**Air Force JROTC**

**FL-881**

Developing leadership, followership and teamwork.

Demonstrating discipline and personal responsibility.

****

**Dr. Phillips High School**

“Never Less Than the Best”

**STAFF GUIDE**

**January 2016**

**NAME: Squadron:\_\_\_\_\_\_\_**

**MISSION**

The mission of Air Force JROTC is to develop citizens of character dedicated to serving their nation and community.

**HONOR CODE**

I will not lie, cheat or steal, nor tolerate those who do.

**CORE VALUES**

Integrity First

Service Before Self

Excellence in All We Do

**AIR FORCE SONG**

Off we go into the wild blue yonder,

Climbing high into the sun.

Here they come, zooming to meet our thunder,

At 'em boys, give 'er the gun!

Down we dive, spouting our flames from under,

Off with one hell‑of‑a‑roar!

We live in fame or go down in flame.

Nothing will stop the U.S. Air Force!

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# CHAPTER 1: Guide For Cadet Leaders

This guide is designed to assist you, the cadet leader, in accomplishing your mission. Leadership is not an inherent characteristic, but is something that can be learned, providing you are willing to come to terms with yourself and the mission. By utilizing the leadership techniques listed below you, as a leader, will be able to accomplish your mission efficiently with the least burden on those you have been selected to lead.

1. **Unity of Command:** Within the command structure, or any level of command, there can only be one commander. The commander is responsible for everything his/her unit does or does not do. The commander’s responsibilities are matched by the authority necessary to carry out his/her duties. *A commander can delegate authority to take an action, but he/she cannot delegate the responsibility for that action.*

2. **Span of Control:** One commander can only effectively control a given number of subordinates. Normally the maximum is seven subordinates and the minimum is three. The ideal span of control is five subordinates. You should know, then, that our normal operations within a squadron exceed the ideal number. Therefore, **it is imperative that the members of the Wing Staff be good followers (be quiet, loyal, supportive, etc.) when not being good leaders (teaching, mentoring, etc.).**

3. **Chain of Command**: The succession of leaders through which command is exercised is called the chain of command. It enables the commander to retain unity of command within the maximum span of control. The Cadet Wing Commander assigns tasks to the Cadet Group Commander. The Cadet Group Commander uses the same procedures with the Cadet Squadron Commander, who then uses the same techniques with the Cadet Flight Chiefs.

4. **Staff Authority and Responsibility**: The Wing Staff consists of those cadet officers and noncommissioned officers who assist the Cadet Wing Commander in the exercise of his/her command. They are advisors only within the specific area assigned to them by the Cadet Wing Commander. Staff officers will keep the commander informed on matters within their areas of responsibility which may require his/her attention.

5. **Cadet Events/Activities**: Unit events and activities give an added dimension to the corps to make it more fun, entertaining and educational. It is your corps and your involvement helps to make it stronger.

6. **Timeliness:** Cadet Staff shall be in position early and not wait until the last moment. Cadet Staff members, during their respective classes, shall be in place at the warning bell or sooner. When a due date is given, cadets should do everything possible to complete assigned tasks before the due date to allow for revisions or clarification. If you are early, you are on time. If you are on time, you are late. Being late is unacceptable!

# CHAPTER 2: Cadet Corps Organization

All positions may be asked to perform other duties as assigned by the Senior Aerospace Science Instructor (SASI), an Aerospace Science Instructor (ASI) or the Cadet Wing Commander.

# Executive Staff

The Executive Staff is led by the Wing Commander (Wg/CC). The Wg/CC directly supervises the rest of the Executive Staff, as described below, and reports directly to the SASI.

1. **Wing Commander (Wg/CC)** is responsible for:
   1. Accomplishing the Air Force JROTC mission under the guidance of the SASI/ASI.
   2. Developing leadership, followership and teamwork in all cadets, as well as demonstrating discipline and personal responsibility.
   3. The appearance, discipline, efficiency, training, and conduct of the entire cadet corps.
   4. Insuring that all members of the cadet corps have the opportunity to develop their leadership skills commensurate with their individual abilities.
   5. Administering cadet corps activities in accordance with (IAW) Air Force and Air Force Junior Reserve Officer Training Corps (JROTC) regulations, principles, and procedures.
   6. Presiding over Wing Staff meetings (see [Chapter 4](#_CHAPTER_4:_)).
   7. Establishing corps goals IAW Air Force JROTC instructions or SASI guidance.
   8. Presiding as Mr./Ms. President during military ball.
   9. Convening Cadet Review Boards (see [Chapter 5](#_CHAPTER_5:_)).
   10. Supervising and evaluating cadets in their charge IAW Air Force JROTC instructions and FL-881 guidance (see [Attachment 6](#_Attachment_6:_)).
   11. Commanding during higher headquarters Unit Evaluations.
   12. Commanding during parades and pass-in-review ceremonies.
   13. Issuing the cadet officer and senior NCO pledge.
2. **Vice Wing Commander (Wg/CV)** is responsible for:
   1. Command of the Wing during the absence of the Cadet Wg/CC.
   2. Supervising the Wing staff and ensuring the Wing is organized IAW instructions.
   3. Observing and evaluating the progress of the cadet corps in accomplishing its mission and goals.
   4. Performing periodic inspections of the Wing Staff offices and group functions IAW applicable instructions. Inform the Wg/CC of results, who, in turn, will adise the SASI.
   5. Directing the annual Unit self-inspection IAW applicable instructions.
   6. Directing the HQ AFJROTC Unit Evaluation preparation IAW applicable instructions.
   7. Assisting any officer cadet who has difficulty with the Air Force JROTC program.
   8. Supervising Services (SV) in the planning and completion of all Unit Activities.
3. **Wing Special Assistant (Wg/SA),** normally the out-going Wg/CC,is responsible for:
   1. Completing any duty assigned by the SASI/ASI.
   2. Assisting the current Cadet Wg/CC in his/her duties.
   3. Presiding as Master of Ceremonies during awards program.
   4. Writing Distinguished Unit Award (normally a 15 March suspense).
4. **Executive Officer (XO)** is responsible for:
   1. All tasks assigned by the Cadet Wing/CC.
   2. Posting upcoming Wing Staff meeting dates and times, to include an agenda no later than (NLT) 3 days prior to the meeting.
   3. Taking roll and recording meeting minutes at Wing Staff meetings; then posting them within 2 business days.
   4. Coordinates with IT to accomplish a Unit communications roster with at least E-mail address and phone numbers of all cadets
   5. Posting the weekly uniform wear date (if other than Tuesday) and the uniform of the day.
   6. Documenting and assessing, as determined by the Wg/CC, the Wing goals and how each goal impacts the corps, school, community, etc.
   7. Acting as Wing complaints officer.
   8. Assuming the position of "adjutant" for drill and ceremonies.
5. **Operations Group Commander (OG/CC)** is responsible for:
   1. The efficient and effective operation of the Operations Group—the day-to-day functions of each respective squadron.
   2. Ensuring all Operations Group staff personnel are trained in their jobs.
   3. Supervising Squadron Commanders to make sure he/she is executing the mission and supporting the leadership, followership and teamwork development of all cadets.
   4. Promoting initiative and personal responsibility for each member of the group.
   5. Ensuring discipline and responsibility are being displayed within the group.
   6. Ensuring Squadron Commanders and Flight Chiefs meet academic requirements (both in and out of Air Force JROTC).
   7. Conducting Operations Group staff meetings at least bi-weekly (see [Chapter 4](#_CHAPTER_4:_)).
   8. Attending Wing Staff meetings and ensuring all required Operations Group members are present.
   9. Supervising and evaluating cadets in their charge IAW Air Force JROTC instructions and FL-881 guidance (see [Attachment 6](#_Attachment_6:_)).
   10. Ensuring the administrative work for the group is accomplished in a timely and accurate manner IAW instructions and SASI/ASI guidance.
   11. Establishing and recording goals and forwarding them to the XO.
6. **Support Group Commander (SG/CC)** is responsible for:
   1. The efficient and effective operation of the Support Group—the day-to-day functions of each respective office.
   2. Supervising each Officer in Charge (OIC) and Non-commissioned Officer in Charge (NCOIC) to make sure he/she is executing the mission and developing their leadership, followership and teamwork abilities.
   3. Ensuring all Support Group staff personnel are trained in their jobs.
   4. Promoting initiative and personal responsibility for each member of the group.
   5. Ensuring discipline and responsibility are being displayed within the group.
   6. Ensuring OICs and NCOICs meet academic requirements (both in and out of Air Force JROTC).
   7. Attending Wing Staff meetings and ensuring all required Support Group members are present.
   8. Conducting Support Group staff meetings at least bi-weekly (see [Chapter 4](#_CHAPTER_4:_)).
   9. Supervising and evaluating cadets in their charge IAW Air Force JROTC instructions and FL-881 guidance (see [Attachment 6](#_Attachment_6:_)).
   10. Ensuring the administrative work for the group is accomplished in a timely and accurate manner IAW instructions and SASI/ASI guidance.
   11. Conducting a monthly safety inspection of all cadet facilities, reporting all safety violations or findings to the Wg/CC and/or SASI/ASI, and providing recommendations to correct safety-related problems.
   12. Establishing and recording goals and forwarding them to the XO.
7. **Senior Enlisted Advisor (SEA)** is responsible for:
   1. Attending Wing Staff meetings and preparing the classroom for these meetings. Acts as sergeant-at-arms.
   2. Maintains discipline and customs and courtesies at staff meetings and school assemblies.
   3. Assisting any enlisted cadet who has difficulty with the Air Force JROTC program.
   4. Working directly with the Wg/CC to help solve problems with cadets, squadrons, groups or the unit/wing.

