

# GOLDSBORO HIGH SCHOOL “COUGAR BATTALION”

## Standard Operating Procedures



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# INTRODUCTION TO U.S. ARMY JROTC PROGRAM

## Cougar Battalion

### **Mission Philosophy**

The Junior Reserve Officer Training Corps (JROTC) Program Mission philosophy is “To Motivate Young People to be Better Citizens.” The JROTC Program is a service to our nation that provides cadets the motivation and skills to remain drug free, graduate from high school, and become successful members of society.

### **Vision**

The vision of the Cougar Battalion is to provide an environment of academic achievement unequalled within the educational community of Wayne County, the State of North Carolina, and the United States. We intend to become a model U.S. Army JROTC program that will be exemplified throughout the country. This standard will be emulated in every section of our JROTC operations: individual student achievement, excellence in staff and faculty, classroom management, cadet organizations, extracurricular activities, and community involvement. Through our continuous teachings of moral values, citizenship, and leadership skills the Cougar Battalion prepares cadets for future roles as leaders of the United States.

### **PURPOSE**

This regulation sets policies, assigns responsibilities, and provides guidance for the proper planning and execution of a successful JROTC program at Goldsboro high school.

## **Chapter 1: Administration**

### **1-1 Cadet Records**

a. Cadet records will be maintained in the JROTC Unit Manager System (JUMS) application program for each cadet enrolled in JROTC, and for a period of 5 years after leaving the program or 1 year after graduation. (Paper copies are not required; back up disks will ensure the information is protected.) USACC provides the cadet records program (JUMS) that contains the format and description of the content that is required. Records completed before the implementation of JUMS can be paper copies.

#### **b. Training Certificates**

(1) Issue CC Form 134-R (Certificate Training) to each cadet who successfully completes at least 2 years of the program. Senior Army Instructor (SAI)s or Army Instructor (AI)s will make a recommendation for advanced placement on JUMS automated Cadet Record in the Cadet Notes from the History Tab in JUMS upon issuing CC Form 134-R.

(2) Provide students completing JROTC training and not enrolled as cadets a Certificate of Participation, without recommendations, and make an entry on the JUMS automated Cadet Record.

### **1-2 Cadet Incentives**

#### **a. Cadet Merit/Demerit System –**

(1) The Cougar Battalion has a merit/demerit system to provide reinforcement for cadet accomplishment and authority to cadet leaders.

(2) The system will allow cadets the opportunity to correct deficiencies and to recognize cadets who excel.

(3) JROTC Instructors, Cadet Company First Sergeant and or Battalion leadership will enter merits/demerits at a minimum once a week. Platoon Sergeants submit the merit/demerit submittal forms to the Company First Sergeant every Wednesday morning or as situations dictate.

(4) The intent of demerits is a disciplinary system to set the tone for acceptable and appropriate behavior in JROTC. The list provided below is not exhaustive and can be supplemented based on the good judgment of the cadet leadership, faculty, and staff.

- Neglect of assigned duty.
- General misconduct, unbecoming manners or language.
- Safety violations.
- Failure to observe corrective direction.
- Disobedience or disrespect.
- Classroom misconduct.
- Absent from required formation or meeting.
- Late to class or assigned study period.
- Condoning or failing to report violations.
- Personal appearance violation.
- Public display of affection (PDA).
- Off limits violation.
- Abuse of authority.

In most cases the cadet command leadership will deal with the above infractions. These are infractions that violate standards established by the School District and will be referred to the SAI/ Principal for resolution accordingly:

- Fighting, physical contact, or threats.
- Damage to property or vandalism.
- Theft.
- Chemical substance violation.
- Arrest for violation of local, state, or federal laws.
- Use or possession of tobacco products
- Use of possession of illegal weapons

Again, neither of these lists are exhaustive. They are examples of behavior that will result in consequences managed by our school administration.

**NOTE: 1000 Merits-** Automatic promotion within grades E-1 through O-1.

**100 Demerits-** If cadet does not work of their demerits as prescribed by JROTC Instructors then an automatic loss of rank and kicked off any JROTC curricular activities will occur. If cadet does not possess rank, then after school detention will be assigned.

## MERIT/DEMERIT CODES

<u>Merits:</u>	<u>Number of Merits</u>
1. Cadet of the M/Q/S/Y Winner	50
2. Community Service	20
3. Participation in Parades	10
4. Before and after school Practices	5
5. Attending Battalion Staff Days	10
6. Usher at school activities	10
7. Participation in Board of Excellence	10
8. Other appropriate assignments	10
9. Achieving all "As" on Report Card	100
10. Achieving all "As/Bs" on Report Card	50

  

<u>Demerits:</u>	<u>Number of Demerits</u>
1. Insubordination or disrespect	20
2. Missed uniform day (unexcused)	10
3. Failure to complete assignments	5
4. Skipping class	30
5. Eating food or chewing gum in class/ranks	5
6. Inattention in class or ranks	5
7. Unprepared physical training day (unexcused)	10
8. Tardy to class	20
9. Cell phone usage in class	20
10. Public Displays of Affection (PDA)	30





## **1-3 Cadet Promotions**

The purpose of this chapter is to provide standard procedures governing the promotion of cadets within the Corps. The ultimate goal is to provide a fair and equitable system whereby those who work hard and follow the guidelines will be promoted. Those who seek minimum involvement will be passed over for promotion.

### **1. Responsibilities.**

#### **a. Delegation of Promotion Authority.**

(1) Company Commanders are able to suggest promotions within the companies with approval from the Battalion Commander. The cadet must pass required promotion policy found in the cadet handbook/SOP. (Subject to approval by an Army Instructors)

(2) The Battalion Commander is authorized to promote to the rank a position requires after passing the required promotion policy found in cadet handbook/SOP. (Subject to approval by a Senior Army Instructor)

(3) Authority to promote to higher Enlisted ranks and all Commissioned Officer ranks remains with the JROTC instructional staff. The Senior Army Instructor will approve all promotions.

b. Individuals. Each cadet is expected to ensure that he/she receives proper credit and recognition for promotable actions. Ultimately, each cadet is responsible for his/her promotable status.

### **2. Procedures for Promotions.**

a. Criteria for promotion will not be waived, except as noted.

b. The following actions or conditions must be accomplished or met by each candidate for higher rank.

(1) Ensure that a vacancy exists for promotable position.

(2) Be recommended by appropriate cadet supervisors and/or instructional staff.

(3) Meet minimum JROTC grade criteria for Enlisted rank of Officer status.

(4) Maintain school attendance and JROTC class standard.

## **APPOINTMENT AND PROMOTION OF CADETS**

a. The cadet battalion is commanded and run by the cadets themselves. The positions of Cadet Officers and Non-Commissioned Officers therefore, are ones of great trust and responsibility. Appointment as a Cadet Officer is a demonstration of the special trust and confidence that the school and military authorities have in the cadet. The appointment is made only after the cadet has demonstrated his/her leadership ability and general all around worthiness for that rank. It carries with it many honors and privileges, but even more important are the added responsibilities that the commissioned officer must shoulder. Appointment as a non-commissioned officer is recognition of good qualities already demonstrated, as well as the military staff's confidence in the cadet's potential leadership abilities.

b. Cadets are promoted solely on their demonstrated ability and evaluation by the school faculty and the military staff. Recommendations for promotion may be submitted, at any time, through channels by any of the cadet leaders for personnel under their command. These recommendations are carefully weighed with the cadet's overall academic record, attendance record, disciplinary record (both JROTC and school), and a careful evaluation of the cadet's learning abilities.

c. As a basic rule, promotions will be one grade at a time, even though a cadet may spend only a short period of time in each grade. However, those cadets that demonstrate superior academic and military leadership qualities may jump one or more grades with SAI/AI approval.

## **PROMOTION BOARDS**

(1). NCO Promotion Boards will be held as determined by the AI/CSM. The board will consist of Company First Sergeants, the Command Sergeant Major, and Army Instructor.

## **QUALIFICATIONS FOR PROMOTIONS**

For all promotions, the battalion table of organization and its rank structure will be used as a guide. In no case will it be exceeded without the approval of the Senior Army Instructor. Cadets are eligible for promotion during each quarter of the school year. All promotion recommendation rosters are due to the Battalion Adjutant (S-1) one week prior to the conducting of promotions from SGT through CSM. Form PF1 must be filled out before promotion is qualified. SEE ENCLOSED PROMOTION SHEETS

### **Enlisted Promotion:**

- E-2 through E-4 (Cadets must Report to Army Instructor and Conduct required items on promotion sheet)
- E-5 through E-7 (Cadets will attend promotion board and comply to all items on enclosed promotion Sheet; Cadet 1SGs will be appointed)
- E-8 and E-9 (Appointed positions; Company 1SGs; Battalion Command Sergeant Major; By exception will a Staff Sergeant Major be appointed) Noncommissioned Officer: To be

eligible for promotion to C/MSG or 1SG (E-8), through C/SGM or CSM (E-9) cadets must meet the following criteria:

1. Receive a passing grade in all academic classes.
2. Have a zero balance of demerits or better prior to promotion days.
3. Must know the information in the Army CCR 145-2 (May '06) proficiently.
4. Must know the information in FM 3-21.5 and FM 3.22.20 proficiently.
5. Be recommended for a promotion by Command Sergeant Major.
6. Missed zero uniform/PT days.
7. Must be able to explain each staff's jobs.
8. Received a written recommendation from the Command Sergeant Major, Battalion Commander or Army Instructors.
9. Be approved by AI.

