of Completion – A Certificate of Completion is awarded for the successful completion of three or four years of AFJROTC. This certificate will enable a cadet to enlist in any branch of the armed services at an advanced rank with increased pay and benefits.
2. Cadet Leadership Courses (CLC) – Each summer, cadets may attend one of three CLCs. Description of schools is as follows:
  - a. South Carolina CLC: is offered at the Citadel in Charleston, SC and has two courses each summer. Cadets will be exposed to a full day of leadership and teamwork activities that will help develop skills in time management, attention to detail, leadership, and teamwork. Cadets will learn how to be an effective team member, better prepared to lead at their home unit. Cadets will leave the CLC with a stronger sense of purpose and mission. They will know how to achieve success in any training environment.
  - b. Singapore International Cadet Exchange Program: Each CLC Week, cadets from the National Cadet Corp (NCC) from Singapore with instructors will attend and participate in CLC. Each November, selected CLC cadets will be able to travel to Singapore and participate in a 12-day course. Cadets will stay in Army barracks and participate in a number of activities, PT, visiting NCC cadet homes, tour military bases, and sampling the various culture foods, etc.
  - c. Cadet Leadership Lab (CLL): During the summer, two days will be given to the Cadet Leadership Lab (CLL). CLL is a summer leadership course run by the upcoming Senior Staff, and to give the upcoming AFJROTC cadets to learn and understand more about the unit. These cadets will do academics, team bonding, and sports within the different sections of the unit.
  - d. Selection Criteria for CLCs
    - i. MUST be recommended by the SASI and ASIs
    - ii. MUST wear uniform throughout the school year.
    - iii. MUST pass AFJROTC classes.
    - iv. MUST pass all core classes.
    - v. MUST be able to participate in physical fitness training.
3. Leadership Development Requirement (LDR) Activities
  - a. Color Guard: The unit Color Guards present the National, State, and other flags at school and community events and color guard competition. The elite color guard is selected from the pool of color guard cadets based on performance and academic grades. Cadets

- on elite color guard must maintain academic eligibility or face removal from the team. Cadets may earn the color guard shoulder tab.
- b. Air Rifle / Marksmanship Team: Composed of qualified cadets who have taken the unit air rifle safety course and passed the unit air rifle safety test. Each cadet selected for the team must take a Joint Rifle Safety Course during the academic year.
    - i. Composition of the team: At the present time, the Marksmanship Team has ten rifles. To make maximum use of the rifles, the team is broken down into two teams (A Team and B Team). Although there are ten numbered rifles, each rifle has been assigned two individuals with their own numbered scope.
    - ii. Shooting schedules: The Marksmanship Team meets every day from 0700 hrs. to 0800 hrs. in the Beaufort High School Gym. Cadets must report at 0650, so they can help set up the range and retrieve their rifle from the arms room. The Varsity (A Team) is composed of the top ten (10) cadets who achieve the highest combined marksmanship scores in the prone, kneeling and standing positions. The A Team shoots three times a week on Monday, Wednesday and Friday. The B Team shoots on Tuesday and Thursday. Wednesday has been set aside for classroom instruction, theory, as well as administrative and the initial orientation of new members.
    - iii. Competitions and Matches: The ten members of the A Team will compete in all civilian marksmanship program (CMP) sanctioned competitions and matches. The top eight (8) cadets of the A Team will bring their rifles and gear and will be assigned a stick to shoot competitively. The two other cadets will also bring their rifles and gear but play an important role in assisting the coach with all administrative, record keeping and logistical tasks. If there is room available on the bus, B Team members may volunteer to accompany the A-Team to competitions to observe and gain professional development experience.
  - c. Drill Team: The unit Drill Team represents BHS at drill competitions and ceremonial functions. All cadets are eligible to compete for a position on the Drill Team. Drill Team practice is held several times each week, all year, so only the most dedicated should join. Cadet may earn the drill team shoulder tab.
    - i. Exhibition Drill Team. Competes based on variations to regulation drill, usually specified in rules published by drill meet/competition host unit.
    - ii. Armed Exhibition Team. Includes non-regulation drill with rifles. These teams will normally prepare/practice against the rules established by each individual competition host.
    - iii. Unarmed Exhibition Team. Includes non-regulation drill. Rules vary according to drill meet/competition. Also called Stomp Team.
    - iv. Regulation Drill Team. Competes based on applicable Air Force regulations.
    - v. Armed Regulation Team. Drill is performed while carrying replica drill rifles.
    - vi. Unarmed Regulation Team. Drill is performed without rifles.
  - d. Drone Team: Cadets utilize superior coordination and disciplinary skills to apply to flying in obstacle courses using Unmanned Aerial Vehicles (UAVs). Cadets will use fine motor skills to carefully maneuver their UAV through the course as quickly as possible.