# Operations Group

The Operations Group is led by the OG/CC, who sits on the Executive Staff. The OG/CC supervises the following positions:

1. **Squadron Commanders (Sq/CC)** are responsible for:
   1. The efficient and effective operation of his/her squadron.
   2. Reporting to the Operations Group as to the efficient/effective operation of his/her squadron.
   3. Overseeing his/her respective Flight Chiefs in fulfilling their duties and responsibilities ([see Attachment 5](#_Attachment_5:_)).
   4. Instilling and/or maintaining discipline within his/her respective squadron.
   5. Ensuring cadets are trained in drill and customs and courtesies.
   6. Ensuring the dress and appearance of cadets within his/her squadron, as well as the proper personal conduct in and out of uniform, is IAW Air Force JROTC instructions (see [Chapter 3](#_CHAPTER_3:_)).
   7. Ensuring all members of the squadron have the opportunity to develop leadership skills.
   8. Working with other Wing Staff members to ensure accomplishment of Squadron and Wing goals.
   9. Leading the squadron during pass‑in‑review and parades.
   10. Ensuring Flight Chiefs meet academic requirements (both in and out of Air Force JROTC).
2. **Flight Chiefs** are responsible fo**r:**
   1. Instilling and/or maintaining discipline and esprit de corps within his/her respective flight ([see Attachment 5](#_Attachment_5:_)).
   2. Training cadets in drill and customs and courtesies.
   3. Training and inspecting the dress and appearance of each cadet within his/her flight, as well as the proper conduct in and out of uniform, IAW Air Force JROTC instructions (see [Chapter 3](#_CHAPTER_3:_)).
   4. Ensuring all members of the flight develop leadership, followership and teamwork skills.
   5. Maintaining proper decorum at unit events and activities.
   6. Supervising and evaluating cadets in their charge IAW Air Force JROTC instructions and FL-881 guidance (see [Attachment 6](#_Attachment_6:_)).
   7. Organizing the squadron for inspections, pass‑in‑review ceremonies and parades.

# Support Group

The Support Group is led by the SG/CC, who sits on the Executive Staff. The SG/CC supervises the following positions:

1. **Logistics (LG)** is responsible for:
   1. The issuing, maintenance, organization and turn in of all unit property.
   2. Taking proper inventory and maintaining accurate records of all accountable property in WINGS.
   3. Maintaining a neat, clean and functional logistics/supply room.
   4. Ensuring only authorized personnel have access to the logistics/supply room.
   5. Providing guidance to the Wing on proper supply discipline.
   6. Establishing and training squadron-level LG representatives.
2. **Services (SV)** is responsible for:
   1. Coordinating all Unit activities and community service events (except Unit co-curricular organizations), as directed by the SASI, ASI or Wg/CC.
   2. Providing assistance, as required, to cadets in carrying out the planning and execution of Unit activities or events.
   3. Maintaining awareness of activities being planned or accomplished by the Unit co-curricular organizations (Drill Corps, Honor Guard, Kitty Hawk Air Society, etc.) or as directed by SASI/ASI.
   4. Maintaining and recording a complete record of all events and activities, to include dates, times, locations and cadet attendance. Input these events into WINGS.
   5. Planning and coordinating approved extra-curricular/co-curricular activities with other Dr Phillips HS organizations or other sister service JROTC units.
   6. Assisting the SASI/ASI in scheduling cadets for base visits or similar activities.
   7. Establishing and training squadron-level SV representatives.
3. **Personnel (PR)** is responsible for:
   1. Writing and publishing all unit orders using WINGS. Ensure a copy of each order is posted in each classroom and is forwarded to LG.
   2. Planning and executing the cadet evaluation and promotion process (see [Attachment 6](#_CHAPTER_8:_)).
   3. Maintaining personnel records on all cadets in WINGS and ensuring only authorized personnel have access to them.
   4. Filing documents in unit files and cadet folders, either electronically or hard copy.
   5. Compiling, submitting, posting and/or filing Excellence/Discrepancy 341 summaries and cadet service points.
   6. Maintaining attendance records for Wing and Group staff meetings, briefings, training, extracurricular/co-curricular activities, special functions, etc.
   7. Maintaining accurate, up‑to‑date unit manning records using WINGS.
   8. Making copies.
   9. Maintaining the corps organizational chart (a.k.a. the Chain of Command).
   10. Developing, maintaining and revising any FL-881 forms and listing them in the staff guide, or other appropriate place(s).
4. **Recruiting (RC)** is responsible for:
   1. Supervising all cadet recruiting activities—both at Dr Phillips HS and all the feeder middle schools.
   2. Coordinate with PA and IT to publicize all recruiting events.
   3. Coordinating with feeder middle schools to arrange recruiting events at least twice at each school per school year.
   4. Coordinating with other Dr Phillips HS organizations or Dr Phillips HS staff/faculty to organize at least 2 recruiting events each year, focusing on current DPHS students.
5. **Training (TR)** is responsible for:
   1. Planning and coordinating the training needs of the Wing to ensure all cadets are adequately ready for inspections and assessments, as well as being able to effectively march and show proper customs and courtesies.
   2. Submitting a weekly training plan, with guidance from the SASI/ASI or Wg/CC, to describe the expected training for each week of the semester.
   3. Monitoring the AFJROTC FL-881Form 341 program (see [Attachment 7](#_CHAPTER_7:_)).
   4. Planning and executing Refresher Cadet Training (RCT) and Initial Cadet Training (ICT) prior to the beginning of school.
   5. Planning and conducting new Squadron Commander and Flight Chief training as to the duties of their positions.
   6. Maintaining and updating the Unit’s Cadet Guide and Staff Guide, as required, but no less than every 2 years.
   7. Conduct periodic meetings (at least one per marking period) with Sq/CCs and Flight Chiefs to make sure training is consistent and progressing equally and to clarify any misunderstandings.
   8. Conduct spot checks of each Squadron (at least one per Squadron per semester) to ensure proper training is being conducted.
6. **Public Affairs (PA) is responsible for:**
   1. All current cadet corps public relations and affairs.
   2. Publicizing all cadet activities.
   3. Maintaining the official Unit bulletin board.
   4. Publishing the Unit newsletter, at least once per marking period, but preferably once per month.
   5. Providing newsworthy items (photos, videos, articles, etc.) about cadets and cadet activities to school, local and military media publications (websites, newspapers, news stations, etc.) and HQ Air Force JROTC (via SASI).
   6. Coordinating to make sure all possible media coverage (photos, videos, etc.) is available at all Unit activities, to include extra-curricular and co-curricular activities.
   7. Coordinate with the SASI to notify the school secretary, DPHS year book, DPHS videography, OCPS public relations, etc. of all of Unit events, activities, field trips, etc.
   8. Establishing and training squadron-level PA representatives.
   9. Historians duties if the Historians office is vacant
7. **Physical Training (PT)** is responsible for:
   1. Planning and coordinating the physical fitness needs of the Wing to ensure all cadets are adequately progressing to meet the requirements of the Air Force JROTC Wellness Program.
   2. Recording physical fitness test results in WINGS IAW applicable instructions.
   3. Operating the Wing physical fitness program, including supervising stretching exercises prior to any physical fitness activity.
   4. Preparing each cadet to pass the Air Force JROTC fitness test.
   5. Submitting a weekly PT plan, with guidance from the SASI/ASI or Wg/CC, to describe the expected training for each week of the semester.
   6. Planning and conducting the PT portion of Refresher Cadet Training (RCT) and Initial Cadet Training (ICT) prior to the beginning of school.
   7. Selecting varied exercises and activities to enhance cadet corps fitness and esprit de corps.
   8. Establishing and training squadron-level PT representatives.
8. **Communications/Computers/Information Technology (IT)** is responsible for:
   1. Developing and/or maintaining the Unit Website.
   2. Coordinating with all Wing Staff offices, especially PA, to ensure necessary information is displayed on the Unit Website.
   3. Maintaining Unit communications equipment (walkie-talkies, speakers, microphones, etc.)
   4. Coordinating with XO to maintain a Unit communications roster with at least E-mail address and phone numbers of all cadets.
   5. Maintaining the wireless computer network to include installation/removal/upgrade of systems software, maintenance and cleaning of all hardware, and installation of new computer systems.
   6. Providing recommendations to the SASI/ASI for hardware and software upgrades to improve staff efficiency.
   7. Conducting software applications training for staff members, as required.
9. **Historian (HO)** is responsible for:
   1. Recording and recovering historical information and data pertaining to Unit activities.
   2. Working closely with PA and IT to ensure media opportunities aren’t lost.
   3. Documenting historical information and data pertaining to corps activities on computer or electronic media as much as possible.
   4. Maintaining the unit scrapbook, history, or other records reflecting unit tradition, accomplishments, and activities, if electronic means are not possible.
10. **Chaplain (HC)** is responsible for:
    1. The morale and welfare of all members of the cadet corps.
    2. Recommending solutions to problems concerning morale and welfare issues to the Wg/CC.
    3. Delivering inspirational services as required for dining-ins or outs, military balls, awards functions or other corps activities.
    4. Coordinating with the Dr Phillips HS Fellowship of Christian Athletes, or other Dr Phillips HS religious-based organizations.
11. **Finance (FM)** is responsible for:
    1. Assisting the SASI in establishing financial management procedures and guidelines.
    2. Assisting the SASI in monitoring and maintaining cadet funds.
    3. Assisting the SASI and cadet staff members in planning, organizing, controlling and coordinating unit fundraisers.
    4. Maintaining an accurate record of all income and expenses.