## Private Promotion Sheet (PV2)

---

### Prerequisites:

- a). No disciplinary actions, such as detention or suspension
- b). 2.0 GPA or above
- c). 80 or above on last 4 PT and uniform grades

### In-class requirements:

- a). Recite cadet creed
- b). Recite all enlisted cadet ranks
- c). Execute the PT commands, given by the company 1SG
- d). Execute the following stationary commands given by the company 1SG:
  - 1). *Detail*, ATTENTION
  - 2). *Right*, FACE
  - 3). *Left*, FACE
  - 4). *Parade*, REST
  - 5). AT EASE
  - 6). *Detail*, ATTENTION
  - 7). *About*, FACE
  - 8). *About*, FACE
  - 9). *Present*, ARMS
  - 10). *Order*, ARMS
  - 11). *Dress right*, DRESS
  - 12). *Ready*, FRONT
  - 13). *Right*, FACE
  - 14). COVER
  - 15). UNCOVER
  - 16). *Left*, FACE
  - 17). FALL OUT

All prerequisites must be completed before requesting to attempt promotion. Ask the 1SG of your company THE WEEK BEFORE you want to test for your rank, about being interested in the next attempts. All non-NCO promotion attempts are held every Thursday in class. To receive your rank you must pass ALL PARTS of the in-class requirements.

## Private First Class Promotion Sheet (PFC)

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### Prerequisites:

- a). No disciplinary actions, such as detention or suspension
- b). 2.0 GPA or above
- c). 80 or above on last 4 PT and uniform grades
- d). 2 written teacher recommendations from core classes
- e). Have been a PV2 for at least 1 month

### In-class requirements:

- a). Recite cadet creed
- b). Recite all enlisted and officer cadet ranks
- c). Recite the Battalion Chain of Command
- c). Recite the PT commands
- d). Execute the stationary commands given by the company 1SG
- e). Be able to execute the following marching concepts in any order:
  - 1). Flanks
  - 2). Columns
  - 3). Change Step
  - 4). Rear March
  - 5). Double Time
  - 6). Half Step
  - 7). Left/Right Step
  - 8). Halt

All prerequisites must be completed before requesting to attempt promotion. Ask the 1SG of your company THE WEEK BEFORE you want to test for your rank, about being interested in the next attempts. All non-NCO promotion attempts are held every Thursday in class. To receive your rank you must pass ALL PARTS of the in-class requirements.

## Corporal Promotion Sheet (CPL)

---

### Prerequisites:

- a). No disciplinary actions, such as detention or suspension
- b). 2.0 GPA or above
- c). 85 or above on last 4 PT and uniform grades
- d). 3 written teacher recommendations from core classes
- e). Have been a PFC for at least 3 months

### In-class requirements:

- a). Recite cadet creed
- b). Recite all enlisted and officer cadet ranks
- c). Recite the Battalion Chain of Command
- c). Recite the PT commands
- d). Give PT stretches, exercises, and commands to a group of cadets
- d). Execute the stationary and marching commands given by the company 1SG
- e). Be able to march a squad of cadets utilizing the following concepts:
  - 1). All stationary movements
  - 2). Flanks
  - 3). Columns
  - 4). Change Step
  - 5). Rear March
  - 6). Double Time
  - 7). Half Step
  - 8). Left/Right Step

All NCO promotions of CPL and above are required to attend a promotion board held on the fourth Monday of every month. You must tell the 1SG of your company the FIRST WEEK of that month, that you are interested in attending, to be eligible for that month's promotion board.

## Sergeant Promotion Sheet (SGT)

---

### Prerequisites:

- a). No disciplinary actions, such as detention or suspension
- b). 2.0 GPA or above
- c). 90 or above on last 4 PT and uniform grades
- d). 4 written teacher recommendations from core classes
- e). Have attended 3 JROTC events
- f). Have been a CPL for at least 3 months

### In-class requirements:

- a). Recite cadet creed
- b). Recite all enlisted and officer cadet ranks
- c). Recite the Battalion Chain of Command
- c). Recite the PT commands
- d). Give PT stretches, exercises, and commands to a group of cadets
- d). Demonstrate the proper commands and movements for inspection
- e). Complete the commands for armed drill, given by the company 1SG
- f). Answer questions on the techniques and procedures for counseling
- f). Give a 5 minute oral presentation in-class about the topic given by your 1SG

All NCO promotions of CPL and above are required to attend a promotion board held on the fourth MONDAY of every month. You must tell the 1SG of your company the FIRST WEEK of that month, that you are interested in attending, to be eligible for that month's promotion board.



## Staff Sergeant Promotion Sheet (SSG)

---

### Prerequisites:

- a). No disciplinary actions, such as detention or suspension
- b). 2.0 GPA or above
- c). 90 or above on last 4 PT and uniform grades
- d). 4 written teacher recommendations from core classes
- e). Have attended 3 color guard practices and at least 6 other events
- f). Have been a SGT for at least 4 months

### In-class requirements:

- a). Recite cadet creed
- b). Recite all enlisted and officer cadet ranks
- c). Recite the Battalion Chain of Command
- c). Recite the PT commands
- d). Give PT stretches, exercises, and commands to a group of cadets
- d). Demonstrate the proper commands and movements for inspection
- e). Complete the commands for armed drill, given by the company 1SG
- f). Answer questions on the techniques and procedures for counseling
- g). Give a 5 minute oral presentation in-class about the topic given by your 1SG

All NCO promotions of CPL and above are required to attend a promotion board held on the fourth MONDAY of every month. You must tell the 1SG of your company the FIRST WEEK of that month, that you are interested in attending, to be eligible for that month's promotion board.

## Sergeant First Class Promotion Sheet (SFC)

---

### Prerequisites:

- a). No disciplinary actions, such as detention or suspension
- b). 2.0 GPA or above
- c). 90 or above on last 4 PT and uniform grades
- d). 4 written teacher recommendations from core classes
- e). Have attended 6 color guard practices and at least 12 other events
- f). Have held the position of squad leader or higher for 2 months
- g). Have been a SSG for at least 5 months

### In-class requirements:

- a). Recite cadet creed
- b). Recite all enlisted and officer cadet ranks
- c). Recite the Battalion Chain of Command
- c). Recite the PT commands
- d). Give PT stretches, exercises, and commands to a group of cadets
- d). Demonstrate the proper commands and movements for inspection
- e). Complete the commands for armed drill, given by the company 1SG
- f). Demonstrate proper counseling techniques and procedures
- g). Give a 10 minute oral presentation about the topic given by your 1SG
- h). Give a 30 minute class on the topic given by your 1SG

All NCO promotions of CPL and above are required to attend a promotion board held on the fourth MONDAY of every month. You must tell the 1SG of your company the FIRST WEEK of that month, that you are interested in attending, to be eligible for that month's promotion board.

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## Recommendation for Promotion

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Cadet Name: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Requested Rank: PV2 PFC CPL SGT SSG SFC MSG Company: A B C

Recommended by (Circle): Company Commander Company XO 1SG

Reason for recommendation and any additional comments:

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Teacher Recommendations for Promotion

All teachers must be current and from core classes

The cadet that has provided you with this form, has shown interest and ability in JROTC to be promoted to a higher rank within the corps of cadets. With each promotion, cadets have greater responsibilities and expectations. It is vital that cadets uphold themselves as leaders and good followers. One part of leadership is "setting an example" for their subordinates and friends. By signing below, you believe that this cadet has demonstrated responsibility, discipline, and integrity within your class and can subsequently uphold the standards we set for our leaders.

Teacher name (print): \_\_\_\_\_ Block: \_\_\_\_\_

Teacher Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Additional Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Teacher name (print): \_\_\_\_\_ Block: \_\_\_\_\_

Teacher Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Additional Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Teacher name (print): \_\_\_\_\_ Block: \_\_\_\_\_

Teacher Signature: \_\_\_\_\_ Date: \_\_\_/\_\_\_/\_\_\_

Additional Comments:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **Officer Promotion:**

All Cadet Officer will possess the knowledge of all requirements that Cadet Enlisted are required to know for promotion. To be eligible for promotion cadets must meet the following criteria:

1. Receive a passing grade in all academic classes.
2. Have a zero balance of demerits or better prior to promotion days.
3. Be recommended for promotion by the Company Commander, Battalion Commander or Army Instructors.
4. Received a written recommendation from the Company Commander, Battalion Commander or Army Instructors.
5. Must know FM 3-21.5 and FM 21-20 proficiently
  - O-1 through O-2 (Appointed as Platoon Leaders and or Battalion Staff Assistance)
  - O-3 (Appointed as Company Commanders and or Battalion Staff Officers in Charge)
  - O-4 (Appointed as Battalion Staff Operations Officer)
  - O-5 (Appointed as Battalion Commander)
  - O-6 (Appointed as SAI/AI Special Assistant)

NOTE: SAI or AI has every right to the special promotion of any cadet at any given time.

## **REDUCTION IN RANK**

a. Any cadet officer, non-commissioned officer, cadet private first class, or cadet private two may be reduced in grade for any of the following reasons. Before being demoted form DF1 must be filled out and complete before demotion is qualified.

- (1). Insubordination toward any cadet of a higher grade or position who is duly appointed over the cadet in question, and who gives a legal and lawful order.
- (2). Insubordination toward a member of the military staff.
- (3). Demonstrated inability to serve as leader in that grade or position.
- (4). Inefficiency or neglect of duty.
- (5). Conduct improper for a person holding that grade.
- (6). Failure to receive a passing nine weeks/ semester grade in JROTC.
- (7). Suspension from school or in school suspension (C.I.C.) for serious violations of school rules.

(8). Failure to wear the uniform on required uniform days or continues to wear the uniform as to present a disreputable appearance, i.e.:

(a). Uncut/un-kept hair or unshaved.

(b). Male cadet wears earring(s) while in uniform or female cadet wears earrings with the Class “C” uniform or improper earrings with the Class “A” or Class “B” uniform.

(c). Continuous unacceptable standards of grooming and appearance.

(9). Violations of the rules, regulations and procedures contained in this cadet SOP.

(10). Failure to turn in homework or fulfill assigned class projects.

b. Cadet Officers must maintain a passing average in both military and academic subjects. Cadet non-commissioned officers must maintain a passing grade in JROTC and may not be failing more than one subject outside of JROTC. Any indication that battalion duties are interfering with academic class work will be dealt with on an individual basis.

b. The reduction may be to any grade considered appropriate by the Military Staff and / or Board of Officers.