- e. Raiders: Unit Physical Fitness Team members practice to develop enhanced individual physical fitness for competition. During football season, the PT team performs exercises upon each touchdown by the BHS team in order to display our school spirit and support our team. Cadets may earn the PT Team shoulder tab.
- f. Rocketry Team: Unit members with an interest in learning more about rocketry and space science may join the Model Rocketry club. They will complete training programs, build and launch model rockets, and compete in model rocketry competitions. Team members can earn the AFJROTC Model Rocketry Badge. Cadets also will attend middle schools and help out the science classes with their rocket programs.
- g. Curriculum In Action (CIA) Field Trips: Field trips are available to all cadets who maintain good standing in AFJROTC. These include trips to military bases, space flight facilities, museums, college campuses, airports, etc. The trips are designed to expand your knowledge about the world of aerospace science. The corps typically takes one day trip and one overnight trip during the school year, with one day trip as an absolute minimum. Cadets must be academically eligible and have written parental/guardian approval to participate.
- h. Kitty Hawk Air Society (KHAS): As the AFJROTC version of National Honor Society, membership in KHAS is offered to those who have met challenging academic standards and completed the induction process. Those who have a 3.5 cumulative GPA, are well-rounded, in good standing in JROTC, and are selected by the SASI and KHAS/CC are eligible for induction into KHAS.
- i. Fundraising Activities: SC-934 sponsors fund-raising activities to generate money to purchase special equipment and support field trips and social activities. Each cadet is expected to participate in these efforts. The primary event is the fall fundraiser, which usually runs through the month of October. Please note that the yearly fundraiser is designed to defray all cadet costs for the academic year. The harder cadets work at fundraising, the less they'll need to ask for money from parents/guardians to attend events or go on field trips.
- j. Note: All AFJROTC sponsored events require parental/guardian approval and supervision by the SASI/ASI. When school-sponsored transportation is provided, cadets are expected to travel and return on the school-sponsored transportation. Exceptions to this rule require prior written approval by parents/guardians.