# Co-Curricular Commanders:

Each commander listed below reports directly to the SASI/ASI who sponsors the team. However, as described below, each commander keeps the Wg/CC informed of their respective activities, events, etc. but is only for information. They are not part of the Executive Staff, but they are part of the Wing Staff; so each commander will follow the guidelines for Wing Staff meetings discussed in this guide.

1. **Drill Corps Commander (DC)** is responsible for:
   1. Informing the Wg/CC of all Drill Corps activities, extra practices, competitions, etc.
   2. Organizing and training the competitive drill and color guard teams for competitions, as directed by the SASI/ASI.
   3. Tracking all cadets who participate in Drill Corps activities to ensure they are eligible.
   4. Recording all community service hours attained by Drill Corps cadets in WINGS.
   5. Completing and submitting (via SASI) a field trip package for approval 20 days prior to any competition, activity, etc. that requires Dr. Phillips HS administration approval.
2. **Honor Guard Commander (HG)** is responsible for:
   1. Informing the Wg/CC of all Honor Guard activities, events, extra practices, etc.
   2. Maintaining control and inventory of all Honor Guard equipment (flags, rifles, sabers, etc.) (see [Chapter 6](#_CHAPTER_6:_))
   3. Scheduling a color guard, rifle team or saber team, as required, for school sports, school assemblies, other school activities, recruiting events or community service ceremonies. Be aware of holidays, breaks, etc. for cadets and instructors.
   4. Tracking all cadets who participate in Honor Guard activities to ensure they are eligible.
   5. Recording all community service hours attained by Honor Guard cadets in WINGS.
   6. Assisting SV in the planning and coordination for all parades and ceremonies.
3. **Kitty Hawk Air Society Commander (KHAS)** is responsible for:
   1. Informing the Wg/CC of all Kitty Hawk Air Society (KHAS) activities, events, extra meetings, etc.
   2. Scheduling a KHAS team(s), as needed, for school activities, recruiting events, community service events, etc. Be aware of holidays, breaks, etc. for cadets and instructors.
   3. Tracking all cadets who participate in KHAS activities to ensure they are eligible.
   4. Recording all community service hours attained by KHAS cadets in WINGS.
4. **Awareness Presentation Team Commander (APT)** is responsible for:
   1. Informing the Wg/CC of all Awareness Presentation Team (APT) activities, events, extra meetings, etc.
   2. Scheduling an APT team(s), as needed, for school activities, recruiting events, community service events, etc. Be aware of holidays, breaks, etc. for cadets and instructors.
   3. Tracking all cadets who participate in APT activities to ensure they are eligible.
   4. Recording all community service hours attained by APT cadets in WINGS.

# CHAPTER 3: Open Ranks Inspection

The Open Ranks Inspection is a weekly event to train cadets in the proper wear of the uniform. To do this in an efficient manner, unless given other direction from the SASI or an ASI, the following procedures will be used:

1. The Squadron Commander remains at a distance and/or out of sight as the squadron members get aligned for the inspection. The senior, or designated, Flight Chief will form the squadron into two flights – an AS1 flight and an AS2/3/4 flight – and align him/herself centered in the middle of the two flights. Each flight will have a Flight Chief in charge who will be the primary inspector for that week. Each flight will have 3 elements.
2. The respective Flight Chiefs will size their flight and execute an Open Ranks. When complete, they will let the senior, or designated, Flight Chief know they are ready. When both flights are ready, the senior, or designated, Flight Chief will informally signal the Squadron Commander the squadron is ready for inspection.
3. The Squadron Commander will formally approach the senior, or designated, Flight Chief and halt in front of the senior, or designated, Flight Chief. The senior, or designated, Flight Chief will request the respective flights to report in “Ready for Inspection.” Once complete, the senior, or designated, Flight Chief will salute the Squadron Commander and report the squadron is ready for inspection.
4. The Squadron Commander will return the salute and inspect the senior, or designated, Flight Chief. Upon completing the inspection, the senior, or designated, Flight Chief will inspect the Squadron Commander. The senior, or designated, Flight Chief will then proceed to the AS1 Flight Chief and inspect him/her. Once complete, he will give the AS1 Flight Chief permission to inspect his/her flight. The senior, or designated, Flight Chief will then proceed to the AS2/3/4 Flight Chief and inspect him/her. Once complete, he will give the AS2/3/4 Flight Chief permission to inspect his/her flight.
5. The Senior, or designated, Flight Chief will then return to the center of the flights and join the Squadron Commander as the inspections are being completed. As needed, the Squadron Commander and senior, or designated, Flight Chief will observe the ongoing inspections to ensure proper uniform wear.
6. Upon completion of the inspections, the respective Flight Chiefs will execute a Close Ranks and notify the senior, or designated, Flight Chief that they are complete. The Squadron Commander or senior, or designated, Flight Chief will give further instructions to use the remaining time in the class period.

# CHAPTER 4: Cadet Staff Meetings

1. **CADET WING and GROUP STAFF MEETINGS ARE MANDATORY FOR ALL CADETS ON THE WING STAFF**. **Unexcused absences from cadet staff meetings are cause for removal from position and possible disciplinary action.** Only the Wg/CC or the respective Group Commander (Gp/CC) can excuse an absence. Cadet Wing or Group Staff meetings are held on a regular basis during the school year, normally alternating weeks. Meeting dates and times are set by the Wg/CC, the respective Gp/CC, or the SASI/ASI, normally at least 10 days in advance. The location of the cadet meetings will normally be in room 4‑111.