## **Chapter 2: Operations**

### **2-1 Cadet/Student Administration**

- a. Cadet/student administration in the Program must be consistent with the principles contained in AR 145-2. The cadet/student is the focal point of the Program, and his/her benefit is the basis for Army and institutional cooperation. Cadets will be treated with respect. Hazing and/or harassment of the cadets by instructor personnel or other cadets is strictly prohibited.
- b. Cadets will contribute to the operations of the JROTC unit. They will have the opportunity to express their ideas concerning conduct of classes, grades, and discipline of cadets in Corps matters. A cadet chain of command will be established and be made functional to the greatest extent possible.

### **2-2 Participation in JROTC**

- a. JROTC units will reflect a cross-section (within 10%) of the school’s population. Administrators and counselors must work closely with JROTC instructors to ensure the students enrolled represent a cross section of the school enrollment in order to maintain the balance required for an effective

program. (Under no circumstances will there be more special needs students or students with disciplinary problems in the JROTC program than exists in the overall school population. Likewise, there should be ample opportunity for college bound students to participate in JROTC.)

- b. Instructors will confer with school authorities prior to instituting major changes that will have an impact on the goals and objectives of the district/school's policies.

### **2-3 Enrollment Requirements**

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

- a. Education. The student must be enrolled at Goldsboro High School.
- b. Grade. The student must be in a grade above the eighth grade during the school year of enrollment.
- c. Academic Standing. The student must maintain an acceptable standard of academic achievement and standing as required by the JROTC program.
- d. Conduct and Character. Cadets must maintain an acceptable standard of conduct. Those in leadership positions are expected to demonstrate high personal standards in order to set the example. All cadets should be honest, self-reliant, and have a sense of personal and social responsibility while performing unit and other academic assignments. They must exhibit self-discipline and respect for the constituted authority through observance of laws, rules and regulations; by prompt and regular attendance at instruction; and in their general attitude. Cadets who fail to meet standards will be removed from leadership positions. All cadets will be screened at the end of each school year and will only be readmitted to the program with the approval of the SAI/AI.
- e. Physical ability. The student must be able to participate in the physical education program in the school. These requirements, under the secondary schools open enrollment policy and when desired by the principal and the SAI of the school, may be waived. However, the school will provide any special equipment or additional instructors that may be needed to instruct these students. The school must also work with the instructor to ensure these students do not cause disruption to the presentation of the JROTC curriculum.
- f. Screening tests. Students may be subject to surveys and screening tests as prescribed by the school or United States Army Cadet Command (USACC).

### **2-4 Disenrollment**

- a. At the discretion of the SAI, and with the approval of the school's administration, a cadet will be disenrolled or excluded from attendance, as appropriate. In all cases, a cadet will be considered for disenrollment when he or she—
  - (1) Withdraws from school.
  - (2) Demonstrates ineptitude for leadership training indicated by a lack of general adaptability.
  - (3) Fails to keep an acceptable standard of academic achievement, conduct, appearance, or attendance.
  - (4) Exhibits undesirable character traits, such as—
    - (a) Lying, cheating, and/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 absences or persistent tardiness from class.
  - (5) Fails to maintain the requirement for enrollment in accordance with (IAW) paragraph 2-3.
  - (6) Exhibiting an indifference to and a lack of interest in citizenship and leadership training as demonstrated by-
    - (a) Frequent absences or persistent tardiness from class.
    - (b) Accumulation of a large number of demerits as determined by the SAI or other documented measurements.
    - (c) An established pattern of shrinking responsibility or other similar acts.
  - (7) Cadets are expected to recite the Pledge of Allegiance. However, if religious reasons or other circumstances prevent them from reciting it, they must not display disruptive behavior or it will result in disenrollment from the program.
- b. The SAI or AI records all of the above-mentioned through written counseling.



## **Chapter 3: Education**

### **3-1 Evaluation Systems**

Cadets will be evaluated in the following areas as follows:

- a. **PARTICIPATION AND PERFORMANCE-** For each day tardy or absent and each uniform day missed, there will be demerits assessed. Cadets who miss a combined total of six or more uniform days may receive a failing grade for the semester. The areas to consider for performance are: bringing proper materials to class, behavior during class time, performance during drill and ceremony, and performance during physical training.
- b. **LEADERSHIP SKILLS-** Cadet's ability to accept responsibility for their behavior. Cadet's skills should be in line with their assigned position. The cadet must demonstrate the ability to follow as well as lead.
- c. **ATTITUDE AND CONDUCT-** Displays proper courtesy toward instructors and chain-of-command. The cadet is a team player who demonstrates a good attitude about the Cadet Codes, JROTC rules, and procedures. Cadets will conduct themselves in a mature manner at all times. This will include conduct in all classes and off-duty locations. Cadets will be assessed demerits for each violation and out-of-school suspension. Instructors may assess additional points for negative conduct during JROTC classes and/or JROTC events/functions.
- d. **APPEARANCE-** Cadet's proper wear of the JROTC uniform, including neatness, completeness, and proper maintenance. Areas to consider are general grooming, hairstyle, shined shoes/brass, placement of brass and awards.
- e. **EXAMINATION-** Cadet's performance on quizzes and examinations administered by the instructors.

NOTE: The Cadet Challenge Physical Fitness test is a requirement for all cadets who are in JROTC. Cadets who fail to complete the Cadet Challenge will have points deducted from their semester grade.

## **Chapter 4: Resource Management**

### **4-1 Fund Raising Activities**

- a. Fund raising in JROTC shall serve to provide goods and services that supplement the educational, curricular, and co-curricular activities of the program. The Principal and SAI must approve all fund raising activities. The SAI is responsible and accountable for ensuring that all school fundraising activities and projects are conducted in accordance with regulation and school policy.

## 1. Cadet Participation:

- 1) Cadet Participation will be voluntary.
- 2) Grades will not be affected by a cadet's participation or nonparticipation in a fundraising activity.
- 3) Cadets who do not participate in fundraising activities shall not be penalized or discriminative against. Rewards for participation will not be considered discriminatory.
- 4) Cadets will not participate in door-to-door sales activities without approval from school administration.
- 5) All funds raised will benefit cadets.
- 6) Salaries, staff development, and in-service activities are not allowable expenditures from cadet fundraising activities

## 2. The following activities are unauthorized fund raising events:

- 1) Door to door sales or solicitation without approval from school administration.
- 2) Advertisement in newspapers and magazines soliciting donations.
- 3) Using cadets as paintball targets, or any activity that may be considered demeaning to the cadets or the program.
- 4) Use of alcoholic beverages as a raffle.
- 5) Raffling of government equipment as a prize.
- 6) Use of government funds as a means to make a profit.

## **Chapter 5: Brigade Inspection (JPA)**

### **5-1 State of the Unit Briefings (Cadet Briefings)**

Cadet briefings will consist of an overview of unit operations, logistics, recruiting, administrative, training, academics, classroom instruction, co-curricular activities, and coverage of the POI to include math and science modules, and confidence/obstacle course/team building activities, whether conducted at JCLC or in the classroom.

- a. Overview of Unit Operations. The cadet brief consists of the unit overview, current operations, classrooms activities, service-learning projects, and recruiting activities. Cadets will provide personal testimonies of how the program has assisted them in their personal growth, specifying examples of specific classroom activities and supplemental programs such as Unlocking Your Potential, Winning Colors, the Success Profiler, Citizenship programs such as the You, the People process and Chief Justice, The Leadership Education Aptitude Drill (LEAD), Interactive CDs, service projects, etc.

- b. The Unit overview will be briefed by the Cadet Unit Commander and other designated members of the staff. The briefing will include the following:
  - (1) The mission of JROTC.
  - (2) Lineage and traditions (include unit name, distinctive insignia, motivational activities).
  - (3) Status of the unit (e.g., comparison of current enrollment with Opening Enrollment Reports; Probationary units must discuss specific actions taken to correct their programs).
  - (4) Cadet unit activities (e.g., current year co-curricular activities, social activities, cadet organizations, and classroom activities, competitive events to include LEAD and Cadet Challenge, and service learning projects).
  - (5) Parental support.
- c. The unit S3 will brief cadet unit current operations, specifically, an over view of the year scheduled cadet activities.
- d. The unit S5 will brief high school and nearby middle schools recruiting activities.

## **Chapter 6: Instructor and Cadet Training**

### **Section I Instructor Training and Development**

#### **6-1 Cadet Supervision**

Training safety is a command responsibility and all supervisory personnel are responsible for assisting USACC by requiring strict adherence to establish training safety guidance. **With no exceptions, cadets will have constant instructor supervision at all JROTC training activities.** This unit will teach cadets how to recognize safety hazards, using the risk management assessment program, and how to properly implement risk management. Instructors will encourage cadets to participate in optional co-curricular activities such as drill teams, raider teams, orienteering teams, and marksmanship teams. These programs have important recruiting and retention benefits, as well as training advantages for those cadets who participate.

### **Section II Cadet Training**

## **6-2 Cadet Training**

The best vehicle for cadet training is the military structure of the program that organizes cadets into a battalion (in some cases a brigade structure) and allows them to take increasing responsibilities as they progress in different leadership positions. Our unit has this structure.

## **6-3 Physical fitness**

Our unit's physical fitness program is the Cadet Challenge. This program adequately prepares cadets to meet the physical rigors of JCLC and other activities. JROTC instructors are expected to set the example by their own health and fitness. Instructors will participate in physical training with their cadets; however, fitness training should be cadet led under the supervision of the instructor.

## **6-4 Cadet Challenge**

- a. Cadet Challenge provides a means to:
  - (1) Develop a separate identifiable physical fitness component in the POI.
  - (2) Build teamwork skills and esprit de corp.
  - (3) Demonstrate individual fitness as an important element of personal growth and development.
- b. Scoring will be done on a percentile basis according to age and sex.
- c. The Cadet Challenge uses the Physical Fitness Test from the President challenge Program. ([www.presidentschallenge.com/physical/fitness/test](http://www.presidentschallenge.com/physical/fitness/test)). The complete information packet on the President's Physical Fitness Program may be accessed at <http://www.presidentschallenge.org>
- d. Event. The Cadet Challenge will consist of the following events:
  - (1) Curl-ups or Partial Curl-ups.
  - (2) Pull-ups or the Flexed-Arm Hang ( or Right Angle Push-ups, in the event that the cadet cannot do the flexed-arm hang or pull-ups)
  - (3) V-sit Reach or Sit and Reach.
  - (4) One-mile run/walk.
  - (5) Shuttle run.

