NH-20001 AFJROTC
CADET GUIDE

SALEM HIGH SCHOOL
SALEM, NH
(SY 2019)

Cadet: ____________________________ Flight: _____
AIR FORCE JROTC MISSION, GOAL & OBJECTIVES

MISSION

“Develop citizens of character dedicated to serving their nation and community”

GOAL

“To instill values of citizenship, service to the U.S., personal responsibility, and to provide high school Cadets with a sense of accomplishment.”

OBJECTIVES

The Cadets should develop the following skills:
- Respect for and understanding of the need for a constituted authority in a democratic society
- Patriotism and an understanding of personal obligation to self and community
- Habits of orderliness and precision
- High degree of personal honor, self-reliance, and leadership
- Knowledge of fundamental aerospace doctrine
- Basic military Customs, Courtesies, and Protocol
- Military Drill and Ceremonies
- Knowledge of and appreciation for the traditions of the Air Force

INSTRUCTOR STAFF

Senior Aerospace Science Instructor (SASI)

Major James S. Blazak, USAF (Retired)

Aerospace Science Instructor (ASI)

CMSgt Thomas J. Puzzo, USAF (Retired)

SY 2019 Command Staff

**Group Commander:** Brooke Dembkoski

**Command Chief:** Justin Fox

**Operations Squadron Commander:** Brian Waterhouse

**Logistics Support Squadron Commander:** Kaylee Palombo

**Deputy Group Commander:** Luke Parsons

**Inspector General:** Rourke Curtin

**Support Squadron Commander:** Timothy Ryan
INTRODUCTION

The purpose of this Cadet Guide is to provide the cadet with the information needed to become a successful and contributing member of the cadet corps. This guide contains basic information concerning the structure of the program, academic, behavioral, and grooming standards and other guidelines. You are responsible for knowing the information in this guide and changes or additions.

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CHAPTER 1
General Information

1.1. **AFJROTC Curriculum**: AFJROTC is designed as a four-year program but a student can enroll for one to four years. Each course is divided into three parts; Aerospace Science, Leadership Education, and Wellness. The Aerospace Science course provides an introduction to the historical, scientific, and technical aspects of aerospace. Leadership Education provides experiences to develop discipline, responsibility, communications skills, citizenship, and wellness focusing on a healthy lifestyle through exercise and nutrition. Cadets learn the fundamentals to prepare them to assume leadership roles within the cadet corps, school, and local community. Leadership also includes wearing the uniform, engaging in Air Force customs and courtesies, participating in drill and ceremonies, giving and receiving instructions, and acting as leaders and members of an organization.

1.1.1. **AFJROTC 1 - AS100/LE100 (Aviation History/Traditions, Wellness, and Foundations of Citizenship)**: This course covers the heritage of flight, development of air power toward military aerospace and finally contemporary aviation. Cadets learn about the history of AFJROTC, customs and courtesies, personal behavior, citizenship, and government.

1.1.2. **AFJROTC 2 - AS210/LE200 (Science of Flight/Communication, Awareness, and Leadership)**: This course will explore the aerospace environment, human requirements of flight, and the principles of aircraft flight. Cadets will learn leadership concepts including effective communication and understanding individual and group behavior.

1.1.3. **AFJROTC 3 - AS300/LE300 (Exploring Space/Life Skills and Career Opportunities)**: This course will investigate space programs, technology and manned space flight. Cadets will learn about job searching, college preparation, career opportunities, and financial management.

1.1.4. **AFJROTC 4 - AS400/LE400 (Management/Principles of Management)**: This is a capstone class for seniors who have completed at least 2 other AFJROTC courses. The course covers policy and organization of the Air Force. Cadets also learn about management styles and decisions. Cadets taking this course will ‘manage the cadet corps’ and lead major corps events.

1.1.5. **AFJROTC 5 - AS410 (Element of Leadership: Survival)**: This course will provide the training, skills, and attitude needed to successfully perform basic tasks required for survival.

1.2 **AFJROTC Instructors**: Instructors for the AFJROTC program are approved and trained by the Air Force. They are retired Air Force personnel who are certified by the Air Force and hired by the Salem School District to provide the AFJROTC instruction. One instructor is the Senior Aerospace Science Instructor (SASI), a retired officer, and the other is the Aerospace Science Instructor (ASI), a retired non-commissioned officer. The instructors are members of the school faculty who enforce the policies and regulations of the school.

1.3. **Program Opportunities**:  
1.3.1. Cadets are eligible for academic, leadership, and service awards and ribbons that can be worn on the uniform as evidence of achievement.

1.3.2. Cadets can earn promotion in rank and responsibility. This involves working to one’s ability and putting forth the extra effort that may be necessary to perform in the leadership positions associated with higher rank.

1.3.3. Cadets will earn .75 elective credits and .25 physical education credits for each course.

1.3.4. A Certificate of Training is awarded for completing two years of AFJROTC.

1.3.5. A Certificate of Completion is awarded for completing three or four years of AFJROTC.

1.3.6. A student presenting evidence of successful completion of at least two years of JROTC (Certificate of Training/Certificate of Completion) under any Military Department is entitled to advance promotion to the grade of no less than E-2 upon initial enlistment in an Active or Reserve component of a Military Service. At
the discretion of the Military Departments, cadets may be awarded the grade of E-3 for successful completion of at least three years of JROTC.