## 7 Organization of the Cadet Corps

1. The organizational chart (Attachment 1) indicates how the cadet corps is organized. The organizational chart reflects the chain of command by a solid line connecting the functions or positions. Information, guidance, and decisions flow down the chain of command in oral and written instructions. Information and recommendations also flow up the chain of command. Information flow and coordination between lateral functions is also necessary for efficient staff functioning. Unless there is a free communication flow throughout the organization, the unit will quickly become ineffective. The Corps Commander (Group Commander), the SASI and the ASI have an “open door” policy which allows a cadet with a sensitive issue or pressing reason to not use their chain of command to approach the instructors or Group Commander directly. However, in the majority of situations the chain of command should be used to allow issues to be resolved at the lowest possible level.
2. Cadets will fulfill their duties as prescribed by training. Failure to complete required tasks will result in replacement. The Flight Commander will have to train any replacements and inform their assigned Squadron Commander on the change.
3. Authorized leadership positions are shown in the Unit Manning Document (Attachment 2). Cadets must learn the duties and responsibilities of assigned positions. Promotion up the chain of command will be based on job performance and potential for more responsibility.
  - a. Corps Management and Job Descriptions
    - i. goals:
      1. Group Commander: Head of the Unit and Corps of Cadets. Accomplish the mission and all objectives of the Group. Monitor the appearance, discipline, efficiency, training, and conduct of the group. Administer cadet corps activities according to Air Force principles and procedures and the unit handbook.
        - a. Chairman of the Group Staff; reports to the ASI/SASI.
        - b. Responsible for the appearance, discipline, efficiency, training, and conduct of the Corp of Cadets.
        - c. Supervises the Deputy Commander, Group Command Chief, and Squadron Commanders.
        - d. Administers cadet corps activities according to Air Force principles and procedures.
        - e. Responsible for Group and control of the Group.
        - f. Conducts regular Group Staff meetings to plan and organize the Group activities. A head staff meeting should be held each Friday. A Group staff meeting should be held each Friday.
        - g. Evaluates the progress of subordinate Commanders to ensure their effectiveness.
        - h. Visits committee and club meetings (Kitty Hawk Air Society, Drill Team, etc).
        - i. Chairs Cadet of the Month, Cadet of the Semester, and Honor Code Boards.
        - j. Prepares monthly evaluations of the Group Staff officers (except Flight Commanders).

- k. Perform other duties assigned by the ASI/SASI.
2. Deputy Group Commander:
    - a. Assumes command of the unit in the absence of the Group Commander.
    - b. Prepares and coordinates the unit staff meeting agenda.
    - c. Supervises Special Teams Commander.
    - d. Trains Group Staff on position functions/responsibilities.
    - e. Keeps Group Commander informed on all cadet activities.
    - f. Assists other staff officers in their duties.
    - g. Assists the Group Commander in preparing monthly evaluations of the Group Staff officers.
    - h. Unit lead for self-inspections and external assessments.
    - i. At a minimum, leads a self-inspection each quarter.
    - j. Performs other duties assigned by the Group Commander or ASI/SASI.
  3. Group Command Chief:
    - a. Responsible for the appearance, discipline, efficiency, training, and conduct of the Group.
    - b. Manages cadet merit/demerit system appeals process.
    - c. Maintains and publishes merit/demerit table with established values.
    - d. Maintains database of issued merits/demerits.
    - e. Post weekly roster on bulletin board.
    - f. In coordination with the Group Commander, establishes and maintains written Group policies that provide standard guidance in Group operations, including managing the cadet promotion system.
    - g. Assists other staff officers/positions in their duties.
    - h. Sets uniform wear standards.
    - i. Manages cadet Group promotion process.
    - j. Schedules/ executes monthly promotion testing program (SSgt-CMSgt).
    - k. Responsible for the recording of all Community Service Projects within the Unit.
      - i. Run the Unit's Service Points System.
      - ii. Create a paper system for flight crew to submit hours for cadets in their flight for all community service activities that the flight does as a whole.
      - iii. The list of cadets to attend any activities must first be submitted to the Group Commander to ensure that no cadet has any significant disciplinary offences/significant Academic Probation parameters. .
    - l. Performs other duties assigned by Group Commander or ASI/SASI.