- e. Competitions- Competitions between units are encouraged, but not required.

### **6-5 Cadet Challenge Awards**

- a. Cadets that successfully complete all events will receive a participation certificate signed by the SAI or designated representative.
- b. The President's Physical Fitness Award recognizes students who achieve an outstanding level of physical fitness. Students who score at or above the 85<sup>th</sup> percentile on all events are eligible for this award. Awards may be requested by accessing the President's Challenge web.  
[http://www.presidentschallenge.org/educators/program\\_details.aspx](http://www.presidentschallenge.org/educators/program_details.aspx).
- c. The JROTC Physical Fitness Ribbon (N-2-2) will be presented to cadets who receive the 85<sup>th</sup> percentile rating or better in each of the five events of the Cadet Challenge program.
- d. The National Physical Fitness Award recognizes students who demonstrate a basic, yet challenging level of physical fitness. Students who score above 50% percentile on all five events are eligible for this award.
- e. The JROTC Athletics Ribbon (N-2-3) will be presented to cadets who receive the 50<sup>th</sup> percentile rating or better in each of the five events of the Cadet Challenge program.
- f. The top three male and three female cadets in each unit will receive individual medals.
- g. Cadet Challenge results will be submitted through Bde/AC, a minimum of two weeks before any scheduled award ceremony for processing. The request shall be in memorandum format, and it must include the number of eligible cadets, the number of cadets completing the Cadet Challenge, the number of cadets achieving the 50 percentile in each category, and the number of cadets achieving the 85 percentile standard in each category. The memorandum must include a school address, point of contact, and phone number.

### **6-6 Extra-curricular Activities**

While participation is not required of every cadet, instructors and senior cadets should encourage every cadet to participate in at least one JROTC or high school extra-curricular activity. Because extra-curricular activities are so important to the success of a JROTC program, our unit will have at least two extra-curricular teams plus a color guard. Cadets participating in extra-curricular activities must have and maintain a minimum of a 2.0 grade point average.

## **Chapter 7: JROTC Cadet Leadership Challenge (JCLC)**

### **7-1 Purpose:**

This section provides methods and courses of action that are essential to the administration and operation of an effective JCLC. Region Commander/Area Coordinators are responsible for providing opportunities for JROTC cadets to attend JCLC. The procedures herein are applicable to all JCLC.

### **7-2 Objectives:**

The objectives of JCLC are to—

- a. Provide cadets an opportunity to practice leadership skills in an unfamiliar environment.
- b. Allow cadets a chance to participate in citizenship building exercises.
- c. Give cadets the opportunity to experience living and interacting with their peers from other units in a military setting.
- d. Instruct leadership-type skills to JROTC cadets in a “hands on” military type environment.
- e. Provide an opportunity to participate in adventure training not normally available to cadets.
- f. Take advantage of recreational facilities at military installations and to have fun.

### **7-3 Training Activities:**

The Program of instruction (POI) is divided into three activities: mandatory, integrated, and optional training activities. Below is the approved POI for activities from which a training schedule can be developed for JCLC:

- a. Mandatory Training Activities
  - (1) Rappelling
  - (2) Leadership Reaction Course
  - (3) Map Reading/Land Navigation
  - (4) Math and Science modules (JCLC or on-campus)
  - (5) Confidence/Obstacles Course/Team Building
  - (6) Aquatic Activity/ Drown proofing

(7) Award/Graduation Ceremonies

b. Integrated Training Activities. Training executed throughout JCLC.

- (1) Physical training may include Cadet Challenge events
- (2) Field sanitation/personal hygiene
- (3) Leadership training
- (4) Drill and Ceremonies
- (5) Prevention of Heat Injuries

c. Optional Training Activities

- (1) Safety and Marksmanship training
- (2) Survival Skills
- (3) Water Rafting
- (4) Jump Tower
- (5) Statistic Displays
- (6) Alcohol/Drug Abuse Class
- (7) Orienteering
- (8) Army Values
- (9) Rope Bridges
- (10) Organized Activities. Such as movies, swimming pool, post exchange, amusement parks organized athletic competition etc.

d. Mandatory training activities must be conducted unless the Bde Cdr/AC grants a written exception. If Leadership Reaction , Map Reading/ Land Navigation, Math and Science modules, Confidence/Obstacle Course/Team Building, cannot be integrated into JCLC activities. If Bde Cdr/ACs grant an exception, they need to ensure these activities are integrated into on campus activities during the school year.

**7-4 Awards:**

- a. Each cadet who satisfactorily completes JCLC will receive the JCLC participation ribbon (N-3-11)
- b. Other awards may be presented, e.g., JCLC Certificate of completion, best cadet in each platoon/company, Best cadet at JCLC, PT award, etc.

## **Chapter 8: Uniforms**

### **8-1 General**

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

### **8-2 Personal Appearance Policies**

Cadets in the JROTC program are responsible for their appearance in uniform. All cadets will maintain a high standard of dress and appearance. The uniform will be properly fitted, cleaned, serviced, and military pressed with brass shined.

Cadets only wear the uniform when prescribed by the SAI/AI. Cadets are prohibited from wearing the Army uniform in the following situations:

1. In the furtherance of any political or commercial interests, or when engaged in off-duty civilian employment.
2. When participating in public speeches, interviews, picket lines, marches, rallies, or public demonstrations, except as authorized by the Commander, USACC.
3. When attending any meeting or event that is a function of, or is sponsored by, an extremist organization.
4. When specifically prohibited by Army Regulation.
5. When wearing the uniform brings discredit upon the Army.

Male and female shirts are to be tucked in with the seam of the shirt aligned with the seam of the fly of the trousers. Male cadets wear a crew neck T-shirt under Class B uniform. Only issued patent leather shoes are to be worn as part of the uniform.

### **Hair Policy**

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 top edge of the collar. Lines or designs will not be cut into the hair or scalp. If dyes, tints, or bleaches are used, colors used must be natural to human hair and not present an extreme appearance. Applied hair colors that are prohibited include, but are not limited to, purple, blue, pink, green, orange, bright (fire-engine) red, and fluorescent, or neon colors. It is the responsibility of the instructors and cadets 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 of the sideburns 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 (Must not extend past the sides of the lips). Males are not authorized to wear braids, cornrows, or dreadlocks (unkempt, twisted, matted, individual parts of hair) while in uniform. Hair that is clipped closely or shaved to the scalp is authorized but not recommended.
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 or cornrows as long as the braided style is conservative and the braids or cornrows lie snugly on the head. Hair will not fall over the eyebrows or extend below the top 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 fasted or pinned, so no free-hanging hair is visible.

### Fingernails

Cadets will keep fingernails clean and neatly trimmed so as not to interfere with performance of duty. Females may wear polish that is of clear or neutral in color. Exaggerated, faddish, or of extreme coloring, such as purple, gold, blue, or white are not authorized while in uniform.

### Hygiene and Tattoos

Cadets are expected to maintain good hygiene while in uniform. Tattoos are authorized except in areas of the body (i.e., face, legs) that would cause the tattoo to be exposed while in Class A uniforms. 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 community.

### Religious wear

- (1) Cadets may wear religious headgear while in uniform if the headgear meets the following criteria:
  - (a) It must be subdued in color (black, brown, green, dark or navy blue, or a combination of these colors.)
  - (b) It must be of a style and size that can be completely covered by standard military headgear.

- (c) The headgear cannot bear any writing, symbols, or pictures.
- (d) Cadets will not wear religious headgear in place of military headgear when military headgear is required (outdoors or indoors when required for duties or ceremonies).

(2) Exceptions to appearance standards based on religious practices:

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

### **8-3 Wearing of Jewelry**

On uniform days cadets will be allowed to wear the following items of jewelry while dressed in a Class A or Class B uniform.

#### Male and Females

Description- One wristwatch, one bracelet, and no more than two rings are authorized with cadet uniforms. Necklaces that are religious will not be visible while in uniform are authorized.

#### Wearing of Earrings

1. Description- Only studs are acceptable and will not exceed 6mm or ¼ inch in diameter. They will be of gold, silver, pearl white, or diamond.

2. How worn- Female cadets are authorized optional wear screw-on, clip-on, or post-type earrings while in uniform. 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. There will be no other piercing of any type on the face or body. Any other piercing must have a plug if anything is to be worn in them. No Band-Aids will be worn over piercing on the face.

Note: Males are not permitted to wear earrings or have any other piercing of any kind that is visible.

### **8-4 Class A & Class B Dress Uniform (ASU)**

Your appearance is important to you and the JROTC program. Maintaining proper bearing while in uniform will reflect good leadership traits on you and the JROTC program.

Your uniform consists of:

#### Female

Grey Beret\*  
 Grey Shirt\*  
 Neck Tab  
 ASU Blue Coat  
 ASU Blue Pants\*  
 Oxfords\*  
 Long black socks\*  
 Name Tag\*  
 All ribbons awarded\*  
 Medals-on special occasions  
 Belt and buckle\*

#### Male

Grey Beret\*  
 Gray Shirt\*  
 Neck Tie  
 ASU Blue Coat  
 ASU Blue Slacks\*  
 Oxfords\*  
 Long black socks\*  
 Name Tag\*  
 All ribbons awarded\*  
 Medals-on special occasions  
 Belt and buckle\*

NOTE: Class B uniform items are listed with an asterisk (\*). ASU is the abbreviation for “Army Service Uniform”. It is the responsibility of each cadet to have the uniform cleaned. Keep the uniform in wearable condition and return the uniform when you leave JROTC. Cadets are to wear their uniforms only on uniform days unless the SAI/AI has scheduled a special activity. Class A uniforms are to be worn during winter and for special occasions. The Class B uniform may be worn during the warmer seasons. However, if worn during a cold day no civilian clothing items will be worn over the Class B uniform once at school.

### **8-5 Wearing the Service Ribbons**

Ribbons will be worn in the order of precedence from left to right (when facing the shirt). On the Class B, if more than one row is worn then the rows must be compact

on top of each other with no spacing. No more than three ribbons will be worn in any one row.

