

Lincoln County High School
ARMY JROTC “PANTHER” Battalion
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My congratulations on your decision to choose the Army Junior Reserve Officers’ Training Corp (JROTC) program as your elective. You have joined an excellent Corps-of-Cadets that is comprised of highly motivated, responsible young people who want to make a difference with their lives.

While JROTC provides an opportunity to acquire basic, non-tactical military skills, keep in mind that the focus of the program is to teach you an appreciation for responsible citizenship. We expect you to get involved in the many JROTC Corps, school, and community activities available to you. The more you get involved, the more you will benefit from the program.

JROTC can be an important first step in your preparation for a successful and rewarding life. In whatever career you may choose, you will find the people who succeed are educated, disciplined, self-confident, and know how to lead and motivate others to accomplish team goals. The JROTC program is designed to teach you these skills and to provide you the “hands-on” opportunity to apply what you have learned. If you want to work hard, develop your leadership skills, and position yourself for success, Army JROTC is the place for you!

To help you get off to a good start and understand the requirements of the program, we developed this handbook. **Read it thoroughly.** On behalf of our High School principal, Mr. Dana Snyder, and Sergeant Major, our Army Instructor, congratulates you on joining the Army JROTC Panther Battalion at Lincoln County High School.

Leadership excellence starts here!

Dallas W. Plumley
Lieutenant Colonel (R), US ARMY
Senior Army Instructor

**LINCOLN COUNTY HIGH SCHOOL
ARMY JROTC “PANTHER” BATTALION**

**CADET HANDBOOK
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CHAPTER 1 THE JROTC DEPARTMENT

Section I. GENERAL

- 1-1 PURPOSE. This handbook has been prepared to acquaint you with the rules and procedures you will need to know as an Army JROTC Cadet. It will save you valuable time and help you avoid many mistakes if you read it carefully.
- 1-2 AUTHORITY. The Army Junior Reserve Officers' Training Corps (JROTC) program began as part of the National Defense Act of 1916. Our unit, the "Panther" Battalion, was established in 2002 after Lincoln County Board of Education filed an application with the Department of the Army.
- 1-3 MISSION. Our mission is "**To motivate young people to be better citizens.**" We accomplish the mission by teaching high school students the value of citizenship, leadership, service to the community, personal responsibility, and a sense of accomplishment, while instilling in them the value of teamwork, and self-discipline.
- 1-4 OBJECTIVES. Your participation in the Army JROTC program will involve a combination of classroom and practical exercises where you will be taught to lead, follow, and work as a member of a team. You will study human behavior, develop better writing and speaking skills, learn how to administer emergency first aid, how to read and follow a map, and other meaningful subjects. After successful completion of the program, you will be better prepared to take your place as a responsible citizen in today's society.
- 1-5 MILITARY STAFF.
- a. The faculty members assigned to the JROTC Department at Lincoln County High School are retired Regular Army personnel. This group known as the military staff is headed by a Commissioned Officer with the title of Senior Army Instructor (SAI). Working with the SAI is the Army Instructor (AI), a retired noncommissioned officer. Acting in a dual capacity, the SAI is responsible to the Department of the Army to ensure the program is conducted according to Army standards. He is also responsible to the principal of Lincoln County High School for the administration, training, and discipline of the JROTC Cadet Corps.
 - b. The members of the military staff were selected for their extensive military experience and because they were particularly qualified for this assignment. They are vitally interested and concerned about the well-being of the unit, but even more so, about each cadet as an individual. They understand your problems and will work with you to find a way to solve them. If you are having difficulty

of any sort, do not hesitate to ask the military staff for assistance.

1-6 ENROLLMENT.

a. Army Regulation states, that to be eligible for enrollment and to stay enrolled as a member of the Cadet Corps, you must meet these requirements:

- (1) Education. The student must be enrolled in and attending full-time, a regular course of instruction at Lincoln County High School.
- (2) Grade. The student must be in the 9th grade or above during the school year of enrollment.
- (3) Academic standing. The student must maintain an acceptable standard of academic achievement and an academic standing that will merit his or her graduation on completion of all requirements.
- (4) Conduct and character. The student must maintain an acceptable standard of conduct and be of good moral character. The student must be honest and self-reliant and have a sense of personal and social responsibility in performing program and other academic assignments. The student must exhibit self-discipline and respect for constituted authority through observance of laws, rules, and regulations; by prompt and regular attendance at instruction; and in his or her general demeanor.
- (5) Physical condition. The student must be physically qualified to participate fully in the physical education program in the school and must provide the SAI with a certificate or statement of health signed by a parent or guardian.
- (6) Selection. Made by the instructors, administrators, and/or guidance director.