The SASI or an ASI must attend all cadet staff meetings. They attend in the capacity of advisors to support cadet staff and to ensure meetings are consistent with Air Force JROTC goals. Otherwise, the Wg/CC, the respective Gp/CC, or a designated representative, runs the meeting.

2. **Procedures for Cadet Wing Staff Meetings**. A meeting agenda format is listed below. The XO will post the agenda NLT 3 days prior to the meeting.

The Wg/CC chairs and opens the meeting and has the XO take attendance. The XO will then read the minutes from the last meeting and make corrections as required.

The Wg/CC then asks for reports from each cadet staff office. The XO begins taking notes on the meeting.

*OLD BUSINESS:* Status of all previous business not "closed" at the last meeting. Personnel tasked with projects (project/action officers) are expected to provide up-to-date information at this time.

*NEW BUSINESS:* Matters of concern to the corps not previously discussed.

The Wg/CC decides if the topic has merit. If it does, can it be resolved during the meeting or does it require an action or project officer?

If the item of new business requires an action or project officer, the Wg/CC assigns one. The cadet taking minutes will ensure the item of new business is recorded as follows:

-- Action Item Name -- Suspense date

-- Project/Action Officer assigned -- Status (may not be any initially)

-- Action(s) required

**NOTE: Carry the above forward each meeting as the means for tracking the action item.**

The Wg/CC polls the cadet staff for final comments (alibis). After cadets have finished, the SASI/ASI makes comments, if needed.

*ADJOURNMENT:* Wg/CC announces the date, time and place for the next meeting, adjourns the meeting and dismisses the staff. The minutes of the meeting will be posted in the Air Force JROTC classrooms (4-111 and 4-209) as soon as possible, but no later than 2 days after the meeting. In addition, the XO will give a copy of the minutes to the SASI.

3. **Group Staff Meetings**: Conducted along the same lines as the Cadet Wing Staff meeting. These are also MANDATORY for all cadets in the respective Groups. These meetings are chaired by the respective Gp/CC and should cover more specific and more detailed information than at the Cadet Wing Staff meeting. The respective Gp/CC will designate a cadet to take meeting minutes.

# CHAPTER 5: Cadet Review Boards

1. Cadet Review Boards are formed for recognition or for discipline. Every board participant must conduct himself or herself with the highest degree of integrity, regardless of the role they have. Recognition boards include, but are not limited to, Semester Promotions, Annual Awards, Cadet Leadership Course (CLC) participants, and other special recognition as required. Disciplinary boards occur when one or more cadets have sufficient difficulty in the corps to warrant a serious review of their conduct.

2. Board Formation:

1. The Cadet Wg/CC proposes a list of board members to the SASI/ASI for approval.
2. The board will always consist of five members. The odd number will always ensure there are no tie votes (the board president is the tie-breaking vote). For disciplinary boards, a cadet may request a member to be one of those on the board.
3. The senior cadet officer on the board will always serve as the Board President.
4. The junior cadet on the board always serves as the Board Recorder.
5. Boards involving the discipline of an enlisted cadet will have one to three enlisted cadet members.
6. Boards involving the discipline of a cadet officer will consist of only cadet officers.
7. The Cadet Wg/CC directs PR to publish a Letter of Selection notifying board members once the SASI/ASI has approved the composition of the board. The letter contains the time and place, the type of board, the selected members, and any uniform requirements.
8. If it is a disciplinary board, the Cadet Wg/CC will direct PR to publish a Letter of Notification to the cadet(s) facing disciplinary action. This letter must cite board time and place, a summary of why they are meeting a disciplinary board, and uniform requirements.

3. Board Procedures.

1. The Board meets at the specified time and place (the SASI/ASI attends as an observer).
2. The Cadet Wg/CC, or designated representative, instructs the board on its purpose according to the type of board. Only the Board members and SASI/ASI are present for the instructions.
3. The Board performs its duties as instructed and concludes its work with a recommendation. A written recommendation is completed by the Board Recorder and signed by the Board President. The Board Recorder will include an indorsement line for the Cadet Wg/CC to sign, as well as an approval line for the SASI/ASI to sign.
4. The recommendation is reviewed by the Cadet Wg/CC for accuracy and appropriateness. Once satisfied, the Cadet Wg/CC signs on the indorsement line and forwards the board recommendation to the SASI/ASI for approval.
5. Once the Board recommendations have been approved, the board results are official and PR takes appropriate administrative action (publish orders, etc.). The administrative action(s) are placed in the appropriate personnel files.

# CHAPTER 6: Cadet Corps Weapons

1. **Criteria.** The SASI or an ASI must approve all cadets who will handle weapons (rifles, sabers, etc.). Cadets approved to handle weapons must meet stringent standards of conduct.

2. **Cadet Behavior Requirements**.

1. All aggressive or threatening behavior with an issued weapon is strictly prohibited. (pointing it at someone, acting like you are sighting at people/targets, etc.).
2. Horseplay or irresponsible behavior is strictly prohibited.
3. Cadets WILL NOT leave the supervision of an Air Force JROTC instructor when in possession of an Air Force JROTC weapon, unless approved by the SASI or an ASI.
4. Any violation of the behavior requirements is cause for immediate dismissal from the team. In addition, other disciplinary actions may be taken depending on the severity of the infraction.
5. A rifle or saber handled improperly detracts from the ceremony and the goals of the Air Force JROTC program. A rifle or saber handled properly lends dignity and solemnity to an event.

4. **Control and Storage of Weapons**. How well the corps manages its weapons has a direct impact on the credibility of the Air Force JROTC program at Dr. Phillips High School. The emotional aspect, as well as the associated cost, can cause any incident to receive a great deal of attention.

1. Weapons Storage is under the direct supervision of the SASI or an ASI. Only Air Force JROTC instructors can grant permission for access to stored weapons.
2. Rifles, Sabers, etc. are stored IAW Headquarters Air Force JROTC procedures. This requires weapons to be in a locked cabinet or locker, within a locked storage room. Performance rifles may be stored in a rifle case with a lock within the locked storage room.
3. Control of equipment, once removed from the storage area, will be the direct responsibility of the ASI or SASI. The ASI/SASI is assisted by the cadets using the equipment and the cadets’ team commander. All parties must maintain constant visual surveillance of the equipment at all times until they are returned to the storage room. This requirement also applies during the transportation to/from an event.
4. Inventory is conducted periodically throughout the school year by an ASI or the SASI. The ASI or SASI will immediately notify the Dr. Phillips High School principal, school/district security and Headquarters Air Force JROTC when any rifles, sabers, etc. are missing.

**NOTE 1: Sabers are to be maintained with the factory dull, rounded edges. SHARPENING THE BLADE IS EXPRESSLY PROHIBITED.**

**NOTE 2: ALL Cadet Corps members are responsible to report any incident involving the loss of control of weapons or any irresponsible behavior with them to the ASI/SASI.**

# CHAPTER 7: AFJROTC FL-881 Form 341

The AFJROTC FL-881 Form 341 is used to document both positive and negative feedback for cadets. The use of the AFJROTC FL-881 Form 341 applies to all cadets in FL-881. Its purpose is to maintain good order, discipline, respect and proper standards within the cadet corps. They can be submitted by Cadet Wing Staff members of FL-881 or the faculty/staff of Dr. Phillips High School.