Cadets will be issued a ribbon for the first award only. A bronze lantern will be issued to signify second, silver for third, and gold for fourth. For the fifth award a gold cluster and bronze cluster will be placed on the ribbon, for the sixth award a gold cluster and silver cluster will be placed on the ribbon, etc. This will continue until three gold clusters are placed on the ribbon. No more than three gold clusters will be placed on the ribbon. Lanterns will be attached to the center of the ribbon in a vertical position. When a ribbon has more than one lamp the gold lamp will be placed to the left of the bronze or silver lamps (when facing the ribbon).

## **8-6 Aiguillettes**

### **(In order of precedence)**

- Teal: Straight "A" students will wear the teal colored cord on the left shoulder
- Gold: National Honor Society members will wear the gold colored cord on the left shoulder.

### **(No order of precedence here down)**

- Silver: Academic team members will wear the silver colored cord on the left shoulder.
- Orange: Honor Guard members will wear the orange colored cord on the left shoulder.
- White: Color Guard members will wear the white colored on the left shoulder.
- Black: Raider members will wear the black colored cord on the left shoulder.
- Scarlet: Drill team members will wear the scarlet colored cord on the left shoulder.
- Tan: Marksmanship members will wear the tan colored cord on the left shoulder.

NOTE: Only two aiguillettes may be worn at a one time. If a cadet has more than two aiguillettes, then he or she will choose which two teams they would like to represent on that given day.

- While at a specific event for a specified team, the team members will be required to wear the appropriate team aiguillette on the left shoulder for that specific event. The second aiguillette will be moved to the right shoulder in order of precedence.
- Specialty cords must be approved by “The Institute of Heraldry.”

### **8-7 Preparation for Inspection**

Prior to uniform day the following checklist should be gone through:

1. Is your uniform clean and pressed?
2. Are your shoes shined?
3. Is your brass shined?
4. Are all your awards and brass properly positioned?
5. Did you shave?
6. Is your haircut above your collar?
7. Female cadets should have a hair tie that is transparent or similar in color holding their hair up.
8. Do you have your beret?
9. Do you have a tie or neck tab if needed?
10. Do you have black socks?
11. Have you studied your student handbook?

### **8-8 Missed Uniform Day Policy:**

Cadets are required to wear their JROTC uniform all day on uniform days. Cadets who miss a uniform wear are required to wear it the next day they will be attending JROTC class. Cadets who miss uniform days (And do not make them up within the time allotted) will be assigned these consequences:

1. For one uniform day missed the cadet will receive a zero on the uniform for that week. Also, the cadet will receive an additional 15 demerits.
2. For two uniform days missed the cadet will receive another zero for the week. Also, the cadet will receive an additional 15 demerits.
3. For three uniform days missed the cadet will receive another zero on the uniform for the week. The cadet will be placed on suspended demotion. The cadet will also receive a call home and parents will be asked as to why the cadet is not wearing their uniform. Also, the cadet will receive an additional 15 demerits.
4. For four uniform days missed the cadets will receive a demotion and possible loss of leadership position (If they are holding rank or a position). The cadet will receive a zero (0) for the uniform wear of the week. The cadet will also receive a call home and parents will be asked as to why the cadet is not wearing their uniform. Also, the cadet will receive an additional 15 demerits.

5. For five uniform days missed the cadet will receive a demotion, loss of leadership position, a zero (0) for the week, recommended for after school detention, and receive a call to a parent. The possibility of the cadet receiving a failing grade for the quarter is feasible. Also, the cadet will receive an additional 15 demerits.

NOTE: All of that above will be subject to substitutions by the SAI/AI.

## **Chapter 9: Awards**

Awards may be given to recognize distinguished, heroic, meritorious, and other commendable acts of an individual and his or her status and achievements. It is particularly important that awards be given:

- (1) To deserving individuals.
- (2) Promptly.
- (3) During an appropriate ceremony.

Only the awards, decorations, and badges prescribed in this regulation, or approved by TIOH, will be worn by JROTC cadets on the uniform prescribed for wear in the JROTC program at their institution. Medals for which a ribbon is also provided may not be worn on a JROTC uniform when other ribbons are worn, with the exception of special events determined by the SAI/AI's and cadet chain of command.

### **Recommendation for awards:**

Any individual with personal knowledge of an act, achievement, or service believed to warrant the award of a decoration should submit a recommendation for consideration.

### **9-1 Schools Awards**

a. To ensure ribbon awards are uniformly designed, DA has approved 36 designs that will be made based on criteria and by subordinate commanders. These designs are divided into four series:

- (1) Academic awards - **10** designs.
- (2) Military awards - **15** designs.
- (3) Athletic awards - **5** designs.
- (4) Miscellaneous awards - **6** designs.

b. The order of merit of these awards, by series, is academic, military, athletic, and miscellaneous. The order of merit within a series is determined by the last digit of the numerical designations. (See following charts)

## **Chapter 10: Cadet Regulations**

The smooth running of any organization is dependent upon a clear understanding on the part of all members of the rights, privileges, and responsibilities of each individual. It is the purpose of this chapter to clarify those rights, privileges and responsibilities. The provisions of this chapter have the same force as an order issued directly to a cadet. It is your responsibility to be fully aware of these regulations and to conduct yourself in such a way that the “Esprit de Corps” as well as the letter of regulation is met.

### **10-1 Cadet Authority**

- a. Respect for Authority. A major aim of the Army JROTC program is to aid you in becoming a better citizen. In keeping this goal, all cadets are required to show the proper respect for authority. This applies equally to your relationships with cadets holding higher rank/position and to school officials. The maxim, “To lead you must first learn to obey,” is taken seriously from your first day in the corps.
- b. Authority of Cadet Officers and NCOs. Cadet Officers and non-commissioned officers (NCO’s) are duly appointed representatives of the Senior Army Instructor (SAI). Their lawful orders and instructions are to be obeyed by all cadets junior to them. All cadets are charged with the responsibility of obeying lawful orders regardless of any personal feelings of animosity toward the superior giving them.
- c. Responsibilities of Cadet Officers and NCOs. All cadet officers and noncommissioned officers have responsibilities placed upon them when they assume their rank/position. **They must at all times be fair, impartial, and impersonal in giving orders.** Without the cooperation of subordinates, the cadet officer and the noncommissioned officer will have an almost impossible task. A cadet officer or NCO who does not uphold the standards and comply with the authority delegated to their office will be considered unfit for a leadership position and summarily removed from their position. Every positive means to accomplish desired results must be used before resorting to disciplinary measures.

### **10-2 Honor Code**

The Honor Code is the pride of the corps. **NO CADET WILL LIE, CHEAT OR STEAL, OR TOLERATE THOSE WHO DO.** If convicted of breaking the Honor Code, punishment will take place for those that tolerate and/or violate. You may feel free to report violators of this Honor Code in confidence that you have done the right thing and you will be protected from any sort of retaliation. Reports made to the SAI will be kept in strict confidence.

- a. As a cadet you must bear in mind at all times and under all circumstances that you are preparing yourself to better serve your COUNTRY as a citizen or, if

the need arises, in the armed services. Although this course does not obligate you in any way for the service in the United States Army, you should strive to be ready to defend your heritage of free citizenship at any time your services are needed.

- b. In your devotion to this officer's code of DUTY, HONOR, COUNTRY, you should remember your added responsibility of being a representative of Goldsboro High School, and the entire Wayne County community in all that you do. As a cadet, your word is your bond and an inseparable part of the Cadet Honor Code.

### **10-3 Military Discipline and Courtesy**

- a. Discipline is the attitude that ensures prompt obedience to the orders or the undertaking of what you know to be right in the absence of orders. It is demonstrated by smartness in all actions, neatness in dress, and respect for those senior to you in rank and age.
  - (1) In JROTC classes and other related JROTC activities; cadet officers will be addressed as "sir" or "ma'am" and will be accorded salutes and courtesies by their juniors. Cadet NCOs will be addressed by their rank and all other cadets will be addressed as "cadet." The exchange of salutes and other military courtesies are required at all times when cadets are present in JROTC areas and outside. These same courtesies will be observed throughout the school grounds on days that the cadet corps is uniform. Cadets will not render salutes to another cadet indoors unless reporting.
- b. Courtesy implies polite and considerate behavior toward others whether senior or junior and whether or not a member of the military fraternity. In general, juniors habitually give the same precedence to and show the same difference toward their seniors that any courteous person does to his or her elders. These courtesies should be shown promptly and smartly. Slovenly or half-hearted execution of these courtesies in itself is discourteous. Courtesy is indispensable to military order. We cannot enjoy friendships nor have loyal subordinates in any walk of life unless we treat other people with the same courtesy that we wish to be shown ourselves. Courtesy must be second nature to cadets, and it should become an unconscious habit.
  - (1) When an instructor or visiting officer enters a classroom, or office, the first cadet who sees him, will call the room to attention and all cadets will remain at attention until directed otherwise. If they see that an officer has entered the classroom after the instruction has started, the class will not be interrupted by calling the room to attention.



- (2) Doorways are for entering and leaving a room. Cadets will not stand in or block doorways. If they see that an officer is entering a doorway, they should stand aside at attention and greet the officer while the officer proceeds through the doorway.

#### **10-4 Visits to the JROTC area**

Cadets are free to visit the JROTC Department with prior approval by the SAI/AI's. All cadets are to observe all rules and regulations put out by Cadet Command and the local school board while in attendance of any JROTC areas and/or functions. Cadets will not ask other teachers for passes to come to JROTC. If needed the SAI/AI's will render a pass to the cadet to come to JROTC at the appointed time.

#### **10-5 Training Standards**

During training as a cadet, instructors will insist on perfection in what may seem to be minor details (cleanliness, shoe shine, posture, etc.). Your performance is expected to be of the highest standard both on and off school grounds. You will be expected to conduct yourself at all times in a manner which will reflect favorably on yourself, your parents, your school, and the "Cougar" Battalion. Cadets not in proper uniform will be corrected by cadet officers, cadet NCO's, teachers, and the military instructors at school or away from school. Any time you wear your uniforms, wear them correctly and completely. You are seen by a lot of people and will be noticed, especially if you are incorrect.