b. Qualified students will normally be enrolled as cadets in the following courses:

- (1) 9th Grade Leadership Education and Training-1 (LET-1) Program.
- (2) 10th Grade Leadership Education and Training -2 (LET-2) Program upon satisfactory completion of LET-1.
- (3) 11th Grade Leadership Education and Training -3 (LET-3) Program upon satisfactory completion of LET-2.
- (4) 12th Grade Leadership Education and Training -4 (LET-4) Program upon satisfactory completion of LET-3.

1-7 DISENROLLMENTS. Army Regulation states that a student will be disenrolled or excluded from attendance at the discretion of the SAI. In all cases, a cadet will

be disenrolled when he or she:

- a. Withdraws from school.
- b. Demonstrates ineptitude for leadership training indicated by a lack of general adaptability.
- c. Fails to keep an acceptable standard of academic achievement, conduct, appearance, or attendance.
- d. Exhibits undesirable character traits, such as:
 - (1) Lying, cheating, or stealing.
 - (2) Unauthorized possession or use of illegal drugs or substances.
 - (3) Conviction or adjudication as a juvenile offender for committing an offense that could lead to imprisonment.
 - (4) Frequent incidents of a discreditable nature with civil or school authorities or other similar acts.
 - (5) Fails to maintain a requirement for enrollment.
 - (6) Exhibits an indifference to and lack of interest in leadership training as demonstrated by:
 - (a) Frequent absences from class.
 - (b) Accumulation of a large number of demerits.
 - (c) An established pattern of shirking responsibility or other similar acts.

Section II. PROGRAM OF INSTRUCTION

1-8 GENERAL.

- a. The JROTC program is conducted in accordance with Army Regulations and in conformity to local school regulations. The course IMPOSES NO MILITARY OBLIGATION upon the cadet outside or beyond the school environment.
- b. The major objective of the JROTC Program is to lay the foundation for intelligent citizenship by teaching the principles of leadership, respect for constituted authority, self-discipline, orderliness, courtesy, hygiene, and correct posture and deportment. It is to this end that the four-year course of instruction is focused.
- c. You will receive five hours of military instruction each week in a classroom and drill environment. A minimum of one hour each week will be devoted to inspections or ceremonies.
- d. To the extent feasible, subjects will be presented by demonstration and application. This practical approach to learning has been proved by the Army to be the most effective method for teaching the subjects to which you will be introduced.
- e. Throughout the four years of instruction, your JROTC textbooks, uniforms, and any other required items will be issued to you at no expense to you. The uniform and equipment issued to you are loaned government property. They must be returned immediately when requested or prior to you leaving the program. You are responsible for their safekeeping.
- f. Cadets are required to bring their JROTC textbook, handouts, handbook, and notebook to class every day.

1-9 CURRICULUM.

- a. The LET-1, or first year course is an introduction to leadership development with the emphasis on how to be a good follower. Included are the following subjects:
 - Introduction to LET-1
 - Cadet Challenge
 - Drill and Ceremonies
 - Map Reading/Geography
 - First Aid and Your Health
 - Citizenship
 - Leadership
 - Career Opportunities
 - Communication
 - History
 - Drug Abuse & Prevention

b. The LET-2, or second year of training, stresses intermediate leadership development. The emphasis is placed on training the cadet in the techniques of being a small unit leader. A cadet is given many opportunities to take command of small groups of cadets and lead them to accomplish a common goal. Subjects taught during the second year of the program include:

- Introduction to LET-2
- Techniques of Communication
- Leadership
- Cadet Challenge
- Drill and Ceremonies
- First Aid and Your Health
- Map Reading
- Career Opportunities
- Role of the US Army
- Drug Abuse and Prevention
- Citizenship
- Technology Awareness
- History

c. During the third year, LET-3 cadets will increase their leadership ability through study and practical leadership experience as officers and senior non-commissioned officers in the JROTC program. This course is composed of the following subjects:

- Introduction to LET-3
- Leadership
- Cadet Challenge
- Drill and Ceremonies
- Citizenship
- Map Reading
- First Aid and Your Health
- Techniques of Communication
- Technology Awareness
- Role of the Armed Forces
- History
- Career Opportunities
- Drug Abuse & Prevention

d. The fourth year, LET-4, is the climax of the JROTC experience. This is the applied leadership development year. Cadets are assigned to LET-1 classes to serve as role models and mentors. The senior cadet positions are normally filled by cadets of this class who will have an opportunity to practice the theory of leadership, including delegation of authority and supervision of subordinates. LET-4 cadets will frequently be called upon to prepare and present classes, thereby gaining practical experience necessary in assuming a leadership position. Among the subjects taught by independent study are:

- Introduction to LET-4
- Techniques of Communication

- Leadership
- Cadet Challenge
- Drill and Ceremonies
- Geography
- American Government
- History
- Command and Staff Procedures
- Career Opportunities
- Citizenship
- Drug Abuse & Prevention
- Technology Awareness

e. Elective Subjects. The curriculum allows the SAI to include additional topics in each LET years training. Elective hours may include:

- Adventure training
- Consumer Education/Budgeting
- Orienteering
- Admin/Supply Procedures
- Marksmanship & Safety
- Unlocking Your Potential
- High School Financial Planning
- Physical Training
- Human Relations
- Water Safety
- Field trips
- Army Customs & Courtesies
- Extensions of core subjects Program

f. The JROTC program is logically arranged to prepare you to take a responsible role as a citizen in today's society. Like other subjects taught in school, what you gain from the course is directly related to the level of effort you put forth.

1-10 ACADEMIC CREDIT. One full academic credit toward graduation is awarded for each year of JROTC training successfully completed. Based upon what the cadet needs, credit will be given either in Physical Education, Health/Wellness, Civics/Government, or Elective.

1-11 GRADING.

a. Your grade will be determined by your performance on written tests, quizzes, homework, practical work, inspections, and leadership behavior (military bearing & appearance).

b. Definitions:

(1) Practical Work: Performing the skills learned in the classroom.

(2) Leadership Behavior: Includes military bearing and appearance, self-discipline, respect for the rights of others, team work, respect for constituted authority, and support of the honor system.

(3) Inspections: One inspection is held every Thursday. Inspections will be conducted by the military staff and the cadet chain-of-command. The inspection is scored and will be used as a factor in computing your grade. Failure to wear the uniform on uniform day will result in a zero grade for that day. No excuses will be accepted. Make-up inspections for cadets who are absent on uniform day must be done on the first day the cadet returns to school. Failure to do so will result in a zero grade. Only cadets who have an excused absence will be allowed to make-up the inspection.

1-12 MAKE-UP WORK (EXCUSED ABSENCE). Cadets missing an examination, quiz, graded inspection, or other graded exercise will be permitted to make-up the work. It is the cadet's responsibility to coordinate with a member of the military staff to make up missed work. All make-up work must be completed within the same number of days as the excused absence. Cadets who miss work, due to an unexcused absence, will not be afforded the opportunity to make up the exercise and will receive a zero on the missed work.

Section III. THE CADET CORPS

1-13 GENERAL. With the idea in mind that the best method of learning is by doing, your cadet corps is organized to achieve as much realism as possible in its training. Our organization provides you with the opportunity to put into practice the theory taught in the classroom. The organization and the leadership positions are similar to those found in an active Army unit. Basically, the cadets command the various units of the Corps with the military staff acting in an advisory capacity.

1-14 POSITION AND RANK.

a. The various positions to be found in the battalion and the ranks normally held by the incumbents are listed below. Merely occupying a position calling for a certain rank does not entitle the incumbent to that rank. The size of the cadet corps and individual personal qualifications will determine fill of the positions.

POSITION

Battalion Commander (BN CDR)
Battalion Executive Officer (BN XO)
Battalion Command Sergeant Major (CSM)
Adjutant (S-1)
Assistant (S-1)
Security Officer (S-2)
Assistant (S-2)
Operations & Training Officer (S-3)
Battalion Operations Sergeant
Supply Officer (S-4)
Battalion Supply Sergeant
Public Affairs Officer (S-5)
Assistant (S-5)
Battalion Supply Sergeant
Company Commander (Co Cdr)
Company First Sergeant (1SG)
Platoon Leader (PLT LDR)
Platoon Sergeant (PSG)
Squad Leader (SL)

CADET RANK

Lieutenant Colonel (LTC)
Major (MAJ)
Command Sergeant Major (CSM)
Captain (CPT)
Master Sergeant (MSG)
Captain (CPT)
Master Sergeant (MSG)
Major (MAJ)
Master Sergeant (MSG)
Captain (CPT)
Sergeant First Class (SFC)
Captain (CPT)
Master Sergeant (MSG)
Sergeant First Class (SFC)
Captain (CPT)
First Sergeant (1SG)
Second Lieutenant (2LT)
Sergeant First Class (SFC)
Staff Sergeant (SSG)

b. The above list is not exhaustive, and additional positions with appropriate rank may be added as required.

c. The number of officers and NCOs appointed in the cadet corps will be determined by the total enrollment. The fact that a cadet is an upper classman

(Sophomore, Junior, or Senior) does not imply that cadet will be afforded officer or NCO rank. Rank is earned based on demonstrated performance.