**NOTE: The purpose of a 341 is for documentation of a cadet’s excellence or discrepancy in the Wing--NOT to attack the cadet. All 341’s should be filed away in the appropriate Squadron Binder for reference during Cadet Review Boards (promotions, awards/decorations, or disciplinary actions, etc).**

There are a few guidelines to follow for the proper use of the AFJROTC FL-881 Form 341:

1. Wing Staff members will carry at least two AFJROTC FL-881 Form 341s at all times, in or out of uniform.
2. Cadets receiving a 341 will be able to offer written rebuttal to comments on the AFJROTC FL‑881 Form 341.
3. Any completed AFJROTC FL-881 Form 341s will be used to determine the need for additional actions, such as promotions/demotions, Cadet of the Month or job assignments.
4. The Wing Training officer will monitor the AFJROTC FL-881 Form 341 Program.
5. **Excellence**. When filling out an AFJROTC FL-881 Form 341 for Excellence, document on the AFJROTC FL‑881 Form 341 what they did to show they deserve an “Excellence 341.” If the Flight Chief is writing an Excellence 341, have the Sq/CC approve it and initial next to the Squadron name (shown on the example). After three Excellence 341s, the cadet may be subject to a Cadet Review Board for recognition and/or promotion.
6. **Discrepancy**. Using an AFJROTC FL-881 Form 341 for a Discrepancy is a last resort to correct unacceptable performance, behavior, or standards. These recommendations may be submitted for misconduct, customs and courtesies violations, dress and appearance violations, failure to fulfill cadet responsibilities, etc.
7. Before submitting a “Discrepancy 341,” make sure these steps have been completed:
   1. Cadet behavior has been reflected on the bearing sheet, or equivalent.
   2. Flight Chiefs have mentored the cadet on how to correct behavior
   3. The Flight Chiefs have given positive feedback to address negative behavior, if warranted. For example, “You are doing a good job compared to last week, please keep it up.”
   4. Cadets have been referred to their Sq/CC for counseling.
   5. Wait at least 24 hours to fill out another Discrepancy 341 to give the cadet an opportunity to correct his or her behavior/actions.
8. If the Flight Chiefs and Squadron Commander have completed these steps, the Discrepancy 341 will be filed. This will ensure that both the Flight Chiefs and the Reported Cadet have taken steps to solve the problem. After threeDiscrepancy 341s, the cadet may be subject to a Cadet Review Board to discuss his/her actions and possible demotion or disciplinary actions.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **AFJROTC/FL-881 341** | | | | |
| **LAST NAME - FIRST NAME - MIDDLE INITIAL**  Jenkins, Leeroy M. | | | | **RANK**  C/ SSgt |
| **SIGNATURE OF REPORTED INDIVIDUAL**  Leeroy Jenkins | | | **SQUADRON(If Applicable)**  Alpha, 1st Flight  J.P. | |
| **(check one)** □ **EXCELLENCE** □ **DISCREPANCY** | | | | |
| Showed excellent bearing and uniform grades have improved. | | | | |
| **TIME**  09:00 | **DATE**  5/13/2015 | **PLACE**  Drill Pad; Classroom | | |
| **PRINTED NAME OF REPORTING INDIVIDUAL**  Brayan Ramirez, C/ MSgt | | **SIGNATURE OF REPORTING INDIVIDUAL**  Brayan Ramirez | | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **AFJROTC/FL-881 Form 341** | | | | |
| **LAST NAME - FIRST NAME - MIDDLE INITIAL** | | | | **RANK** |
| **SIGNATURE OF REPORTED INDIVIDUAL** | | | **SQUADRON(If Applicable)** | |
| **(check one)** □ **EXCELLENCE** □ **DISCREPANCY** | | | | |
|  | | | | |
| **TIME** | **DATE** | **PLACE** | | |
| **PRINTED NAME OF REPORTING INDIVIDUAL** | | **SIGNATURE OF REPORTING INDIVIDUAL** | | |

# CHAPTER 8: Performance Reports

1. **Objective**. The cadet evaluation and promotion system documents performance for cadet promotions, awards, and job assignments; it teaches cadets how to evaluate performance and provide feedback; and it introduces all cadets to a job evaluation system. Performance reports may be used during Cadet Review Boards (promotion, discipline, awards, etc.) or whenever requested by competent authority.

2. **Procedures**.

Supervisors (Raters) provide their job expectations to all assigned cadets (Ratees) by mid-September and mid‑February on performance feedback forms. Performance feedbacks are between the Rater and Ratee only and should be destroyed 90 days after the evaluation for those feedbacks is completed.

Raters will evaluate each of his/her cadets using the PR-generated Performance Report (see [Attachment 6](#_Attachment_6:_)). Evaluations occur at the end of the 1st and 3rd marking periods.

Raters are expected to complete the Performance Report with objectivity and the highest degree of integrity. Flight Chiefs are raters for all cadets not on the Wing Staff. The Cadet Wg/CC will rate the Executive Staff. The respective Gp/CCs will rate those they supervise, both OICs, Assistant OICs and NCOICs.

Once the Performance Report is completed, the Rater will discuss it with the evaluated ratee. **The ratee will sign the Performance Report acknowledging he/she has seen it, not necessarily that he/she agrees with it.**

The cadet's chain of command reviews the Performance Report. If the chain of command has questions or disagrees with the report, he/she will discuss it with the rater to resolve the issue(s). If there are no questions or disagreements, or when they are resolved, **the Performance Report is signed by each respective cadet in the Chain**, with any comments, up to and including the Wg/CC. Once all are signed by the Wg/CC, he/she will forward them to the SASI for final approval.

Once the SASI approves the Performance Reports, the SASI will pass them to the PR officer, who will review it for administrative compliance, process and post orders, as required, and file them as a permanent part of the cadet's personnel record.

APPEAL process. If a **cadet does not agree** with any part of the Performance Report, he/she should “appeal” the Performance Report **by identifying the issue(s) and reasons, in writing, on the Performance Report (include additional pages if needed)**. The cadet will still sign the report IAW paragraph d. above. The entire Report, with ratee comments, will be reviewed by the rater’s rater (the next person in the chain of command). That reviewer will make any additional comments and whether he/she concurs or non-concurs with the ratee’s appeal. The appeal process will continue with the directions in paragraph e. above until it reaches the final review authority, the SASI, who will notify the cadet of the final action on their appeal.

Performance Reports are kept on file until the cadet leaves the corps.

# CHAPTER 9: Cadet Staff Office Rules

Use of the Cadet Staff Office is a privilege. The office exists to provide an environment conducive to the professional, efficient conduct of official cadet unit business. The following rules governing use of the Cadet Staff Office will be strictly enforced:

Only Wing Staff members are allowed in the office, unless otherwise directed by the instructors.

At NO TIME will non-cadets be allowed in the staff office.

Access to the staff office is to conduct official business ONLY. The staff office is not an area for socializing.

A Wing Staff member may request to clear the staff office to **conduct official business in private**.

Filing cabinets and distribution boxes are to be used for staff support only. They will not be used as lockers for storage of personal items.

Computers are provided to conduct official Unit business ONLY. Computers WILL NOT be used for personal business or game playing.

Cadets WILL NOT install or remove software or change the operational setup or parameters of the computers. This includes screensavers, backgrounds, desktop settings, etc.

The office will be kept neat and free of debris; there is no maid service, so clean up after yourself. If you break something, fix it or report it to an instructor.

Failure to comply with or enforce staff office rules may result in loss of staff office use or disciplinary action.

# ATTACHMENTS

# Attachment 1: Wing Staff Contract

Leading the cadet corps and being on Wing Staff is a privilege that holds great responsibility. As a leader, you are accountable for tasks assigned and your behavior is an example to other cadets in the corps. This contract is an acknowledgment of terms and limits to help in meeting the goals and objectives needed to succeed.

As a newly assigned member of the Air Force JROTC cadet corps staff, I agree to fulfill the terms of this contract. I will commit to executing the duties and responsibilities of my position to the utmost of my ability during my tenure in that position. Quitting is not an option (under normal circumstances). I acknowledge that if I need to be replaced for cause, I will be replaced before I damage the cadet corps, its reputation, and its mission. I will not undermine the corps.

* I will complete tasks and assignments given by instructors or those appointed over me within agreed time lines and parameters.
* I will have no discipline problems with teachers, administrators, or other members in authority over me.
* I will use appropriate language at all times and will display maturity and self-control.
* I will be respectful to all members of the cadet corps and my community.
* I will act in a positive and cooperative manner with cadets and peers.
* I will maintain and wear my uniform and PT clothing to keep a grade of no less than 85%.
* I will be actively engaged in achieving cadet corps goals and objectives.
* I will work to build a positive working relationship with others and seek to maintain effective communication in meetings and classes.
* I will make myself available during non-school hours to ensure my duties and responsibilities are complete.
* I will strive to follow Air Force Core Values of “Integrity First,” “Service Before Self,” and “Excellence In All We Do” and to help others to understand and follow them too.
* I will maintain a 2.5 GPA or better.
* I will maximize my attendance and will have no unexcused absences. If tardy, I will get a pass before coming to the JROTC area.