#### **10-6 Cadet Transfers**

Cadets transferring into the "Cougar" Battalion from other schools will have their cadet rank adjusted as listed below. The purpose of this is to insure that these cadets are able to perform at the level of current "Cougar" Battalion cadets of their year group. In the event that the transferred cadet is to catch up with Goldsboro High School cadets in knowledge and leadership ability, the cadet may be advanced to the higher grade they held in their previous unit.

##### **a. U.S. Army Units**

#### **CADET RANK HELD IN OTHER UNIT**

Cadet Lieutenant Colonel  
 Cadet Major  
 Cadet Captain  
 Cadet First Lieutenant  
 Cadet Second Lieutenant  
 Cadet Command Sergeant Major  
 Cadet Sergeant Major  
 Cadet First Sergeant  
 Cadet Master Sergeant  
 Cadet Sergeant First Class  
 Cadet Staff Sergeant

#### **TRANSFERRED IN RANK**

Cadet Captain  
 Cadet First Lieutenant  
 Cadet Second Lieutenant  
 Cadet Master Sergeant  
 Cadet Master Sergeant  
 Cadet Sergeant First Class  
 Cadet Sergeant First Class  
 Cadet Staff Sergeant  
 Cadet Staff Sergeant  
 Cadet Sergeant  
 Cadet Sergeant

Cadet Sergeant  
Cadet Corporal or Specialist  
Cadet Private First Class  
Cadet Private  
Cadet Ensign Private

Cadet Corporal  
Cadet Private First Class  
Cadet Private  
Cadet Private  
Cadet Ensign Private

## **b. U.S. Navy Units**

### **CADET RANK HELD IN NAVY JROTC**

Cadet Commander  
Cadet Lieutenant Commander  
Cadet Lieutenant  
Cadet Lieutenant Junior Grade  
Cadet Ensign  
Cadet Senior Chief Petty Officer  
Cadet Master Chief Petty Officer  
Cadet Chief Petty Officer  
Cadet Petty Officer First Class  
Cadet Petty Officer Second Class  
Cadet Petty Officer Third Class  
Cadet Seaman  
Cadet Seaman Apprentice  
Cadet Seaman Recruit

### **TRANSFERRED IN RANK**

Cadet Captain  
Cadet First Lieutenant  
Cadet Second Lieutenant  
Cadet Master Sergeant  
Cadet Master Sergeant  
Cadet Sergeant First Class  
Cadet Sergeant First Class  
Cadet Staff Sergeant  
Cadet Sergeant  
Cadet Corporal  
Cadet Private First Class  
Cadet Private  
Cadet Private  
Cadet Ensign Private

## **c. U.S. Marine Corps**

### **CADET RANK HELD IN Marine Corp JROTC**

Cadet Lieutenant Colonel  
Cadet Major  
Cadet Captain  
Cadet First Lieutenant  
Cadet Second Lieutenant  
Cadet Sergeant Major  
Cadet First Sergeant  
Cadet Gunnery Sergeant  
Cadet Staff Sergeant  
Cadet Sergeant  
Cadet Corporal  
Cadet Lance Corporal  
Cadet Private First Class  
Cadet Private

### **TRANSFERRED IN RANK**

Cadet Captain  
Cadet First Lieutenant  
Cadet Second Lieutenant  
Cadet Master Sergeant  
Cadet Master Sergeant  
Cadet Sergeant First Class  
Cadet Staff Sergeant  
Cadet Sergeant  
Cadet Sergeant  
Cadet Corporal  
Cadet Private First Class  
Cadet Private  
Cadet Private  
Cadet Ensign Private

**d. U.S. Air Force**

**CADET RANK HELD IN AIR FORCE JROTC**

Cadet Lieutenant Colonel  
Cadet Major  
Cadet Captain  
Cadet First Lieutenant  
Cadet Second Lieutenant  
Cadet Senior Master Sergeant  
Cadet Chief Master Sergeant  
Cadet Master Sergeant  
Cadet Technical Sergeant  
Cadet Staff Sergeant  
Cadet Sergeant/ Senior Airman  
Cadet Airman First Class  
Cadet Airman Basic

**TRANSFERRED IN RANK**

Cadet Captain  
Cadet First Lieutenant  
Cadet Second Lieutenant  
Cadet Master Sergeant  
Cadet Master Sergeant  
Cadet Sergeant First Class  
Cadet Sergeant First Class  
Cadet Staff Sergeant  
Cadet Sergeant  
Cadet Corporal  
Cadet Private First Class  
Cadet Private  
Cadet Ensign Private

**Chapter 11: Board of Officers**

a. The Board is organized to help support the Honor Code within the Corps of Cadets. The Board is primarily responsible for managing the review of infractions of the Honor Code regarding lying, cheating or stealing. The Board will also be on call to advise the Senior Army Instructor (SAI) as requested. The Board will be composed of the following Cadet Corps staff:

- Battalion Commander
- Executive Officer
- Alpha Company Commander
- Bravo Company Commander
- Charlie Company Commander

b. The Chairperson of the Board will be the Battalion Commander and the Vice Chairperson will be the Executive Officer. The Chairperson will appoint one of the members as the Recorder. The SAI will be the faculty advisor to provide guidance and procedural recommendations. The Board will meet as necessary based on reports of infractions or at the direction of the SAI.

c. When the Board is meeting to review violations, the accused cadet will be required to appear before the Board. He/she may have a support person accompany him/her to the hearing (approved mentor or peer). In these cases, only the cadet will speak to the Board. Once the cadet has stated his/her case, he/she will be dismissed to an adjoining room to await the findings of the Board. The Board will deliberate over the statements of the cadet and other material as presented by the affected party.

d. They will come to a consensus and the Chairperson of the Board will present their recommendation of punishment for infractions to the SAI. It is not necessary for the Board to determine “guilt” in the true sense of the word as might be associated with a court of law. They will simply make recommendations using best judgment given the facts as presented. Recommendations may include but are not limited to:

- Dismissal from the Corps of Cadets.
- Suspension or detention.
- Reduction in rank.
- Restrictions on participation in JROTC sponsored activities.
- Other appropriate punishment befitting the violation.

e. Immediately after deliberations, the cadet will be recalled to the meeting area. On behalf of the SAI the Chairperson will verbally inform the cadet of the recommendations and consensus of the Board. The cadet may appeal the findings of the Council in writing to the SAI.

## **Chapter 12: Community Service**

Selfless service to community and nation is an important part of good citizenship. Each cadet of the Cougar Battalion is required to complete 25 hours of community service during four years. Transfer cadets will complete community service hours commensurate with the grade level at admittance of the Cougar Battalion. Company 1<sup>st</sup> Sergeants will be responsible for maintaining records of community service hours for members of their units in JUMS.

Community service hours must be served with a non-profit organization for which the cadet receives no monetary compensation or at a for profit organization which has an established volunteer program; i.e., a candy-striper program at a hospital. School support, such as office help, textbook processing, clean-up projects, etc., may also count as volunteer hours but must be performed outside of normal school hours.

North Carolina law requires that Bright Futures Scholarship candidates qualifying for the Academic Scholars Award complete 75 hours of community service. Additional information about the Bright Futures Scholarship may be obtained from the Bright Futures brochure, from the GHS administrative office, or from the Bright Futures website [www.firm.edu/doe/brfuture](http://www.firm.edu/doe/brfuture)

A record of community service hours must be submitted on the form below to the Company Commander by each participating cadet who has been certified with the signature of the project supervisor. The respective Company Commander will maintain all of the records in a three-ring binder.

The JROTC office will serve as a central point of contact for community service. Services normally provided by JROTC to the community, and school, qualify as service hours. Each cadet will be responsible to register these service hours with Company Commanders.

Questions concerning community service should be referred to the JROTC SAI.

NAME \_\_\_\_\_ Social Security Number \_\_\_\_\_

High School \_\_\_\_\_ Year of graduation \_\_\_\_\_

Students address \_\_\_\_\_

City \_\_\_\_\_ Zip Code \_\_\_\_\_ Phone Number \_\_\_\_\_

<b>DATE OF ACTIVITY</b>	<b><u>AGENCY/PLACE OF ACTIVITY</u></b>	<b>NATURE OF ACTIVITIES</b>	<b>NUMBER OF HOURS WORKED</b>	<b>SIGNATURE OF PROJECT SUPERVISOR</b>

## **Chapter 13: JROTC Activities**

The Cadet Corps has many activities outside the regularly scheduled hours of instruction. These activities are planned to provide additional citizenship training as well as recreation and fun for the cadets. In so far as their schedule will permit, each cadet is encouraged to take an active part in these activities. Cadets will find that JROTC activities are both military and social. Participation in any JROTC extracurricular event is voluntary.

Members of extracurricular teams are all volunteers. From this group of volunteers, only the very best are selected to represent the Cougar Battalion and Goldsboro High School. Cadets not selected for one of these teams, should not be discouraged. Cadets should continue working to improve these military skills in the hope that they may be selected at a later date.

**a. Color Guard.** The JROTC Color Guard is formed from exceptional cadets **on the Drill Team**. It represents the Corps of Cadets and the school at many formations, to include: reviews, parades, home football games, community events, etc. They also take part in several Drill Competitions. These cadets practice after school every week as directed by the Color Guard Commander and the Command Sergeant Major as well as the SAI/AI. Cadets who are active members of the Color Guard are authorized to wear the white shoulder cord. Cadets who meet the requirements may be awarded the Color Guard ribbon. The Color Guard SOP is Chapter 14.

**b. Drill Team.** To be a member of Drill Team, a cadet must attend **all** designated drill practices. A cadet may only miss **three** practices per semester. The Drill Team Commander will recommend to the AI who should be on the Drill Team. The Drill Team will participate at parades and mandatory Eastern Regional drill meets. The AI and the Drill Team Commander may choose to attend additional drill meets. These cadets practice after school every week as directed by the SAI/AI and Drill Team Commander. Cadets who are active members of the Drill Team are authorized to wear the red shoulder cord. Cadets who meet the requirements may be awarded the Drill Team ribbon. The Drill Team SOP is Chapter 15.