1-15 METHOD OF APPOINTMENT.

a. The cadet battalion is commanded and operated by the cadets. Cadet Officers and NCO positions are, therefore, ones of great trust and responsibility. Appointment as a cadet officer is a demonstration of the special trust and confidence that the military staff has in the abilities of those particular cadets. The appointment is made only after the cadet has demonstrated leadership ability and general all around worthiness for that rank. It carries with it many honors and privileges, but, even more importantly, added responsibilities that the cadet must shoulder. Appointment as an NCO is recognition of good qualities already demonstrated, as well as the military staff's confidence in the cadet's potential leadership ability.

b. Cadets are promoted solely on their demonstrated ability and evaluation by the military staff. Recommendations for promotion may be submitted through the chain-of-command by cadet leaders for personnel under their command. Recommendations should include the cadet's overall academic record; military academic record; disciplinary record (JROTC, school, & community); and a careful evaluation of the cadet's potential leadership ability.

c. Appointments during the first five weeks of the school year are temporary. During that period, every cadet will be closely observed and evaluated. All temporary appointed cadets must give their best effort at all times.

1-16 PROMOTION CRITERIA.

a. Cadet Officer. To be eligible for appointment as a cadet officer or for promotion to a higher officer rank, a cadet must:

- (1) Have at least a B average in JROTC and at least a C grade point in all subjects.
- (2) Have demonstrated their ability to lead others.
- (3) Be judged worthy of promotion to the rank by the SAI.
- (4) Be recommended by their cadet supervisor, the cadet battalion commander, and approved by the SAI.

b. Non-Commissioned Officer. To be eligible for appointment as a cadet NCO or for promotion to a higher NCO grade, a cadet must meet the following criteria:

For promotion to a rank that is at or below the grade of C/CPL, a cadet must:

- (1) Have at least a C average overall, and be passing JROTC.
- (2) Be recommended by their cadet supervisor, company 1SG, company commander, and the AI.

For promotion to an NCO rank higher than the grade of C/CPL, a cadet must:

- (1) Hold at least a C average in JROTC, and be passing all other classes attempted.
- (2) Have demonstrated the ability to hold a position of authority.
- (3) Possess a record of military accomplishment showing fitness for advancement.
- (4) Be recommended by their cadet supervisor, company 1SG, company commander, and the AI.

c. Normally only LET 3 & 4 cadets will be appointed to officer positions; LET-2 cadets will be appointed to NCO positions (SGT & above); and LET-1 cadets will be advanced no higher than the rank of corporal (CPL). Only the SAI can make exceptions to this rule.

d. Normally, the promotion cycle for LET-1 cadets is C/PV2 after the first six weeks grading period, C/PFC after the second six weeks, and C/CPL after the third six weeks. Company commanders have promotion authority for ranks C/PV2 through C/CPL, subject to the concurrence of the BN CDR and AI.

e. Those cadets who are eligible and meet the criteria in Para 1-15 a & b will be promoted.

f. In addition to the above, a cadet may receive a meritorious promotion, by the SAI or AI, to a higher grade for outstanding performance at any time without regard to the promotion cycle.

1-17 REDUCTION IN RANK.

a. Cadets will be reduced for offenses deemed serious enough by the SAI/AI or cadet chain-of-command. When appropriate, the SAI/AI will seek the recommendation of the cadet chain-of-command before reducing a cadet in grade. The reduction may be made to any rank considered appropriate by the military staff. A cadet may be reduced in rank and/or removed from a leadership

position for any one or more of the following offenses:

- (1) Demonstrated inability to serve as a leader in the grade held.
- (2) Inefficiency or neglect of duty.
- (3) Improper conduct.
- (4) Failure to maintain academic standards for promotion or retention of rank.
- (5) Truancy or suspension from school.
- (6) Failure to wear the uniform.
- (7) Gross insubordination or disrespect to the chain-of-command or military staff.
- (8) Any violation of the honor code.

b. A cadet officer or NCO may be suspended from rank for a specified period of time instead of reduction. In this case the above criteria for reduction in rank may merit a suspension as opposed to reduction. If any cadet NCO or Officer meets any of these criteria, they must either have their rank reduced or be suspended. A cadet suspended from rank will be relieved from leadership duties during the period of such suspension and will wear the insignia of the grade that is one step below the rank currently held.