4. Inspector General:
  - a. Fields complaints from cadets concerning issues within the corps or with other cadets and resolves the/passes them on to the Group Commander or the ASI/SASI.
  - b. Advises the Group Commander on problems within the corps and suggesting possible solutions.
  - c. Develops training plans and assists with the training cadet staff on the duties of their positions.
  - d. Attends staff meetings and performs duties assigned by the Group Commander.
  - e. Inspects, records, and monitors Reserve Cadet Program grooming and uniform wear.
  - f. Performs other duties assigned by the Group Commander or ASI/SASI.
5. Mission Support Squadron Commander:
  - a. Ensures that all prescribed duties are being accomplished by each of the assigned Commanders.
  - b. Monitors the appearance, discipline, efficiency, training, and conduct of all Corps Operations to include Information Management, Public Affairs, Financial Management, and Logistics.
  - c. Devise a monthly calendar for the unit that is up-to-date and correct (completed prior to the beginning of the month), and directs Public Affairs to assure that the calendar and weekly schedule are being published throughout the Unit's facilities.
  - d. Performs other duties assigned by the Group Commander or ASI/SASI.
6. Leadership Development Requirement (LDR) Squadron Commander:
  - a. Prepares and coordinates the Special Teams staff meeting agenda and provides input for the weekly Group Staff meetings.
  - b. Supervises Marksmanship Commander, Drill Team Commander, KHAS Commander and Color Guard Commander.
  - c. Trains Special Teams Commanders on position functions/responsibilities.
  - d. Keeps Group Commander informed of all Special Teams activities.
  - e. Assists other staff officers in their duties.
  - f. Assists the Group Commander in preparing monthly evaluations of Squadron Staff officers.
  - g. Performs other duties assigned by the Squadron Commander or SASI/ASI.
7. Training Squadron Commanders:



- a. Responsible for the appearance, discipline, efficiency, training, and conduct of their assigned Squadron under the supervision of the Group Commander.
  - b. Ensure that all members of their squadron have the opportunity to develop leadership.
  - c. Work with other staff members to insure accomplishment of squadron-level goals.
  - d. Inspect flights when assigned by the Stan/Evan Commander or the Operations Commander.
  - e. Help conduct Flight Staff Meetings as required.
  - f. Update flight rosters as required for uniform inspections, PT, activities attendance, etc.
  - g. Ensure appearance, discipline, efficiency, training, and conduct of the assigned command.
  - h. Responsible for all tasks prescribed by the Group Commander.
  - i. Report to Group Commander on a regular basis.
- ii. Key Personnel not on Group Staff:
    - 1. Flight Commanders and Flight Sergeants
      - a. Assists Training Squadron Commanders in fulfillment of their assigned duties.
      - b. Conduct a cadet physical fitness program, including the Physical Fitness Test and stretching exercises in accordance with Air Force Standards.
        - i. Ensure that a Physical Training assignment is published on each classroom board two days prior to PT day.
        - ii. Ensure that the male and female changing rooms are specified on each door with a typed sign at least one day prior to PT day.
        - iii. Prepare the Group for the Presidential Fitness Assessment.
        - iv. Develop and monitor procedures for safeguarding and check out/in of unit PT equipment.
        - v. Work in conjunction with Logistics Personnel to ensure that all PT equipment is in working order at all times.
      - c. Responsible for monitoring academic grades in flight.
        - i. Must ensure that the Academic Probation system is running effectively.
        - ii. Will send out Letters of Academic Probation and Release from Academic Probation Letters as defined in the Academic Probation system.
        - iii. Notify the supervisor(s) of cadets who are on Academic Probation to assure that the parameters of probation are being followed.

- iv. Coordinate with Kitty Hawk Commander for cadets that require academic help.
  - v. Contact award organizations in preparation for Pass in Review.
  - vi. Ensure that all cadets who won an award at Pass in Review receive their award.
  - vii. Keep records of past Cadets of the Month and give them to the SASI for the Cadet of the Year award.
  - viii. Ensure the confidentiality and security of all information regarding the awards Assist the SASI in making/handing out awards at the Unit Mass Meeting at the beginning of the year.
- d. Report to the Training Squadron Commander on a regular basis.
2. Logistics Officer:
- a. Reports to the Mission Support Squadron Commander.
  - b. Responsible for all Logistics facilities and personnel.
  - c. Responsible for all equipment as assigned.
  - d. Responsible for the organization and security of the Team Supply and Uniform Supply Rooms.
  - e. Responsible for developing Logistics Operational Business Hours.
  - f. Responsible for Team Supply, Logistics, and Weapons personnel.
  - g. Ensure that each team that owns supplies has a Team Supply NCO selected to handle supplies.
  - h. Ensure that the Team Supply NCO for Air Rifle Team, and Drill and Ceremonies Team is trained for Weapons.
  - i. Conduct training for all Logistics personnel and technicians.
  - j. Work in conjunction with the Financial Management Officer for Rank and Ribbon Special Orders while following the Logistics Chain of Custody procedure.
  - k. Report to the Mission Support Squadron Commander on a regular basis.
3. Public Affairs Officer:
- a. Reports to the Mission Support Squadron Commander.
  - b. Responsible for all Public Affairs within the Unit and between the Unit and Community.
  - c. Responsible for the Recruiting Corps' mandate to effectively retain cadets and expand the unit.
  - d. Provide newsworthy items about cadets and JROTC activities to the school, school district, local news media, and the AFJROTC newsletter, after coordination with the ASI or SASI.
  - e. Provide maximum publicity coverage of all cadet activities.
  - f. Maintain and organize all Unit photos.
  - g. Maintain/Update Unit Bulletin Boards at all times with pictures and information.