1.3.7. AFJROTC courses are eligible for elective college credits in Leadership through Adams State College. See the SASI or ASI for more information on this outstanding opportunity.

1.4. **Grades:** Aerospace Science and Leadership Education grades will be combined and weighted as follows: 40% Aerospace Science, 40% Leadership Educations, 20% Physical Training.

1.5. **Cadet Honor Code:** “A Cadet will not lie, cheat, or steal nor tolerate among them, anyone who does.” These are simple words to live by. A cadet must be HONEST in both word and deed. A cadet must do their own work and assist others in a sense of cooperation to meet the corps goals. Trustworthiness throughout life is not only noble but also necessary for the welfare and continued existence of a civilized society. The code requires self-control and a conscious effort not to always take the easy route. The reward of long-term success requires hard work. Eventually, living by the code will become an ingrained habit and part of the cadets’ total lifestyle. The honor code stresses that lying, cheating, and stealing is not tolerated and that honor is a noble, moral standard that is the essence of not only the Corps, but also of society.

1.6. **Cadet Expectations:** AFJROTC is a course that emphasizes self-discipline and personal responsibility. All cadets are expected to meet certain standards in order to be successful in the program.

1.6.1. Academic orientation incorporates aspects of both social studies and science. The Leadership Education phase of the AFJROTC program has, along with the academic aspect, drill and ceremony requiring a high degree of self-discipline and teamwork. The course will include homework, reading, writing, and public speaking. Cadets must be prepared for class and turn in assignments on time.

1.6.2. The instructors believe strongly in group and individual promptness, preparedness, participation, personal responsibility, and courtesy to others.

1.6.3. Academic grades are earned in both Aerospace Science and Leadership Education. A combined grade is given for the marking period. There are quizzes, tests, group projects, briefings, homework, uniform inspections, drill evaluations, physical training and a final exam.

1.6.4. The cadet leadership (Flight Commander, Flight Sergeant and Element Leaders) in each flight (class) is responsible for taking attendance, assisting the instructor with administrative tasks, keeping good order and discipline and dismissing the flight.

1.6.5. Cadet behavior and grooming standards must be maintained at a high level both in and out of uniform. Each cadet should be a positive representative of the unit in the school and community.

1.6.6. Negative behavior resulting in visits to the Dean, detention, suspension, or any behavior reflecting poorly on AFJROTC, Salem High School, or the United States Air Force will result in immediate disciplinary action. The SASI and ASI will determine action taken on a case-by-case basis. Action may include, but is not limited to, demotion in rank, suspension from drill teams or field trips, or elimination from JROTC.
CHAPTER 2
Cadet Corps

2.1. **Unit Designation:** The unit designator for Salem High School AFJROTC is NH-20001. This indicates that it was the first unit to be established in New Hampshire for the 2000 school year.

2.2. **Organization of the Cadet Corps:** The cadet corps is organized as a military Group. A group consists of two or more squadrons; a squadron consists of two or more flights. Flights are designated alphabetically based on the number of classes.

2.3. **Cadet Rank:** A significant part of the AFJROTC program is the recognition of cadets for their seniority and mission accomplishment. The military tradition of giving its members officer and enlisted rank is followed in AFJROTC by the use of permanent and acting (temporary) rank system. The rank insignia is a device worn on the uniform that identifies cadets who, because of their experience or levels of responsibility, have earned additional recognition and respect. See Figure 2.1.

![Figure 2.1 Cadet Rank](image_url)
2.3.1. Cadets earn their permanent rank based on their successful completion of each AFJROTC course. Retention of permanent rank is contingent upon continued satisfactory performance as determined by the SASI and ASI.

Permanent Ranks:
- Cadet Airman (1st Course)
- Cadet Airman First Class (2nd Course)
- Cadet Senior Airman (3rd Course)
- Cadet Staff Sergeant (4th Course)
- Cadet Technical Sergeant (5th Course)

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<th>Position</th>
<th>Title</th>
<th>Maximum Rank</th>
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<td>Deputy Commander</td>
<td>C/Lt Col</td>
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<td>Command Chief/Senior Enlisted Advisor</td>
<td>C/CMSgt</td>
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<td>C/Capt</td>
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<td>(Public Affairs, Fundraising,</td>
<td>NCO</td>
<td>C/SMSgt</td>
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<td>Recruiting/Retention)</td>
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<td>C/SrA</td>
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<td>C/Maj</td>
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<td>C/CMSgt</td>
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<td>C/Capt</td>
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<td>C/SrA</td>
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<td>C/Capt</td>
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<td>(Uniform, Curriculum, Armorer)</td>
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Figure 2.2 Unit Manning Document
2.3.2 Cadets may also have a acting/temporary rank based on an assigned position. The use of this temporary rank is intended to serve as an administrative vehicle for the rotation of responsibilities. There is a maximum number of temporary cadet rank authorizations, based on the size of the organization. This maximum is illustrated in the Unit Manning Document (UMD) (Figure 2.2). The UMD shows the positions and indicates the highest rank and the maximum number of cadets permitted to hold that position and rank. Rank at entry to assigned positions is in accordance with the promotion matrix (Figure 2.3). Cadets holding leadership positions will be provided with expectations and periodic feedback to determine retention in the position and fitness for promotion.