I understand that failure to adhere to this agreement may lead to removal from the position and loss of rank and status. Depending on the type of breech, I may be given verbal and written warnings by instructors or staff members appointed over me. I will remember that leadership is the process of influencing others. I am accepting the role of a cadet corps leader and choose to be a positive influence.

My personal trustworthiness and confidence in the success of the cadet corps is a noted influence on others. I will work to achieve Unit goals and steer others toward the mission of the cadet corps through motivation and inspiration by being positive in my own outlook.

Printed Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Attachment 2: Staff Rubric

The primary role of cadet leaders is to be a positive influence within the cadet corps. The following items are given as guidance to aid the leadership cadre in ensuring the proper influence is maintained. Violation of the following items may result in removal of position and reduction in rank.

1. **Personal Appearance** - 3 Occurrences

* Uniform Wear: Be an example in dress and appearance and maintain esprit de corps within Air Force JROTC. Strive to be an example of exemplary uniform wear every time.
* Hair: Be **above standards** to model outstanding behavior for other cadets to follow. Young **men** shall not be in the need of a haircut, shave, or trim. No faddish hairstyles. Young **ladies** will pay close attention to the color of their nail polish and the number of visible piercings. Hair color will be natural including any highlights and bulk will not exceed standards.
* School Dress Code: Meet and exceed requirements and be above reproach. There should never be a violation of school dress code.

2. **Bearing and Behavior**-2 Occurrences

* Referrals, PASS, Suspensions: Maintain positive influence through making wise choices in behavior and discipline.
* Quibbling / Arguing: To learn when and where discussions are to take place and solve disagreements in a professional manner.
* Meeting Assignment Suspense: Accomplish needed tasks on time and allow others to meet their tasks--within and outside of Air Force JROTC.
* Disparaging Language / Cursing: Treating others and ourselves with respect without attacking or demeaning in regard to gender, race, physical appearance or mental ability.
* Core Values / Honor Code: To maintain trust and keep corps above reproach in and out of cadet corps functions.

3. **Class Operations**-3 Occurrences

* Warning bell: Be in class and set the example of appropriate behavior.
* Control of Class: Take command of cadet corps operations and functions. Allows for positive environment and reduces stress in classroom environment.
* Communicate: Keep everyone informed of necessary details to make operations smoother.
* Mentoring: Be an example and aid others in achieving higher standards of performance and behavior.

4. **Corps Operations** -3 Occurrences

* Meetings: Attend all meetings IAW guidance given. When everyone is present, solutions can be achieved and information will flow better.
* Note taking: Make notes in meetings and classes to keep accurate information flowing.
* Mailboxes: Regularly check mail/distribution box and use them to maintain information flow up and down the chain.
* Correction/Direction: Give correction/direction while maintaining respect for others and with enough information to complete the task.

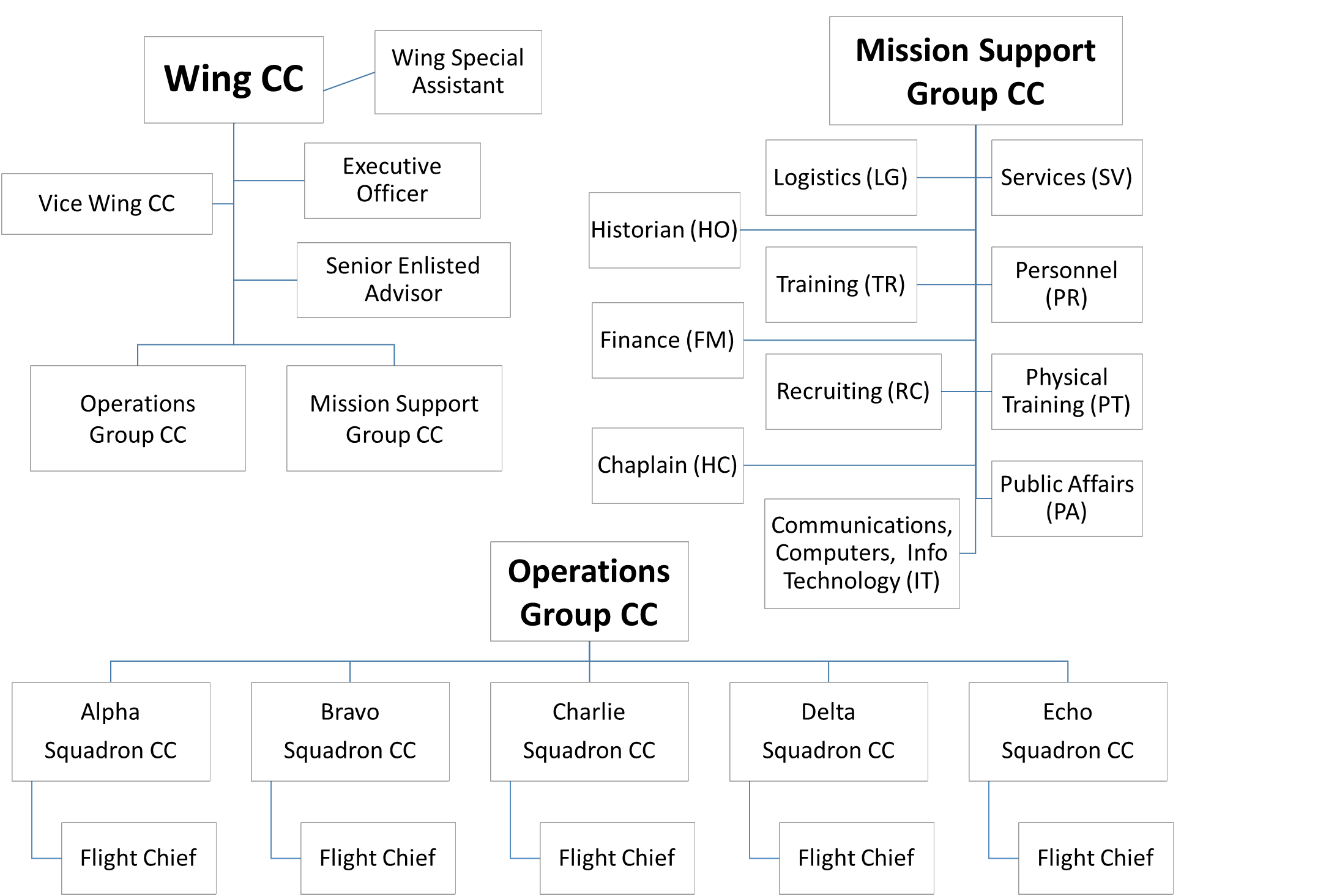
5**. Followership**-3 Occurrences

* Dedication to Corps: Make Air Force JROTC a priority and follow through with commitments.
* Assignments: Complete assignments in Air Force JROTC and other classes on time and in a complete manner the first time. Allow time for changes or correction.
* Participation: Be involved in activities regardless of rank or position.
* Appearance of Fellow Cadets: Enforce the minimum standards and assist others to achieve higher standards. Make Corrections to those not following the rules or proper procedures.
* Taking Correction/Direction: The correct behavior/response is to listen without arguing or making a point to those giving correction/direction.

6. **Communications**-2 Occurrences

* Bad Mouthing: Maintain positive attitude and professionalism even if you don’t agree or don’t like it. Don’t speak negatively about problem areas. Be constructive in criticisms of others and the cadet corps.
* Speak with Respect: Treat others in a respectful manner and address behavior; DO NOT attack them personally.
* Use of Authority: Use authority within the scope of work and position; do not be degrading or belittling.