- h. Ensures the calendar and weekly schedule are being published throughout the Unit's facilities.
  - i. Responsible for the operation and upkeep of the Unit Webpage and Facebook Page.
  - j. Responsible for making the recruiting video.
  - k. Conduct training for all PA technicians.
  - l. Report to the Mission Support Squadron Commander on a regular basis.
- iii. LDR Activity Commanders:
1. Each team Commander must report to the Operations Commander on a regular basis to ensure that all Unit goals are being achieved.
  2. Each team NCOIC/Deputy Commander must assist the Commander in leadership of the team and take over in the absence of the Commander.
  3. All Commanders and NCOICs are required to attend all meetings as required by the LDR Squadron Commander.
  4. Ensure the team has a Supply NCO selected and trained if access to the Logistics Team Supply Room is required.
    - a. Air Rifle Team, Drill Team, and Color Guard must ensure that the Team Supply NCO is trained for Weapons.
    - b. All Team Supply NCO's must keep an inventory list at all times, up to date, to give to the team Commanders who will give them to the Operations Commander for documentation.
  5. Always ensure that no cadet has any significant disciplinary offences or significant academic probation parameters. If so, team commanders assist with enforcing those consequences.
  6. Academic Team Commander
    - a. Ensure SASI has signed up the team for all competitions at least a month prior to the competition date.
    - b. Pick team members by the end of September with coordination with the LDR Squadron Commander and approval from the SASI.
    - c. Establish training and competition dates.
    - d. Ensure computers and smart boards are operational for each practice and competition.
    - e. Provide a written report to the LDR Squadron Commander after each competition is completed.
  7. Air Rifle Team Commander:
    - a. Ensure that all cadets are taught the safety regulations.
    - b. Ensure that no one enters or leaves a live range.
    - c. Ensure all Air Rifles are secured and transported properly when out of the safe.
    - d. Ensure all Air Rifles are pressured at proper air pressure.
    - e. Have an inventory sheet of all rifles that get signed out.
  8. Drill and Ceremonies Team Commander:

- a. Ensure the proper education of all cadets according to the Drill and Ceremonies book.
  - b. Ensure the proper training of all new members.
  - c. Be able to teach team all movements effectively and in a timely manner.
  - d. Ensure the training of the NCOIC to take over the position.
  - e. Maintain updated records of attendance, what was accomplished at practices and goals.
  - f. Be of the utmost military order and cleanliness in matters of uniform wear and behavior at ALL times.
  - g. Provide Logistics Officer inventory lists of team equipment, as required.
    - i. Provide updated inventory if team inventory changes
  - h. Ensure routines are to Drill Competition specifications.
  - i. Responsible for giving out competition SOPs to specified Commanders ASAP.
  - j. Ensure that an adequate number of team members are trained to meet performance requirements.
  - k. Teach all team members how to maneuver the rifles with snap and precision.
  - l. Develop new drill sequences or alter old drill sequences for the team to be used during competitions.
  - m. Brief the cadets on military uniform wear and make sure that they look of utmost cleanliness and military order.
  - n. Hold weekend practices when necessary.
9. Drone Team Commander:
- a. Teach cadets safety precautions when dealing with various forms of aircraft.
  - b. Help cadets develop hand-eye coordination and discipline.
  - c. Train cadets in proper technique for flying Unmanned Aerial Vehicles.
  - d. Maintain and provide a proper inventory of all team equipment.
10. Kitty Hawk Air Society Commander:
- a. Maintain the Kitty Hawk Air Society that has been established.
  - b. Promote the Kitty Hawk Tutoring Service and any available Service Projects.
  - c. Work with the Training Squadron Commanders and Public Affairs Officer to ensure cadets are well informed of these opportunities.
  - d. Ensure the proper education of all cadets in need of academic assistance.
  - e. Reply to all requests of academic assistance in a timely fashion.
  - f. Coordinate Adopt-A-Highway cleanups with county extension office, Group Superintendent.