2.4. **Cadet Staff Positions:** Staff positions are established at each level of command to perform the work of the organization. Additional positions may be created as needed when authorized by the SASI/ASI. Each cadet occupying a position must understand his/her job description and be aware and familiar with responsibilities of the other staff positions. It is important that each cadet understand how the group and flight is to function and how tasks are divided and related to one another. Cadets who hold these positions must perform their duties all year.

2.4.1 **Cadet Group Commander (CC):** The Group Commander is the highest ranking cadet in the unit and oversees its operation. The Unit Commander directs the Command Staff to carry out unit goals, policies, and procedures set up by him/her and the SASI/ASI, as well as any unit activities, projects and assigned responsibilities. Additionally, he/she is in charge of operating weekly Command Staff Meetings, weekly staff meetings, and monthly unit meetings. The Unit Commander must set the example for the corps of cadets, which includes appearance and discipline. He/She needs to be approachable, yet able to make tough decisions and provide disciplinary actions when necessary. Both the Unit Commander and Deputy Unit Commander are very involved positions that require the cadets to dedicate a vast amount of time to the unit.

2.4.2 **Cadet Deputy Group Commander (CD):** The Deputy Cadet Group Commander is responsible for providing leadership to the group staff agencies while assisting the Unit Commander with the operation and management of the corps of cadets. He/she will also take command of the unit in the absence of the Cadet Unit Commander.

2.4.2.1 **Chief of Recruiting/Retention:** The Chief of Recruiting/Retention leads the Recruiting/Retention staff agency and encourages all cadets to recruit. They will also lead teams for recruiting events at feeder schools and in the High School. The Chief of Recruiting/Retention will lead a team consisting of at least one member of each grade. This team will come up with recruiting ideas and other fun events for the unit to encourage retention.

2.4.2.2 **Chief of Fundraising:** The Chief of Fundraising leads the Fundraising staff agency and plans fundraising events to raise unit funds and money to support charities. Fundraising helps the Unit raise money for trips, events, outings, supplies, and new equipment. They will also be a liaison with the Cadet Booster Club to ensure cadet participation when needed at CBC events.

2.4.2.3 **Chief of Public Affairs:** The Chief of Public affairs lead the Public Affairs staff agency and publishes the newsletter and emcees selected event. The Public affairs team will include a minimum of a NCO, Airman and a Historian. The Chief of Public Affairs will ensure the Historian takes pictures, documents unit events and files pictures and data for future use.

2.4.3 **Cadet Command Chief (CCC):** The Command Chief is the highest ranking enlisted cadet. The CCC supervises all matters dealing with enlisted cadets. The CCC must establish the Uniform of the Day (UOD) for each uniform day at the beginning of the month. They conduct monthly enlisted meetings for input to give to the Unit Commander. He/She is responsible for the Airman and NCO of the Semester Recognition Boards. They make contact with every enlisted cadet at least once per semester, to discuss JROTC related matters and to develop a friendly relationship. Correct other cadets in appearance, discipline, and efficiency in a positive manner. Also perform other duties as assigned by the Unit Commander.
2.4.4 **Inspector General (IG):** The Inspector General, a Command Staff member, is responsible for inspecting each job position/drill team thoroughly and regularly using an inspection system developed by that cadet in consultation with the SASI/ASI using the previous year’s system as a template. The cadet reports the results directly to the ASI and SASI. The Inspector must develop, distribute and update regular suspense lists. The IG/Deputy IG must check their inbox daily, update suspense lists at least weekly, and provides monthly status briefings to the SASI/ASI and Cadet Command Staff. All this helps to ensure that the Unit runs efficiently and effectively. The IG must train his/her Deputy’s to be able to perform the same tasks. Both the IG and Deputy IG must be very detail oriented cadets.

2.4.5 **Cadet Operations Squadron (COS) Commander:** The COS Commander is a position that overlooks Drill Teams, Wellness and Flight Leadership positions. The OSS Commander’s job is to work with Drill teams, Color Guard, Wellness and Flight leadership to ensure efficient and safe operations. The COS Commander must train his/her Superintendent to perform the same tasks.

2.4.5.1 **Flight Commander:** The Flight Commander's position in a class is to assist the teacher by keeping the cadets calm and quiet during class. Flight Commander is also in charge of all drill commanding, and all drill teaching. As Flight Commander you are in charge of conducting uniform inspection, to report attendance to the instructor, and to develop an activity plan for the class. Write evaluations on cadet’s performance, and recommend cadets for cadet of the Semester. The Flight Commander is also responsible for attending the weekly staff meeting on Wednesday, and the unit meeting at the end of each month.

2.4.5.2 **Flight Sergeant:** The Flight Sergeant's position in class is to assist the Flight Commander managing the flight. One of the duties of the Flight Sergeant is to take attendance from the element leaders, and report that to the Flight Commander. The duty of the CFS is to train the element leaders on how to do their job as an Element Leader. The Flight Sergeant is also responsible for attending the weekly staff meetings.

2.4.5.3 **Element Leaders:** The duty of An Element Leader is to ensure that the cadets in their element are behaving properly during class time. Also an Element Leader must report the attendance of their Element to the Flight Sergeant.