# Attachment 3: Wing Chain of Command

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# Attachment 4: Drill Command Sequences

# 30 Commands

**Student’s name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Squadron: \_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Evaluator: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

|  |  |
| --- | --- |
| 1. Fall-in \_\_\_\_ | 19. To the rear \_\_\_\_\_ |
| 2. Right face (2X) for sizing \_\_\_\_ | 20. Column right\_\_\_\_\_ |
| 3. Open ranks \_\_\_ | 21. Forward \_\_\_\_ |
| 4. Ready Front (Include count off and inspection) \_\_\_ | 22. Eyes right \_\_\_\_ |
| 5. Close ranks \_\_\_ | 23. Ready front \_\_\_\_ |
| 6. Present arms \_\_\_ | 24. Column right \_\_\_\_ |
| 7. Report into drill area \_\_\_\_ | 25. Forward \_\_\_\_ |
| 8. Order arms \_\_\_\_ | 26. Change step \_\_\_\_ |
| 9. Parade Rest \_\_\_\_ | 27. Column right \_\_\_\_ |
| 10. Tenhut \_\_\_ | 28. Forward \_\_\_\_ |
| 11. Left face \_\_\_\_ | 29. Flight halt \_\_\_\_ |
| 12. About face \_\_\_\_ | 30. Left face\_\_\_\_ |
| 13. Forward \_\_\_\_ | 31. Right step \_\_\_ |
| 14. Right flank \_\_\_\_ | 32. Flight halt \_\_\_ |
| 15. Left flank \_\_\_\_ | 33. Report out \_\_\_ |
| 16. Column Right \_\_\_ | 34. Dismissed \_\_\_ |
| 17. Forward \_\_\_\_ | Bearing: Exc\_\_\_ Good \_\_\_ Fair\_\_\_ Poor\_\_\_ |
| 18. To the rear \_\_\_\_\_ | Correctly called commands Yes \_\_\_ No\_\_\_\_ |
|  | Called cmds on correct foot Yes \_\_\_ No\_\_\_ |

Report In: Cadet \_\_\_\_\_ requests permission to use the Drill Area, Sir/Ma’am. Then perform an about face and face your flight.

Report Out: Cadet \_\_\_\_\_ has completed regulation drill and requests permission to leave the Drill Area, Sir/Ma’am. Then perform an about face and face your flight: “Dismissed.”

# 54 Commands

**Student’s name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Squadron: \_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Evaluator \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

|  |  |
| --- | --- |
| 1. Fall-in \_\_\_\_ | 39. Right flank \_\_\_\_ |
| 2. Right face (2X) for sizing \_\_\_\_ | 40. Column Right \_\_\_ |
| 3. Open ranks \_\_\_ | 41. Forward \_\_\_\_ |
| 4. Ready Front (conduct inspection) | 42. Eyes right \_\_\_\_ |
| 5. Close ranks \_\_\_ | 43. Ready front \_\_\_\_ |
| 6. Right face \_\_\_\_ | 44. Column right \_\_\_\_ |
| 7. Forward \_\_\_\_ | 45. Forward \_\_\_\_ |
| 8. Halt\_\_\_\_\_ | 46. Double Time \_\_\_\_\_ |
| 9. Left Face | 47. Quick Time \_\_\_\_\_\_\_ |
| 10. Present arms \_\_\_ | 48. **Halt (5 seconds)** \_\_\_\_\_ |
| 11. Report into drill area \_\_\_\_ | 49. Forward \_\_\_\_ |
| 12. Order arms \_\_\_\_ | 50. To the rear\_\_\_\_ |
| 13. Open Ranks \_\_\_\_\_ | 51. Halt \_\_\_\_ |
| 14. Ready front \_\_\_\_\_ | 52. About face\_\_\_\_\_ |
| 15. Close ranks \_\_\_\_ | 53. Column of Files from the Right…\_\_\_ |
| 16. Parade Rest \_\_\_\_ | **54. Halt (5 seconds)** \_\_\_\_ |
| 17. Tenhut \_\_\_\_ | 55. Reform columns of \_\_\_\_ to the left |
| 18. Count off \_\_\_\_\_ | 56. Forward \_\_\_\_ |
| 19. Left face \_\_\_\_ | 57. Left Flank \_\_\_\_\_ |
| 20. About face \_\_\_\_ | 58. Flight halt \_\_\_\_ |
| 21. Close \_\_\_\_\_\_ | 59. Present Arms\_\_\_\_\_\_\_ |
| 22. Extend \_\_\_\_\_ | 60. Report Out\_\_\_\_\_ |
| 23. Left face \_\_\_ | 61. Order Arms\_\_\_ |
| 24. Left step\_\_\_\_\_ | 62. Right Face\_\_\_\_ |
| 25. **Halt (5 seconds)**\_\_\_\_\_ | 63. Forward\_\_\_\_ |
| 26. Right face \_\_\_\_\_ | 64. Halt\_\_\_\_ |
| 27. Mark time\_\_\_\_\_ | 65. Dismissed\_\_\_ |
| 28. Forward\_\_\_\_\_ |  |
| 29. Change step\_\_\_\_\_ |  |
| 30. Column right \_\_\_ |  |
| 31. Forward\_\_\_\_\_ |  |
| 32. Counter\_\_\_\_ |  |
| 33. Forward \_\_\_\_ | Bearing: Exc\_\_\_ Good \_\_\_ Fair\_\_\_ Poor\_\_\_ |
| 34. Column Half Left\_\_\_\_ |  |
| 35. Column Half Left\_\_\_\_\_ | Correctly called commands Yes \_\_\_ No\_\_\_\_ |
| 36. Column Left\_\_\_\_\_\_ |  |
| 37. Forward\_\_\_\_\_ | Called cmds on correct foot Yes \_\_\_ No\_\_\_ |
| 38. Left flank \_\_\_\_ |  |

**Report In**: Sir/Ma’am, Cadet/Rank Doe from Dr. Phillips HS reporting in for regulation drill.

**Report Out**: Sir/Ma’am Cadet/Rank Doe from Dr. Phillips HS has completed regulation drill and requests permission to leave the Drill Area.

# Attachment 5: Training a Flight

Here are the **minimum** requirements we expect of you. That means if you show initiative and do more, that’s great! But, don’t do less.

1. Be a trainer. **Your job is to train and make corrections to behavior**!! Record it, as needed, on the bearing sheet, or equivalent. Flight Chiefs will receive a bearing sheet at the beginning of each week and are expected to make marks, and remarks, on it during the week **(every day, not just when we are outside)**. Squadron Commanders should also be paying attention to bearing and providing information to the Flight Chiefs. Squadron Commanders will turn in all bearing sheets, or equivalent, with Flight Chief and Squadron Commander signatures/initials, to the basket at the end of class on Fridays.

2. Be the example. Wear your uniform and PT clothes each week as required. Your minimum is their goal. **Everyone** is watching!

3. Be early. Be in the classroom by the warning bell (first bell). Encourage other students to come in the classroom if they are standing outside.

4. Be assertive. You are responsible for instructing students to be quiet after the warning bell rings. Remind students to follow standard classroom rules: no gum chewing, no getting up out of their seats without permission, get their paper and pen/pencil out, etc.

5. Be confident. When you are in the front of the room, speak up so everyone can hear you…all the way to the back of the room. This does not be mean or ugly; but, you need to demonstrate that you are in charge and are not a wimp.

6. Be the best. Squadron Commanders should not dismiss students at the end of class until they are **all** at attention. Dismiss as you see fit; some sort of rotation usually works well. This does not have to be done from left to right; the rows/tables can leave the room based on how well they came to attention, followed directions, etc. Squadron Commander leaves the room last.

7. Be ready. Before you go outside anywhere (fire drill, drill pad, PT), the Flight Chiefs should be dismissed first to get any necessary paperwork, clipboards, etc. Then they will proceed outside to be ready to organize the students and keep them orderly until the Squadron Commander/SASI/ASI gives further direction.

8. Be responsible. Listen, follow directions, and lead. Mistakes are okay as long as you learn from them. This will be a learning experience, so ask questions.

Thank you for being a leader in Air Force JROTC. We expect great things from you!!

# Attachment 6: Promotion Report Instructions

I. Cadet Information:

Fill out cadet name (LAST NAME, first, middle initial). Fill current rank and student ID with Squadron and Flight.

Make sure to have this information filled out **before** you start the evaluation.

II. Evaluation:

Fill out this section while evaluating cadet.

* Academic aptitude: how is the cadet doing in the AFJROTC class? This may require you asking the instructor.
* Community Service: Does the cadet participate in any community service, either in the AFJROTC program or in any other school program. Does the cadet participate in any special teams?
* Basic Knowledge: Can the cadet recite the Honor Code, Core Values, and the mission?
* Standards: Does the cadet use manners, participate in class and does the cadet use proper military etiquette such as saluting and saying “ma’am/sir.”
* Leadership Skills: Does cadet show initiative or does the cadet complete duties assigned by flight chiefs or squadron commanders, and does the cadet enforce the rules and regulations.
* Behavior: Does the cadet show respect to others and their leaders

III. Overall:

Add up the points in the “Evaluation” section and use write it down next to “Total Points Received.”