- g. Set up KHAS Pledge Program for new inductees.
- h. Work with Financial Management Officer the operations of the concession stands during the winter sports season.
- i. Responsible for making packets for registration.
- j. Responsible for parking detail at all home football games.

11. Raider Team Commander:

- a. Responsible for training of the Raiders Team Cadets.
- b. Responsible for the upkeep of Raiders equipment.
- c. Conduct PT training during practice to keep the team ready for competitions.
- d. Reports to the LDR Squadron Commander
- e. Supervises all Raider Team activities;
- f. maintains/submits records for Raider Team performances.
- g. Responsible for Raider Team equipment; inventories equipment weekly and passes discrepancies to ASI.
- h. Coordinates with ASI for all Raider Team events and practices.
- i. Maintains database of Raider Team members, meets and events participated.
- j. Perform other duties assigned by the LDR Squadron Commander or SASI/ASI.

12. Rocketry Team Commander:

- a. Ensure the safety of all launches.
- b. Supervise the process of rocket building and launches by cadets.
- c. Set up launching plan for all launches and recoveries.
- d. Develop and distribute Rocketry Team Handbook.

iv. CADET FLIGHT CREW:

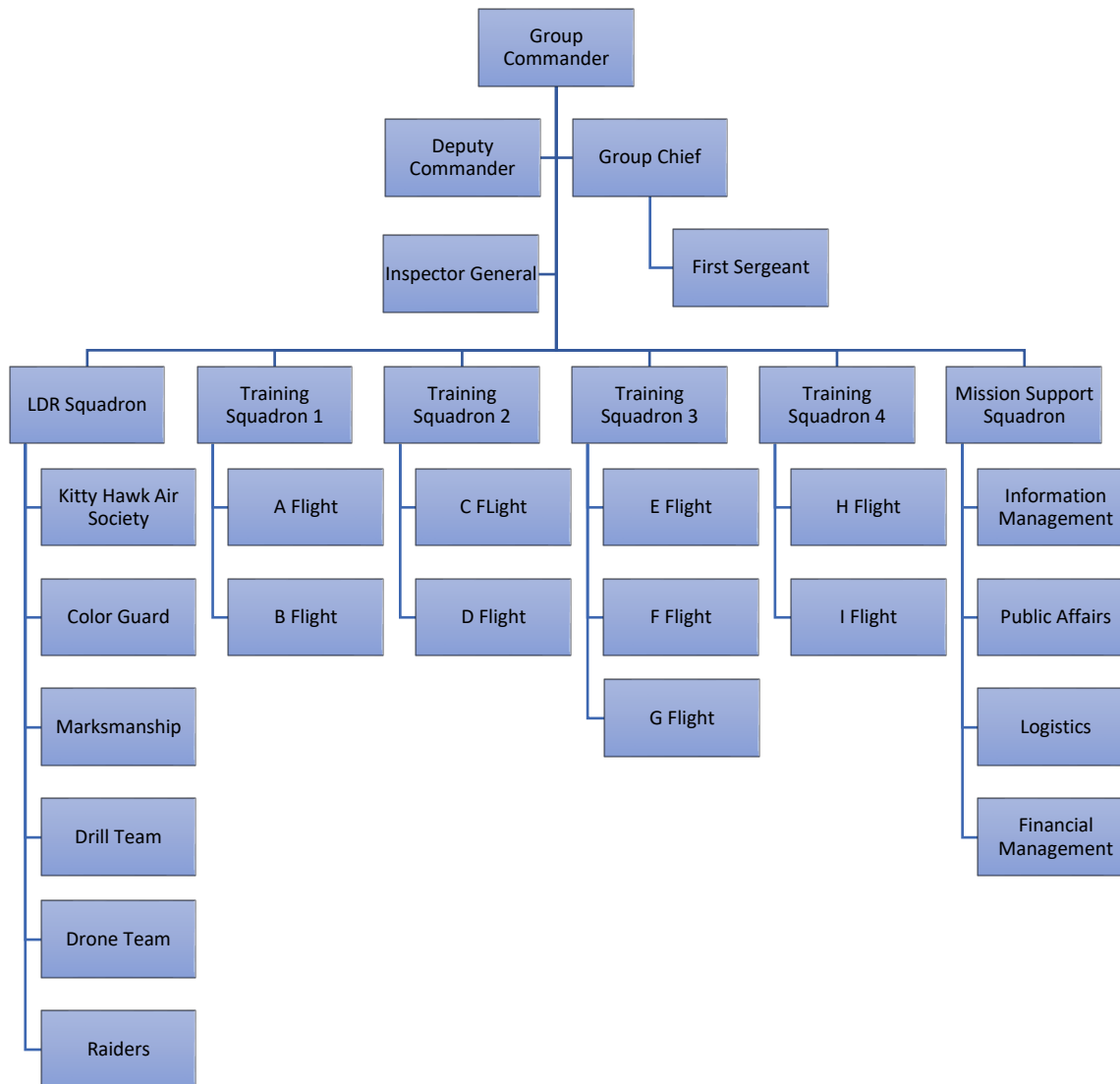
1. Flight Commanders:

- a. Represent the Cadet Corps at school, student, and community functions.
- b. Monitor the efficiency, training, and conduct of the flight.
- c. Represent the flight at all meetings and on the Honor Board, when required.
- d. Attend all meetings that are called within the Group or respective Squadrons.
- e. Serve as a model cadet for other flight members.
- f. Evaluate the Flight Sergeant fairly and appropriately.
- g. Show pride and esprit-de-corps within the flight and always strive to achieve outstanding flight performance.
- h. Know uniform inspection procedures and proper uniform wear.
- i. Turn in reports to your assigned Training Squadron Commander on the appropriate day.
- j. Know all members of the flight;
  - i. advise and counsel them as needed.