2.4.5.4 **Drill Team Commander:** The Drill Team Commander will be in charge of training his/her team on designated drill practice days. The duty of An Element Leader is to ensure that the cadets in their element are behaving properly during class time. Also an Element Leader must report the attendance of their Element to the Flight Sergeant. Each Drill Team Commander must must train his/her Deputy perform the same tasks.

2.4.5.5 **Chief of Wellness:** The Wellness Coordinator is responsible for planning the physical training routines each week, and entering cadet physical training information into Wings. The training plan will be approved by the SASI and posted in the classroom by Tuesday each week. The Wellness coordinator will ensure all PT consent forms and are collected and input in WINGS before a cadet is allowed to participate in PT. They will also load results of the presidential fitness campaign in WINGS.

2.4.6 **Cadet Logistics Squadron (CLS) Commander:** The CLS Commander is a position that ensures proper inventory of all AFJROTC assets including Air Force property and property procured with other funds. The CLS Commander will assign a Chief for each of the three primary areas of uniforms, curriculum and the armory. The CSS Commander must train his/her Superintendent to perform the same tasks.

2.4.6.1 **Chief of Uniforms:** The Chief of Uniforms is responsible for supervising other logisticians in the uniform area. Logistic Cadets size and issue each cadet a uniform, also part of the job logisticians are responsible for keeping the uniforms organized by size and article of clothing. Also members of Logistics are responsible for distributing designated rank and ribbons. Logisticians are also responsible to use WINGS to keep a record of issued uniforms, rank and ribbons. The Chief of Logistics must make sure the NCO’s and Airman in Logistics are properly trained.

2.4.6.2 **Chief of Curriculum:** The Chief of Curriculum is responsible to use WINGS to keep track of all curriculum materials provided by the Air Force or funded by other means. These materials include but are not limited to books, computers, movies and guides. The Chief of Curriculum will work closely with the SASI/ASI
to keep track of all materials. The Chief of Curriculum should train one other cadet to be able to perform his duties in case of his absence.

2.4.7 **Cadet Support Squadron Commander (CSS):** The CSS Commander, a Command Staff member, is responsible for overseeing the Support Squadron jobs of the Unit. The cadet supervises Personnel and Information Management assisting them in keeping the cadet personnel records up to date in WINGS. The cadet must attend weekly Command Staff meetings and hold Support Squadron meetings to ensure that suspenses are being met and job holders are completing their duties. The CSS Commander must must train his/her Superintendent to perform the same tasks.

2.4.7.1 **Chief of Personnel:** The Chief of Personnel works for the CSS. The Chief is responsible for keeping records on Cadet Rank, awards, and current cadet roles within the unit. The Chief is also responsible for supervising all Personnel cadets. The Chief must work with Logistics, and Information Management to maintain an organized directory of Cadet Information, and recommend to Cadet Support Commander, personnel policies in areas such as promotions and cadet awards. The Chief of Personnel is responsible for other duties assigned by the Support Squadron Commander. In addition, the Chief is required to attend all staff meetings and all unit meetings, as well as make sure all other Personnel Cadets attend these meetings as well.

2.4.7.2 **Chief of Information Management:** The Chief of Information Management reports directly to the Support Squadron Commander and is given the task of filing, updating, and upholding all Cadet Information. This includes keeping Community Service hours updated in WINGS, maintaining Cadet Files and the Contact Directory, and the overall organization of unit documentation. Our most important task involves keeping files, documents, and activity sheets up to date and to store them so they may be found easily. The Chief of Information Management is responsible for the training of the NCO and Airman of Information Management.

2.5 **Reserve Cadet:** Cadets who have completed four semesters of JROTC and do not have a JROTC class scheduled during the current academic year may request reserve status. Cadets requesting reserve status will be issued a uniform and must comply with uniform wear days, comply with the Cadet Guide and all unit policies and procedures. Reserve cadets will see the Block 1 Flight Commander or Flight Sergeant for a uniform inspection on uniform day at 0720.
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<td>C/A1C</td>
<td>C/SrA</td>
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<tr>
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<td>C/AB</td>
<td>C/Amn</td>
<td>C/AB</td>
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<td>C/AB</td>
<td>C/Amn</td>
<td>C/AB</td>
<td>C/SSgt</td>
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Figure 2.3 Promotion Matrix
A cadet with multiple positions in the unit assumes the rank of the highest position.
CHAPTER 3
AFJROTC Uniform and Standards

3.1 Air Force Uniform: The Air Force uniform is the symbol of a proud and honorable service. You are issued the same uniform as active duty Air Force men and women with the exception of rank, ribbons, badges and patches. Instructors and upper class cadets will make every effort to ensure that cadets at all levels wear the uniform properly. While in uniform, you must strive to present a neat, clean, and well-groomed appearance. You represent the unit and the school, wear it proudly and correctly! If you require further guidance on wearing your uniform than provided in this guide please refer to AFI 36-2903.

3.2 Uniform Issue: You will be issued a properly fitted uniform that will be signed for, kept clean and in good repair, and turned in on request. Except for name tags, ribbons, shoes, socks, and PT gear, all items remain the property of the Air Force. You will sign for the uniform you are issued. Your signature indicates that you have received the items shown, in the sizes shown, and that you agree to care for the uniform properly and will pay for any replacement costs should you lose or intentionally damage it. The value of the uniform issued to you is about $300. PT gear will be issued and must be worn and you must wear athletic shoes. At the cadets expense they may purchase and wear their own solid royal blue shorts (no designs) with the Air Force PT shirt.