**c. Raider Team.** The Raider Team is the equivalent of a physical training team, with the addition of orienteering, rappelling courses, rope bridge courses, Citizen Emergency Response Team training and trips to various field sites for further training. Cadets who are active members of the Raider Team are authorized to wear the black shoulder cord as well as ACU's. Cadets who meet the requirements may be awarded the Raider ribbon. The Raiders SOP is Chapter 16.

**d. Honor Guard.** The Honor Guard is selected from outstanding cadets from the other teams. The Honor Guard is a combination of the Saber Team, and Flag Detail. The Honor Guard serves at various community and school functions. The Honor Guard meets every morning and afternoon to raise and lower the flag and as directed by the Honor Guard Commander and the Command Sergeant Major. Cadets who are active members of the Honor Guard are authorized to wear the orange shoulder cord. Cadets who meet the requirements may be awarded the Honor Guard ribbon. The Honor Guard SOP is Chapter 17.

**e. Academic Team.** The academic team is an elite group of cadets that excel in knowledge and learning. These cadets practice and compete using the LEAD game. These cadets

also tutor other cadets to earn community service hours with cadets. The Academic Team meets as directed by the Academic Team officer. Cadets who are active members of the Academic Team are authorized to wear the Silver shoulder cord.

**f. Military Ball.** Annually the Goldsboro High School Cougar Battalion holds its Military Ball. This activity is one of the highlights of the school year. The ball is held in the early spring and includes a formal dance, prizes, refreshments and food. The S-3 shop is in charge of creating a committee to ensure that the Military Ball is a functional and enjoyable experience.

**g. Awards Ceremony.** There will be four annual awards ceremonies. The first will be to award all Summer Camp Awards, the induction of the new chain of command, and to award individual awards for the previous year's fourth quarter. The second is to award individual awards for the first quarter of school. The third is to award individual awards for the second quarter of school. The fourth is to award individual awards and National awards for the third quarter of school.

#### **Chapter 14: Battalion Adjutant**

- a. The Battalion Adjutant is the Battalion Commander's assistant in matters of personnel and all administration.
- b. Publishes orders, directives, or announcements as directed by the Battalion Commander and Executive Officer.
- c. Maintains the cadet JROTC personnel records and files correspondence and publications to including posting changes. This excludes training and all supply activities.
- d. Supervises the promotion program and insures that qualified personnel appear before the appropriate Officer or NCO Boards.
- e. Assists the Battalion Commander with the Cadet of the Month Board and also serves as a member of this board.
- f. Coordinates with the Company Commanders and staff officers on recommendations to the Battalion Commander and the Executive Officer on personnel re-assignments and reorganization.
- g. Performs other duties as the Battalion Commander or the Executive Officer may direct.
- h. Assists in aligning the unit at formations.
- i. Receives the report from the Company Commanders
- j. Receives names of absentees from the Command Sergeant Major and reports them in accordance with instructions from the JROTC instructions.
- k. The S-1 is responsible for maintaining full accountability of all cadets, also conducts the military ball/dining-in social function.



## 14-1 Cadet File Folders

- A. The Cadet File Folders should consist of the following
  - a. Cadet Records
  - b. Cadet release form
  - c. Privacy Act Statement
  - d. Any referrals cadet may have
  - f. Promotions and Demotions
  - g. Community service hours
  
- B. All Cadet Files Folders should be labeled. The label will have the following information.
  - a. Full name
  - b. LET level
  - c. Period  
(\* JUMS program will make these labels for you.)
  
- C. The Cadet File Folder will be placed in a filing cabinet:
  - a. In alphabetical order
  - b. Neatly organized
  - c. Keep filing cabinets locked (all files are personnel and confidential!!!)

## 14- 2 Familiarizing you with JUMS

Work with the different features and rely on the "Help" screens and the "Tips" at the bottom of each "Help" screen

## **Chapter 15: Battalion Security/Intelligence Officer**

**General:** The Battalion S-2, under the supervision of the SAI, executes the security procedures. The S-2 is responsible for monthly inventories, daily inventories, and security of arms room.

**A) Access to Arms Room:** The only personnel, permitted in the arms room are the following

- ♦ **Senior Army Instructor (SAI)**
- ♦ **Army Instructor (AI)**
- ♦ **Battalion Commander**
- ♦ **Executive Officer**
- ♦ **S-2 Officer**
- ♦ **S-4 Officer**
- ♦ **Any cadet instructed by SAI or AI**

**B) Opening and Closing Arms Room:** The only time the arms room will be open is for weapons issue and periodic maintenance of weapons. The JROTC instructor will supervise opening and closing and sight inventory will be done during the opening and closing of arms room. The Standard Form 702 (SF 702) must be posted visibly and must be initialed appropriately for the opening and closing of the arms room. Any missing rifles or damage to equipment will be reported immediately to the SAI.

**C) Keys:** Keys to the arms room will be permanently assigned to the SAI, the AI, and the principal. **Keys to the arms room shall not be issued to any cadet.**

**D) Monthly Inventory:** A monthly inventory by serial number of weapons and sensitive items will be made by an instructor, S-2, or the S-4 in S-2's absence. These inventories will take place on different days of each month.

**E) Daily Inventory:** Informal inventories of weapons and sensitive equipment will be made daily when they are issued and returned.

**F) Supply Room Security:** The S-2 will assist the S-4 securing the supply room and storage areas.

**G) Emergency Notification List:** In the event that the classroom, supply room or arms room is found open or has evidence of unauthorized entry suspected, the following will be contacted:

- ◆ Senior Army Instructor
- ◆ Army Instructor
- ◆ School Principle

**H) Emergency Evacuation Procedures:** If it is necessary to move the items from the arms room, they should be placed in a secure area, if available. Here are the following sites in order:

- ◆ Within the JROTC area
- ◆ Within the school
- ◆ At another Wayne County JROTC Unit
- ◆ National Guard Armory

**I) Evacuation of Weapons:**

1. Weapons will be evacuated in the following situations:

- Fire
- Damage to the school building through a natural disaster
- When directed by higher authority

2. If conditions are met for the removal of weapons, they will be inventoried by serial number as they are placed into a vehicle for transportation. They will be inventoried by serial number again when being removed from the vehicle transporting the weapons.

## **Chapter 16: Battalion Operations Officer**

**GENERAL:** The S-3 Operations Officer, under the supervision of the SAI or the AI, is responsible for publishing and maintaining a weekly training schedule for each JROTC instructor, the Battalion Commander, and the Battalion Command Sergeant Major.

**FORMAT:** All Weekly Training Schedules will follow the Army approved Master Training Schedule and the Goldsboro High JROTC lesson plan format. An example is shown in figure 1.

### **DISTRIBUTION:**

- a. Original: Filed in Weekly Training Schedule Folder
- b. 1 Copy: JROTC SAI
- c. 1 Copy: JROTC AI's
- d. 1 Copy: S-3 working copy file
- e. 1 Copy: Battalion Commander
- f. 1 Copy: Battalion Command Sergeant Major
- g. 1 Copy : Each Classroom

### **SPECIAL INSTRUCTIONS:**

- a. The S-3 will check the Master Training Schedule and verify scheduled training from each instructor before completing each Weekly Training Schedules.
- b. The S-3 will annotate on a revised copy of the master training schedule any changes that occur for future reference and to insure all subjects are scheduled for training during the school year.
- c. Weekly training schedules should be published at least two weeks in advance of the training week.

## **Section II. Cadet Challenge**

**GERNERAL:** The S-3, supported by the S-1, is responsible for maintaining the cadet scores for the cadet challenge.

**RECORDING SCORES:** The S-3 will collect the cadet challenge score sheets for each cadet after training/testing is completed. The S-3 will then ensure the scores are recorded in each cadet's file in JUMS. Score sheets must then be given to the respected cadets to be filed in their portfolios.

## **Section III. Special Events**

**GENERAL:** The S-3 (and Assistant S-3's) under the supervision of the BN CDR and SAI/ AI's, is responsible for planning, scheduling, coordinating and recording all special events and competitions.

### **SPECIAL REQUIREMENTS:**

A-The S-3 will submit for approval and track Bus Request Forms for all activities requiring bus transportation.

B- The S-3 will submit for approval and track Activity approval forms for all special events, including parades, ceremonies, community support activities, field trips, and competitions.

C-The S-3 will prepare Permission slips for all activities requiring travel and for all activities requiring cadets to miss classes other than JROTC.

**STATUS REPORT:** The S-3 will maintain the status of all the requirements for each special event and competition utilizing the S-3 staff action status form. Information includes date event title, submission and approval status of the activity plan, bus request, and distribution status of the permission slip, if required.

## **Chapter 17: Battalion Logistics & Supply Officer**

**GENERAL:** As with every staff position, the S-4 Logistics officer is a vital part of the battalion. Without this position the battalion cannot function.

### **DUTIES:**

The S-4 is responsible for:

- a. All matters that concern supply.
- b. Maintaining the cadet clothing and equipment supply forms and informs JROTC instructor personnel immediately of any discrepancies.
- c. Assists the Army Instructor (AI) in the issuing, receiving, and the turn-in of uniforms and individual equipment.
- d. Assists with the inventorying of all uniforms, equipment, and supplies.
- e. Responsible for the upkeep and the cleanliness of the supply and the arms room area.
- f. Keeps the AI informed of any shortages and also of the availability status of expendable supplies.
- g. Maintains security of all items of clothing and equipment in the supply/storage room.
- h. Conducts periodic inventory of all items of supply as directed by JROTC instructors.
- i. Directs and supervises the supply clerks to ensure that he/she is familiar with and capable of performing all required duties in the supply room.

### **SPECIAL INSTRUCTION:**

- a. The S-4 will maintain a clean supply room, keeping it in serviceable order.
  
- b. Monthly the S-4 will check all expendable items in the supply room, such as ribbons, arcs, and wreaths. If there is an insufficient amount in the supply room to issue out, he/she will let the Logistics AI know to order more of whichever item is needed. When the order is given, it will be placed in the property book with the National Stock Number (NSN), date, and amount of time it should take. When the order arrives the S-4 takes an inventory and places the record in the property book. Then the S-4 puts the new items in their designated location.
  