- ii. Recommend members of the flight for promotion, demotion, flight positions, and awards.
  - k. Attend training sessions during the summer.
  - l. Hold meetings, when needed, with the Flight Sergeants and other flight leaders regarding improvements, corrections of discrepancies, or special projects.
  - m. Assume the role of Flight Advisor during second semester, when announced.
  - n. Ensure that your assigned Flag Detail personnel are completing their prescribed duties.
2. Flight Sergeant:
- a. Assist the Flight Commander with flight conduct, discipline, uniform inspections, and drill as instructed.
  - b. Instruct the Element Leaders on reporting procedures and check their performance.
  - c. Receive the Element Leaders report and report to the Flight Commander.
  - d. Serve as a model cadet for other flight members.
  - e. Train the Flight Guidon Bearer in Guidon Bearer procedures.
  - f. Train flight members as Acting Flight Sergeant in the absence of the Flight Sergeant.
  - g. Assume the duty of Flight Commander during the absence of the Flight Commander.
  - h. Evaluate the Acting Flight Sergeant accordingly during Flight Commander's absence.
  - i. Delegate the jobs of flight specialists to members of the flight and train them on the position.
  - j. Know uniform inspection procedures and proper uniform wear.
  - k. Advise the Superintendent on matters pertaining to the flight.
  - l. Know all members of the flight and advise and counsel them as needed.
  - m. Recommend members of the flight for promotion, demotion, flight positions, and awards.
  - n. Stimulate pride and esprit de corps within the flight and always strive to achieve outstanding flight performance.
  - o. Attend training sessions during the summer.
  - p. Ensure that flag detail personnel show and accompany them.
  - q. Handle all flight paperwork with approval of flight Commander, i.e. cadet of the month, community service, etc. and turn it into the correct box in the Group Staff mail center.
3. In Flight Positions:
- a. Flight Guidon Bearer
    - i. Responsible for keeping the flight quiet and in their seats before class starts.