3.3 Wear of the Uniform: As part of the class, you are required to wear the uniform one day per week. All cadets wear the uniform on Wednesday unless another day is specified. The uniform may also be required on other days due to special occasions, such as special visitors or activities. On the scheduled uniform day, each cadet will be inspected and graded on their appearance and points are deducted for discrepancies. Inspections are worth 50 points and count for 20% of the overall grade. Merit points may be awarded for cadets who put forth a little extra effort to look sharp in their uniform (highly polished shoes, fresh haircuts). To see the proper placement of ribbons, rank, etc., of the uniform see diagrams in this guide.

3.3.1 The uniform will be worn the entire school day, from first bell to dismissal. Any cadet who decides to change out of their uniform will receive a zero for that week’s uniform grade and be subject to the penalties as if he/she did not wear the uniform at all. Additional penalties for violating uniform wear criteria follow.
- First Violation – Verbal Warning (based on situation)
- Second Violation – Letter of reprimand
- <90% on uniform grade does not receive dress and appearance ribbon
- <60% on uniform grade will be reported to guidance and asked not to return to JROTC without permission from SASI/ASI

3.3.2 If you are absent from school or if school is cancelled on uniform day, you are responsible for making it up the very next day that you are in school.

3.3.3 Cadets do not mix civilian clothes with the military uniform. It is also not permissible to wear the uniform while participating in any kind of demonstration or protest and you may not hitchhike or pass out political literature.

3.3.4 Wearing of key rings, beepers/pagers, cell phones, earphones or headsets like those used with MP3 player is not permitted in uniform.

3.4 Public Display of Affection (PDA): Holding hands, hugging, kissing in or out of uniform is not permitted at AFJROTC events or in the classroom.

3.5 Care of the Uniform: The uniform is to be kept neat, clean, and in good repair. Shoes must be shined and metallic devices such as the belt buckle or badges should be maintained with the proper luster. Coats,
jackets, trousers/slacks, flight caps, and ties/tabs must be dry cleaned. Shirts should be laundered after each wear. Do not put military creases in shirts – only the sleeve of the shirt will have a crease in it. Take special care to ensure that the collar and cuffs of the shirt are pre-treated with a commercial product if necessary. When the uniform is turned in at the end of the school year, it must be returned in the same condition as it was issued. It must be dry cleaned and turned in (with proof of cleaning still attached), usually in the form of a receipt and cleaning bag.

3.6. **Grooming Standards:** Cadets are expected to observe high standards of personal health and hygiene. Although cadets wear the uniform only one day each week, you should know that even in civilian clothes, your neatness and cleanliness reflect not only on you, but your family, friends, and organizations you belong to, such as AFJROTC.

3.6.1. Males will be clean-shaven. Mustaches are allowed but may not extend beyond the outer edges of the lip. Hair must be neat, clean and trimmed and have a tapered appearance on the sides and back. It will not touch the collar or the ears and cannot exceed 1 ¼ inches in bulk (thickness). Sideburns may be worn but will be straight, not flared, and will not extend below the bottom of the ear opening.

3.6.2. Females will ensure their hair is neat and clean and styled to present a professional image. It cannot extend below the bottom edge of the shirt collar. Hairbands, hairpins and barrettes must be of similar color to the hair or black.

3.6.3. Unnatural hair color is not allowed in uniform.

3.7. **Uniform Standards:** When the uniform is worn, it must be worn correctly. The following apply whenever the uniform is worn:

3.7.1. Shoes will be laced, tied, and shined at all times. Be sure to check the heels and sides for cleanliness.

3.7.2. Socks will be black. You may wear the black socks that were issued to you or any other black socks. But the socks must have a minimum reach of the bottom of the calf.

3.7.3. The blue Service Coat will be worn buttoned at all times. The pockets on the front of the jacket are for decoration only. You may remove your coat in the classroom.

3.7.4. The blue pants/slacks will be hemmed in a manner so that there is a slight break in the crease when worn properly. Articles that are carried in the pockets will not be visible. The button on the back pocket must be buttoned.

3.7.5. The short sleeve shirt may be worn with or without a tie. The long sleeve shirt will always be worn with a tie. Shirts will be tucked in. No bulky items will be placed in the shirt pockets. Male cadets will wear a plain (no logo, artwork) white V-neck with the blue shirts. Females will wear a plain, white bra and may wear a T-shirt.

3.7.6. A belt will be worn with the uniform at all times. The shirt edge, belt buckle, and the fly of the pants/slacks, should be aligned and form what is called a “gig line”.

3.7.7. The flight cap is worn with the front crease toward the lower center of the forehead. The cap may be tucked, fully extended, under the belt, on the left side, between the first and second belt loops, with the opening to the rear.

3.7.8. Cadets may wear no more than three rings, a watch, and a conservative bracelet. Female cadets may wear one pair of earrings that meet USAF standards (gold, silver, diamond, white or black pearl, pierced or clip, not to exceed ¼”). Neck chains, if worn, will not be visible.

3.7.9. Ribbons will be kept clean and worn in the proper order. Criteria for ribbon, badges, and patch award are on the cadet website.