Next use the rubric to see if the cadet:

Does not meet requirements (0-5 pts.)

Shows potential (6-10 pts.)

Meets requirements (11-15 pts.)

After points have been added up, circle one of the following choices on the paper

Recommend/NOT recommend until improvements are seen/NOT recommend

Note:

* If the cadet needs to show improvement to be promoted, please write down what needs to be improved on in the cadets performance and the date in which those improvements should be met by (see sample form attached)
* ONLY squadron CC’s should circle “Concur/Nonconcur” to agree or not agree with the choice circled above.
* After the promotion form is signed and complete, please turn in to the “Personnel” box.

**FL-881 PERFORMANCE REPORT**

1. CADET INFORMATION

NAME (Last, First, MI) 2. Current Rank 3. Student ID 4. Squadron and Flight

Alpha / 2nd Flt.

0987654321

c/ A1C

Doe, John

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. EVALUATION
2. Academic Aptitude (Is the cadet completing school work in an efficient, timely manner. How well does the cadet do overall in the class.)

(0 pts) Inefficient. Not using ones potential/does not turn in work on time and/or completed.

(1 pt) Some-what efficient. Cadet completes work in a timely manner but does not go out of one’s way/ Cadet’s class work isn’t consistent.

(2 pts) Efficient. The cadet goes beyond expectations when completing work. The cadet always turns in his/her work on time and completed.

1. Community Service (Includes participation in AFJROTC activities/events.)

(0 pts) Does not participate.

(1 pt) Completes community service but only does the bare minimum.

(2 pts) Participates as much as the average cadet.

(3 pts) The cadet participates in community service activities more than the average cadet.

1. Basic Knowledge (This includes the drill movements expected to be executed at the time of evaluation, as well as the reciting the Honor Code, the Core Values, and the Mission.)

(0 pts) Poorly executes drill movements and does not know the Honor Code, Core Values, & the Mission.

(1 pt) Has trouble with either the drill movements or know the Honor Code, Core Values, & the Mission.

(2 pts) With some thought, the cadet can complete the drill movements and recite the Honor Code, Core Values, and the Mission.

(3 pts) With little to no faults, the cadet can execute the drill movements and recite the Honor Code, Core Values, and the Mission.

1. Standards (This includes dress and appearance, customs (such as saluting and saying ma’am/sir), PT participation(Includes dressing out), participation in class, and overall attitude of cadet)

(0 pts) Does not meet Standards.

(3 pts) Meets all Standards.

1. Leadership Skills (When faced with a situation, does the cadet take responsibility or attempt to, and does the cadet complete their leadership duties. Also, can the cadet work in a team, help his/her fellow cadets, enforce the rules set by his/her superiors, and keep bearing when others do not.)

(0 pts) The cadet does not present these skills.

(1 pt) The cadet shows some of these skills.

(2 pts) The cadet possesses the majority of these skills.

1. Behavior (This includes conduct in the AFJROTC classroom as well as his/her other classes. Also, does the cadet show respect to his/her superiors, guests, and when he/she is a guest/at an event, and has a good attitude.)

(0 pts) Unsatisfactory.

(1 pt) Inconsistent.

(2 pts) Satisfactory.

1. OVERALL: The following is not inflexible; it is a guide.

Points Rubric:

5

TOTAL POINTS RECEIVED: \_\_\_\_\_\_\_\_\_\_ 0-5 points Does not meet requirements

(add up all points from checked boxes above) 6-10 points Shows potential

11-15 points Meets requirements

Circle one of the following:

Recommend NOT recommend until improvements are seen NOT Recommend

***Susie Sample***

***John Doe***

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Cadet Signature Evaluator Signature

Cadet Doe has not been promoted due to behavior, lack of participation in the AFJROTC program and barely meets the minimum standards.

Will not promote until improvements are seen before 11/28/14

-Squadron CC

Circle one of the following (This section is for Squadron CC only.)

CONCUR/NONCONCUR

***Leeroy Jenkins***

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Squadron Commander Signature

# Attachment 7: Knowledge Sheet

Commander in Chief President Barack Obama

Vice President Honorable Joe Biden

Speaker of the House Honorable Paul Ryan

Attorney General Honorable Loretta Lynch

Secretary of State Honorable John Kerry

Secretary of Defense Honorable Ashton Carter

Secretary of the Air Force Honorable Deborah Lee James

Chairman of Joint Chiefs General Joseph F. Dunford Jr.

Chief of Staff of the Air Force General Mark Welsh III

CMSgt of the Air Force CMSgt James A. Cody

Commander of Air Education and Training Command Lt Gen Darryl L. Roberson

Commander of Air University Lt Gen Steven L. Kwast

Commander of Holm Center Brig Gen Paul H. Guemmer

Commander of Air Force ROTC Colonel Sherry L. Stearns-Boles

Commander of Officer Training School Colonel Scott M. Lockwood

Commander of Air Force JROTC Colonel Bobby Woods

First Chief of Staff of the Air Force General Carl A. Spaatz

First CMSgt of the Air Force CMSgt Paul Airey

First Secretary of the Air Force Honorable Stuart Symington

Father of the Air Force General Billy Mitchell

Father of Modern Rocketry Dr Robert Goddard

First Female to join Air Force Esther Blake

**Important Dates**

American Independence Day- July 4, 1776

Battle of Gettysburg- July 1-3, 1863

Year JROTC was authorized- 1916

First Year Females were allowed in JROTC- 1973

Pearl Harbor Attacked- December 7, 1941

D-Day invasion- June 6, 1944

Air Force Founded- September 18, 1947   
Flag Day- June 14

Patriot Day- September 11 (Attack on World Trade Center and Pentagon)

Wright Brothers First Flight and Where- December 17, 1903 at Kitty Hawk, NC

**Flag Information**

Colors: Red: Valor White: Purity Blue: Justice

50 stars on Flag (one for each state)- 4 rows of 5, 5 rows of 6

There are 7 red stripes and 6 white stripes on flag, one for each of 13 original colonies

Reveille marks the start of the military day.

Retreat marks the end of the military day.

Halyard- the rope to raise and lower the flag.

Windward- Facing toward the wind.

Leeward- Facing away from the wind.

AF Flag- Blue, Eagle on top of branch holding olive branch and arrows held in its claws and surrounded by 13, 5- pointed stars.

The US Flag can fly for 24 hours a day, if it is an all-weather flag and it is properly illuminated.

**Marching Knowledge**

Slow time- 60 24-inch steps per minute, usually used in funeral marches.   
Quick time- 100-120, 24 inch steps per minute.

Double time- 180, 30 inch steps per minute.

Half Step- 100-120, 12 inch steps per minute.

Flight- Has at least 2 elements but no more than 4 elements.   
Cover- The alignment with the person directly in front of you with proper distance.   
Distance- 40 inches between yourself and the rank in front of you.

Interval- Distance between yourself and the individual placed at your side measured by 1 arm’s length.

Pace- Step of 24 inches

**USAF Ranks**

**Officer Ranks**

O-1 Second Lieutenant

0-2 First Lieutenant

0-3 Captain

0-4 Major

0-5 Lieutenant Colonel

0-6 Colonel

0-7 Brigadier General

0-8 Major General

0-9 Lieutenant General

0-10 General

**Enlisted Ranks**

E-l Airman Basic

E-2 Airman

E-3 Airman First Class

E-4 Senior Airman

E-S Staff Sergeant

E-6 Technical Sergeant

E-7 Master Sergeant

E-8 Senior Master Sergeant

E-9 Chief Master Sergeant

NCO: Non-Commissioned Officer

SNCO: Senior NCO

**Phonetic Alphabet**

Alpha

Bravo

Charlie

Delta

Echo

Foxtrot

Golf

Hotel

India

Juliet

Kilo

Lima

Mike

November

Oscar

Papa

Quebec

Romeo

Sierra

Tango

Uniform

Victor

Whiskey

X-ray

Yankee

Zulu

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