- ii. Display the guidon properly.
    - iii. Act as the focal point for formation of the flight.
    - iv. Lead the direction of march and set the pace for the flight.
    - v. Learn Guidon Bearer procedures.
    - vi. Attend Guidon Bearer practices, as required.
    - vii. Attend enlisted meetings
  - b. Element Leader:
    - i. Assist the Flight Commander and Flight Sergeant, as directed.
    - ii. Act as the Flight Sergeant, on a rotating basis, upon the absence of the Flight Sergeant.
    - iii. Maintain order of assigned element members for the duration of the class period.
    - iv. Serve as a model cadet for other members of the element.
- 4. Flight Technicians
  - a. Each flight must have the following flight technicians: Logistics (LG) (male & female), Physical Training (PT) (Male & Female), and Public Affairs (PA).
  - b. Periodically, technician meetings will be scheduled and are MANDATORY.
  - c. Attend all meetings as scheduled by the respective supervisor.
  - d. In the event a specialist cannot attend a meeting, he or she must submit in writing a valid excuse.
  - e. NOTE: The specialist's Flight Commander will assist in submitting the excuse.

## 8 Attachment 1: SC-934 Organization Chart





## 9 Attachment 2: SC-934 Unit Manning Document

Position	Office Symbol	Qty	Max Auth Rank
Group Commander	Gp/CC	1	C/Col
Deputy Group Commander	Gp/CD	1	C/Lt Col
Group Command Chief	Gp/CCC	1	C/CMSgt
Group First Sergeant	Gp/CCF	1	C/SMSgt
Inspector General	Gp/IG	1	C/Lt Col
LDR Squadron Commander	LDR/CC	1	C/Lt Col
LDR Deputy Commander	LDR/CD	1	C/Maj
LDR Squadron First Sergeant	LDR/CCF	1	C/SMSgt
LDR Team Commanders	LDR/XX	#	*
Mission Support Squadron Commander	MSS/CC	1	C/Lt Col
Mission Support Squadron Deputy Commander	MSS/CD	1	C/Maj
Mission Support Squadron First Sergeant	MSS/CCF	1	C/SMSgt
Information Management	MSS/IM	1	C/Capt
Public Affairs	MSS/PA	1	C/Capt
Logistics	MSS/LG	1	C/Capt
Financial Management	MSS/FM	1	C/Capt
Training Squadron Commander	TRS/CC	4	C/Lt Col
Training Squadron Deputy Commander	TRS/CD	4	C/Maj
Training Squadron First Sergeant	TRS/CCF	4	C/SMSgt
Flight Commander	Flt/CC	#	*
Flight Sergeant	Flt/CCF	#	*

\* = no maximum authorized grade.

# = number determined by number teams/flights available, dependent on Corps size

## **10 Attachment 3: Uniform Guidance**

1. Follow the attached links for uniform wear guidance:
  - a. AFI 36-2903: Dress and Personal Appearance of Air Force Personnel
  - b. Visual Aids for Authorized Badges, Rank Insignia, and Cadet Uniform Wear
  - c. AFJROTC Ribbon Chart
  - d. AFJROTC Uniform and Awards, Operational Supplement