3.7.10. When not wearing the necktie it must be completely untied.

3.7.11. See the diagrams at the end of this section for the proper wear of uniform items.
3.8. **Shoulder Cords:** Cadets are authorized to wear one shoulder cord on the left shoulder. Wear the shoulder cord only on light blue shirt and the service dress coat. The SASI/ASI will designate criteria on who may wear shoulder cords. On the service dress coat, cords should be pinned to the shoulder with the pin hidden beneath the cord. The following colors have been designated for our unit:

a. Red: Command Staff
b. Blue and White: Cadet of the Semester
c. Yellow: Flight Commander
d. Dark Blue: Flight Sergeant
e. Light Blue: KHAS
f. White: Color Guard

3.9. **Tattoos or Brands:** Whether you are in or out of uniform, tattoos or brands anywhere on the body are not allowed if they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination. Tattoos or brands that might harm good order and discipline or bring discredit upon the Air Force are also barred, whether you are in or out of uniform. *Excessive* tattoos or brands, even though they do not violate the prohibitions in the above paragraph, will not be exposed or visible (including visible through the uniform) while in uniform. Excessive is defined as any tattoo or brands that exceed one-quarter of the exposed body part, and those above the collarbone and readily visible when wearing an open collar uniform. The SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance. The tattoo may be covered up with a skin-colored bandage while in uniform and still participate in the program. However, tattoos and brands should be discouraged. The cadet should be counseled on the fact that tattoos and brands may preclude him or her from serving in the military.

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**Figure 3.1 Tying a Tie**

13
Service Cap - Cadet officers may wear the AFJROTC officer hat insignia or the large Hap Arnold Wings insignia. Enlisted cadets may only wear the large Hap Arnold Wings insignia.

Flight Cap*

- Enlisted Ranks will have no hat insignia on the flight cap.
- The former officer flight cap emblem will not be worn on the flight cap.
SERVICE CAP

Solid Blue Color with no embroidery

Centered

Service Cap - Cadet officers may wear the AFJROTC officer hat insignia or the large Hap Arnold Wings insignia. Enlisted cadets may only wear the large Hap Arnold Wings insignia.

Enlisted Ranks will have no hat insignia on the flight cap.

The former officer flight cap emblem will not be worn on the flight cap.
1. Unit patch (optional). If worn, will be placed on right pocket and centered. (AF Funds may **not** be used to procure unit patches.)
2. Last Name and AFJROTC tapes, dark blue (mandatory). Tapes are grounded and centered on pockets. Name tape only may be held with Velcro to enable reuse/reissue to a different cadet.
3. Grade insignia (officer or enlisted) (mandatory). Will be worn on the left and right collars, centered on collar and parallel with bottom of collar. Airman Basic have no collar insignia.
4. AFJROTC Patch (white, Lamp of Knowledge): **WHITE patch only** (mandatory). Will be worn on left pocket and centered.
Enlisted Cadets will not wear rank on the ABU cap.

Officers will wear rank insignia on the ABU cap.
1. Shoulder tabs are centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
2. Unit patch on right ½ to 1 inch below shoulder seam and centered.
3. Grade insignia (officer and enlisted) will be worn on both lapels, mandatory. For placement see Note 7.
4. Optional item: center vertically between the shoulder seam and where the underarm side seam joins the armhole sleeve and center horizontally between the center zipper and the sleeve armhole seam.
5. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam
6. Jacket will be closed to at least the halfway point.
7. Center insignia horizontally on collar. Place 1 inch from bottom of collar and parallel to the outer edge of the collar.
8. Enlisted rank insignia MUST be worn on the blue shirt while wearing the light weight jacket.
9. Ascots and shoulder cords will not be worn on this uniform.
CADET MALE SERVICE DRESS