- c. Under the S-4 is the S-4 NCOIC. This person is the principal NCO assistant to the S-4. When the S-4 is unable to perform his/her duties at any given time, the NCOIC must be able to take charge if the shop.
  
- d. The S-4 must talk to the NCOIC about matters in his/ her staff position. However, as an officer they may place a concern directly to the Executive Officer about matters that are not of the S-4s responsibility.

## **Chapter 18: Battalion Special Operations Officer**

### **GENERAL:**

BATTALION PUBLIC AFFAIRS OFFICER (S-5): The Cadet Battalion Public Affairs Officer is the spokesman for the Battalion when discussing activities of the cadet battalion with the news media personnel. It is through the Battalion S-5 that all newspaper releases, radio and television spot announcements and other newsworthy activities of the battalion are released. He/she is also responsible for maintaining a record of all news released made by the battalion and a file of all articles published by the news media.

### **SPECIAL INSTUCTIONS: Duties of the S-5:**

The S-5 Public Affairs Officer and his/hers duties are as followed:

- a. Maintains a cadet information board showing news events of local, national, and international interest.
  
- b. Keeps abreast of newsworthy events in the cadet battalion and prepares articles for newspaper, magazines, and radio and television stations. All articles prepared by the Battalion S-5 for release to news media will be submitted to JROTC instructor personnel for clearance prior to release.
  
- c. Keeps local news media personnel informed of upcoming newsworthy events of the cadet battalion and arranges for appropriate coverage (Slide shows, pamphlets, flyers, ect.).

- d. Maintains the unit JROTC scrapbook.
- e. Coordinating and recommending public service events (in conjunction with the S-3).
- f. Providing information to school programs (T.V. Production, MCCA) to allow for quick and easy interactions among these groups.
- g. Create AARs and PAOs for events completed by the JROTC Battalion and teams.
- h. Take video and photo coverage of JROTC related events.
- i. Maintain JROTC websites.

## **Chapter 19: Safety Procedures**

### **19-1 Policy**

The following principles will be effectively integrated into all Cougar Battalion plans, programs, decision processes, operations, and activities:

- a. Accidents are an unacceptable impediment to Cougar missions, morale, and resources; all leaders will make risk management a routine part of planning and executing training and operational missions.
- b. Leaders at every level will employ the risk management process to avoid unnecessary residual risk to missions, personnel, equipment, and the environment.
  - (1) Commanders will accept no risk unless the potential benefit outweighs the potential loss.
  - (2) Risk decision authority is based upon the residual risk of an activity after application of control measures. The established risk acceptance authority follows:
    - (a) Extremely high risk. Conduct of extremely high-risk training is prohibited.
    - (b) High risk. Commanding General or Deputy Commanding General. Examples of high-risk training include live hand grenade training, airborne/HALO, and mountain operations.
    - (c) Moderate risk. Brigade Commander (O-6). At National Advanced Leadership Camp, Leader's Training Course, or annual JROTC camps, the approval authority is the camp (region) commander. May be delegated to an O-6 camp C of S and/or commandant).
    - (d) Low risk. Approved by AI/SAI.

### **19-2 Cadet Welfare and Safety**

Cadet safety is always the number one priority in the Cougar Battalion. Activities that are high risk to the welfare of cadets are strictly prohibited. All cadets must have documented medical records on file (JUMS/Cadet Files) in order to prevent any safety violations.

- a. All cadets must have any medical conditions or impairments noted on their Privacy Act/Health Statements.
- b. Each instructor must have a list of all cadets with medical conditions or impairments in order to avoid safety/health risk during any JROTC activities.
- c. All cadets must inform their leaders of any limiting conditions they have that may cause them harm prior to the activity; the leader must assess the situation properly and prevent any high risk safety situations.
- d. Each leader must promote a safe environment within the corps and avoid high risk situations; cadet safety is always number one priority.

### **19-3 JROTC Physical Training Safety**

JROTC conducts basic physical training in accordance with FM 3.22-20 (The Army Field Manual for Physical Training). All of the exercises and stretches utilized by JROTC are derived from this FM.

- a. Before participating in any physical training the conductor of the training must first ensure that all the cadets participating are able to do so without causing harm to themselves or others.
- b. Before participating in physical training or other strenuous activities cadets must first go through a series of stretches to ensure they can participate without causing harm to their body.
- c. If a cadet has any medical conditions or limitations that will cause hinder the training or cause a safety violation, that cadet will be dismissed from the training.

### **19-4 JROTC Extracurricular Activity Safety**

All cadets participating in extracurricular activities with JROTC (JROTC Teams) must have the following documents signed and on file:

- Student Participation and Parental Approval Form for High School Extracurricular Activities (School document)
- Privacy Act/Health Statement (JROTC document)

- a. If a cadet has any medical condition or impairment to where participating in the extracurricular activities will cause a high risk safety situation with themselves or others then the cadet will not be allowed to participate in the activities.
- b. All team leaders will be aware of any medical conditions or impairments of their cadets and will create a low risk environment as well as maintaining safety as the highest priority.

## **Chapter 20: Company Commanders**

### **GENERAL:**

The Company Commanders are responsible to the Battalion Commander for all that the company does or fails to do. The Company Commanders must keep the Battalion Commander up-to-date of the status of training within the companies and especially of any area where additional or make up training is required. He/She must ensure that his/her subordinates are prepared for instruction and that the instruction is properly carried out. The Company Commanders recommend subordinates for promotion, demotion, assignments, and reassignments. The commanders must be an expert in all phases of drill. The Company Commanders' job is not finished when he/she tells one of his/her subordinates to do something. The telling is the smallest and easiest part of the job. He/She must provide the required information to accomplish the mission. Then he/she checks to insure that the mission had been completed the way he/she wanted it. A good Company Commander is an outstanding leader with a lot of initiative. Rather than waiting for someone to tell him/her what to do, he/she thinks ahead and plans what he/she believes will be best for his/her company. The Company Commander will find that he/she will be right most of the time this way. Don't worry about making mistakes (the greatest mistake of all is to do nothing at when it is obvious that some action should be taken).

The Company Commander has one of the most difficult jobs in the battalion, but he/she also has plenty of help in his/her company. The Company Commander must keep the cadets informed and use them to assist him/her in solving company problems.

**SPECIAL INSTUCTIONS:** Specifically the Company Commander's duties include:

- a. Commanding his/her company at all formations
- b. Consulting the training schedules, studying the drill references, and insuring that subordinates are prepared to instruct
- c. Keeping his/her First Sergeant informed and insuring that he/she keeps themselves informed so that he/she can assume command in the commander's absence
- d. Assuring that all required reports are forwarded to the battalion level on time and complete
- e. Conducting an inspection during each company formation, make on-the-spot corrections and follow through on later inspections to insure that the cadets are not making the same mistakes repeatedly
- f. Assuring that all members of the company know and use the chain of command
- g. Execute the orders of the Battalion Commander even though you may personally disagree with them. As far as cadets in the company are concerned, the orders of the Company Commander's are the Battalion Commander's orders and must be given in that manner to include all those subordinates



h. When the Company Commander encounters a question that he/she cannot answer, or experiences problems he/she cannot solve, seek advice and assistance from the Army Instructor or the Senior Army Instructor as well as the Battalion Commander. The Company Commander is not expected to know everything, but is expected to know how to ask for help and execute his/her missions using common sense

### **Chapter 21: The Command Sergeant Major**

Is the principle advisor to the Battalion Commander in dealing with cadet enlisted and Non-commissioned personnel.

The Battalion Command Sergeant Major:

- a. Is the principle advisor to the Battalion Commander in dealing with cadet enlisted and Non-commissioned personnel.
- b. Responsible for supervising and training the Color Guard and Honor Guard details.
- c. Ensures that the U.S. Flag is raised and lowered and properly displayed on each school day.
- d. Oversees schedules and supervises flag duty rosters.
- e. Attend all battalion staff meetings and hold meetings with company first sergeants and senior NCO's when necessary.
- f. Assist the Battalion Commander in maintaining high standards and good order.
- g. Serves as a standard bearer (leads by example for all NCO's and enlisted personnel).
- h. Assists the Battalion Commander and Adjutant as directed.
- i. Supervises activities of Company First Sergeants.
- j. Supervises roll call at common hour and other cadet battalion formations and report attendance to the Commander.
- k. Ensures the cleanness and organization of the JROTC classroom, and other areas where cadet battalion activities occur.
- l. Coordinates the Board of Excellence to include cadet and NCO of the quarter, semester, and year.
- m. Supervises all JROTC teams.

### **Chapter 22: Battalion Executive Officer**

The Battalion Executive Officer:

- a. Is second in command to the Battalion Commander.
- b. Assumes command of the Battalion in the Battalion Commander's absence.
- c. Serves as the Chief of Staff.
- d. Coordinates the efforts of the battalion staff.
  - e. Directs and supervises planning, coordination, and execution of all tasks within the battalion staff.
- f. Assigns specific tasks to staff officers.
- g. Ensures staff officers maintain continuity folders and pass them onto incoming staff.
- h. Ensures staff serves subordinate commanders.
- i. Schedules and controls staff meetings.
- j. Ensures that safety briefings are presented at all special events.
- k. Is responsible for what the Battalion Staff does or fails to do.

## **Chapter 23: Battalion Commander**

The Battalion Commander:

- a. Provides purpose, motivation and direction.
- b. Delegates responsibilities to commanders and staff officers to execute assigned missions.
- c. Maintains the highest standards; Leads by example.
- d. Builds an effective chain of command and develops a positive command atmosphere.
- e. Communicates intent and empowers subordinates to act appropriately to accomplish missions.
- f. Supervises and directs the Battalion Executive Officer, Company Commanders, and the Battalion Command Sergeant Major.
- g. Directs and supervises the long-range planning of major events and activities.
- h. Delineates responsibilities and expectations.
- i. Sets standards and enforces standards.
- j. Implements cadre guidance.
- k. Supervises and evaluates the execution of plans.
- l. Is knowledgeable of all JROTC regulations.
- m. Is responsible for all the battalion does or fails to do.