1. Awareness Presentation Team (APT) Badge. Centered 3 inches below the bottom of the silver name tag.
2. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge parallel to top of welt pocket.
3. Kitty Hawk Badge. See Note 15 below.
4. Unit patch. Place ½ to inch below shoulder seam and centered.
5. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam.
10. Flight Solo or Flight Certificate Badge. See Note 15 below.
11. Ground School Badge. See Note 15 below.
12. Ribbons, mandatory. Centered, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
13. Academy of Model Aeronautic (AMA) Wings. Worn 1 inch below pocket.
14. Model Rocketry Badge. Worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
15. First badge placed ¼ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ¼ inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia MUST be worn on the blue shirt while wearing the service dress.
18. Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.
1. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge even with to 1 ½ inch higher or lower than the first exposed button.
2. Awareness Presentation Team Badge. See Note 15 below.
3. Unit patch. Center ⅔ to 1 inch below shoulder seam
4. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam
5. Kitty Hawk Badge. See Note 15 below.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
10. Ground School Badge. See Note 15 below.
11. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ⅔ to 1 inch below left shoulder seam.
12. Academy of Model Aeronautic (AMA) Wings. Worn 1 inch below pocket.
13. Model Rocketry Badge. Worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
14. Ribbons, mandatory. Center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
15. First badge placed ⅓ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ⅓ inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia MUST be worn on the blue shirt while wearing the service dress.
18. Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.
1. Awareness Presentation Team (APT) and Model Rocketry Badge are centered on the pockets on the appropriate sides as displayed above.
2. Name Tag: Mandatory wear. Blue Plastic with white letters. Must be grounded and centered over wearer’s right pocket.
3. Unit patch. Centered ½ to 1 inch below the shoulder seam.
4. Shoulder tab. Centered between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge. See Note 15.
6. Aerospace Education Foundation (AEF) Badge. See Note 15.
7. Distinguished Cadet Badge. See Note 15.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank’s bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Ann Basic have no insignia of any kind on the collar.
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use larger male epaulets only).
11. Ground School Badge. See Note 15.
13. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ¾ to 1 inch below left shoulder seam.
14. Ribbons are optional. Wear all, some or no ribbons earned. If worn, ribbons will be centered, resting on, but not over the edge of the pleated pocket on the wearers left.
15. First badge placed ½ inch above name tag or ribbons and is centered horizontally. Additional badges placed ½ inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under epaulet. May be solid or multi-colored.
17. Medals (regardless of what type) are not authorized for wear on this uniform.
1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.
2. Awareness Presentation Team (APT) Badge. See Note 16
3. Unit Patch. Centered on sleeve and ⅜ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) Badge. See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank’s bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar.
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use smaller female epaulets only)
10. Flight Solo or Flight Certificate Badge. See Note 16.
11. Ground School Badge. See Note 16.
12. Academy of Model Aeronautics (AMA) Wings. See Note 16.
13. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ⅜ to 1 inch below left shoulder seam.
14. Model Rocketry Badge. See Note 16.
15. Ribbons are optional. Wear all, some or no ribbons earned. If worn, center ribbons on wearer’s left, parallel with ground. Align bottom of the ribbons with the bottom of the name tag.
16. First badge is centered ⅜ inch above name tag or ribbons (as appropriate).
17. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under the epaulet. May be solid or multi-colored.
18. Medals (regardless of what type) are not authorized for wear on this uniform.
4.1. **Courtesy:** Military courtesy in the cadet corps is the mutual respect held among cadets. It demands polite and considerate behavior for the people appointed over you, for the people junior to you, and for your peers.

4.1.1. Saluting. It is customary for cadets in uniform to initiate a salute when approaching a person who is of higher rank (outdoors). Saluting is also done in formal ceremonies and whenever the United States Flag is being raised or lowered or the national anthem is being played.

4.1.2. Use of Titles. Civilians are addressed as Mr., Mrs., Miss, and Ms. Military personnel are addressed by their rank or Ma’am and Sir. Cadets are addressed by their cadet rank, or Mr. and Miss. The use of Ma’am and Sir is a sign of respect. It is important to treat your elders with respect. The more you use those titles when speaking to your teachers, relatives, and others, the more automatic it will become.

4.1.3. Guest Speakers. Sometimes we are fortunate to have a guest speak to the class. This guest will be treated with the utmost courtesy and respect. The first cadet noticing the guest entering will call the room to attention. Before addressing any questions to the guest for the first time, cadets will identify themselves. Example: “Sir, Cadet Smith, what was your first job in the military?” It is not necessary to identify yourself when asking subsequent questions, however, always address the guest as sir or ma’am.

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![Anatomy of a Salute](image)

**Figure 4.1 The Salute**
4.2. **Behavior**: Cadets must be well behaved and in control of their actions. Misbehavior will not be tolerated. Cadets who misbehave attract unfavorable attention and consequences to themselves. Cadets must exhibit more self-discipline, respect, and maturity than what is expected of their non-cadet peers. Those cadets, who are unable to maintain the expected behavior are subject to discipline including possible removal from AFJROTC.

4.2.1. Classroom Conduct. Cadets must conduct themselves in a professional manner at all times.

4.2.1.1. The AFJROTC classroom will operate as a standard military classroom. Specifically, after the second bell rings, the Flight Sergeant will call the flight to fall in and take the report of attendance from the Element Leaders. The Flight Sergeant will then report to the Flight Commander who will advise the Instructor how many cadets are absent. All other flight members will remain at attention until the report is taken and the class is told to take their seats.

4.2.1.2. Five minutes prior to the end of the period the Flight Sergeant will call on the Flight to prepare for dismissal. At this time all Flight members will clean the classroom then report to their seat and stand at parade rest behind their seats. When the bell rings at the end of class period, the Flight Sergeant will again call the Flight to attention and when all cadets are ready, the Flight Commander will dismiss the class.

4.2.1.3. A cadet will call the classroom to attention when any adult or the Cadet Group Commander enters the AFJROTC classroom.

4.2.1.4. Cadets must have pencils/pens, paper and assigned books for each AFJROTC class.

4.2.1.5. Cadets will show respect to their fellow cadets, the instructors, or any visitors by raising their hand when they would like to speak.

4.2.1.6. Cadets will not chew gum in the AFJROTC classroom. Drinks are allowed in the classroom.

4.2.1.7. Cadets will not sleep or give the appearance of sleeping in class. Cadets who become drowsy will stand up and go to the back of the classroom until they are able to stay awake.

4.2.1.8. All assignments are to be handed in on time.

4.2.1.8. Any cadet absent for 20 days in a semester may be refused AFJROTC certification.

4.2.2. **Attitude**: Your attitude is a state of mind that affects your thoughts and actions. Be respectful, courteous, pleasant, and cooperative, follow instructions, and seek out responsibility. Having a proper attitude is probably the single most important ingredient of a successful cadet.

4.2.3. **Hazing**: There is absolutely no tolerance for discrimination or harassment of any kind. The policy on hazing is simple – Any type of verbal or physical maltreatment towards Cadets or between Cadets is strictly forbidden and must be prevented. Hazing is not acceptable behavior and will not be tolerated in AFJROTC or within the Salem School District.

4.2.4. **Disenrollment**: If the school rules or the rules stated above are not met, the SASI/ASI have the authority to remove the cadet from the program.
CHAPTER 5
Leadership Development Programs

5.1. Leadership Development Requirements: In addition to the regular curriculum, there are special activities that will assist you in learning good citizenship and experience the esprit de corps of the AFJROTC.

5.1.1. Competition Drill Teams. The drill team is a group of cadets who represent our unit and Salem High School at drill competitions. Practices are normally conducted before school and competitions are usually held on Saturdays. These cadets are expected to have a high level of self-discipline, personal responsibility, and above all, a commitment to their team.

5.1.2. Color Guard. Those who qualify will have the opportunity to carry the US Flag and/or other flags at various parades, ceremonies, or events. They may also represent the unit at drill competitions and can win trophies and medals. Color guard members usually practice before school and learn the proper care and display of the flag. Color Guard members represent the school and community and therefore are required to display a high degree of commitment, discipline, and professionalism. The highest standards of appearance must be maintained at all times. As an incentive to join the Color Guard members may be issued the ABU. Cadets issued the ABU will need to purchase boots and a nametag at their own expense. It is not mandatory to have the ABU.

5.1.3. Flag Detail. Each morning, a flag security detail will be responsible for raising the US Flag and the New Hampshire Flag that fly in front of the school. This is a service to the school and provides a way for cadets to demonstrate their patriotism. A detail will also lower the flag at the end of the school day, or earlier during inclement weather.

5.1.4. Service Projects. An important part of growing up is learning to do things for others. That is the purpose of our service projects. Cadets perform a service to the school and/or community by donating some of their time. In doing so, cadets can earn credit toward a service award. Cadets who take on leadership of these activities also are considered for special leadership awards and increased opportunities for promotion. Each cadet should complete 12 hours of community service each semester they are in class.

5.1.5. Fundraising. Fundraising events will take place to defray the cost of cadet activities and charitable causes selected by the unit. Cadets are encouraged to participate to help themselves and others.

5.1.6. Awareness Presentation Team (APT). Occasionally we are asked by other district schools to present a lesson on topics to include Etiquette to the Flag, Citizenship, Patriotism, etc. This program involves a 4-5 cadet team, designing and presenting a lesson on the topic to the students. The cadets participating in an APT are awarded the APT badge.

5.1.7. Honor Guard. The Honor Guard is similar in ways to our Color Guard in that they conduct ceremonies involving the United States Flag as well as the POW-MIA Ceremony. They represent the school and community and perform in the local community as well as in the presence of local and state elected officials and corporate and community leaders. Cadets on this team must meet strict academic standards and are required to display a high degree of commitment, discipline, and professionalism. The highest standards of appearance must be maintained at all times.

5.1.8. Kitty Hawk Air Society (KHAS). Kitty Hawk Air Society is an Honors Society for AFJROTC cadets, equivalent in scope and purpose to the National Honor Society. KHAS is an organization within the Corps of Cadets with an elected Executive Board (President, Vice President, Secretary, and Treasurer). Admission to KHAS is by invitation only and is based on specific academic criteria, usually for cadets possessing a GPA of 3.0 or higher. A cadet must not any adverse behavior activity in their record and must engage in Community Service to remain active in KHAS. An Induction Ceremony will take place annually in October of each school year. Active KHAS members will be eligible to wear the KHAS light blue shoulder cord and the KHAS badge and KHAS honors cord at graduation.
5.1.9 **Civilian Marksmanship Program.** The Civilian Marksmanship Program (CMP) is a national organization dedicated to training and educating U. S. citizens in responsible uses of firearms and airguns through gun safety training, marksmanship training and competitions. The NH-20001 CMP is conducted after school during the 2nd quarter the goal is to increase safety awareness and target awareness.

5.1.10 **Raider Team.** The Blue Devil raider team is a new addition to the leadership development programs at Salem High School. This inaugural year we will be training after school to prepare to complete locally run courses. Examples of courses we will be training for include “Spartan Races”, “Tough mudders” and other similar challenges. After the first year the goal will be to compete with other JROTC units with raider teams.

5.1.11 **Remote Control Flying Club.** The unit RC flying club will prepare year round by training on the RC simulator in the classroom. Cadets that show proficiency will be able to schedule time to fly in the gym or multipurpose room with the Night Vapor RC planes. Cadets that show proficiency with the Night Vapors will be able to fly the Cub Cadet and the Apprentice outside at the fields. The Chief and NCO of Flight Operations will run this club with the guidance of the SASI/ASI. They will also train on the multicopter and be tasked to film events by the SASI/ASI. They will download the pictures and video to the unit google drive as directed by the Historian.
UNITED STATES AIR FORCE
CORE VALUES

Integrity First
Service Before Self
Excellence in All We Do