CHAPTER 2

THE HONOR CODE SYSTEM

- 2-1 GENERAL. This chapter discusses the Honor Code and the Honor System as they relate to the development of an honorable person. It explains what is expected of each member of the Army JROTC “Panther” Battalion in living by the spirit of the Honor Code, and the operation of the Honor System.
- 2-2 THE HONOR CODE. “**A cadet will not lie, cheat or steal, nor tolerate those who do.**” This is the Honor Code. It belongs to you and the Corps, who are entrusted with its guardianship and the ideals it represents.
- a. The Code means many things to many people. To your subordinates, it means they can have confidence that you will be fair and just in all your dealings with them. To a fellow cadet, it means that your word is your bond, that you seek credit only for what you, yourself, have accomplished; that you respect the property of others, and that you demand the same standards of behavior from them.
 - b. The Code is not a difficult standard by which to live. It does not demand perfection, but rather, a commitment to self-betterment and the acceptance of individual responsibility for honesty and integrity as a way of life.
 - c. The Code is not an all-inclusive prescription for ethical behavior; rather, it is the minimum standard of behavior expected of all members of the Corps.
- 2-3 ETHICAL BEHAVIOR.
- a. Simply stated, ethical behavior is doing what is right in a situation of choice. It is doing the right thing all the time--even when no one is looking. From an early age, we are taught the difference between right and wrong. We learn that by doing right, we earn the respect and trust of others. You will learn that rewarding and meaningful relationships are based on mutual respect and trust.
 - b. Ethical behavior in any organization is of great importance. Leaders must be confident that the orders they give to subordinates will be carried out as directed. Conversely, subordinates must be able to trust their leaders to do what they say they will do in a responsible and honorable manner. Any breakdown in the mutual trust between individuals or groups hinders the effectiveness of the organization in accomplishing its mission. As a leader, you must internalize and live by a code that nurtures a proper ethical climate. In JROTC the Code is simple... lying cheating, stealing, and toleration of those who do is unacceptable. We live by the Code.

2-4 THE HONOR SYSTEM.

a. Philosophy. The Honor System is distinct, but not different from the Honor Code. The Honor Code represents the standard of acceptable behavior. The Honor System consists of administrative procedures by which the standard is upheld. The Honor System helps cadets apply the Honor Code to their lives and describes their responsibilities for enforcing the Code.

b. Description.

(1) To violate the Honor Code, the accused must have lied, cheated, stolen, or tolerated such action by another cadet. There are two parts to an honor violation: the ACT and the INTENT.

(2) The mere commission of an act does not mean that an honor violation has happened. For example, signing a report that is not true does not violate the Honor Code unless at the time the report was signed, the person signing the report knew it was not true and intended to deceive or mislead another person with the report. For example:

A cadet is required to report his time to the military instructor after the mile run event of the Cadet Challenge. He crosses the finish line and hears the grader call out what he believed to be a time of "7:15." He reported that time to the military instructor. Later, during conversation with a cadet with whom he crossed the finish line dead even, he realized his time should have been 7:50 for the mile run. The cadet misleads the instructor by providing an inaccurate report. He did not INTEND to mislead the instructor because the time he reported he believed to be accurate. Because there was no INTENT to lie, the cadet did not violate the Honor Code. The two required parts of the Honor Code violation were not present. The ACT, the false report, occurred, but the INTENT was lacking. Being honor bound, the cadet must correct the mistake as soon as possible after realizing his error. If the cadet does not correct his report within a reasonable time, then an honor violation has occurred. In this case, both parts of the Honor Code violation, the ACT and the INTENT, would have been present.

2-5 LYING.

a. Description. A cadet violates the Honor Code by lying if he makes an oral or written statement, or a gesture of communication in the presence of and to another, intended to deceive or mislead. Quibbling is the creating of a false impression through evasive wording, the omission of relevant facts, or the telling of a partial truth. Quibbling is a form of lying.

b. Oral or Written Statements. A cadet's word is accepted without challenge.

That a cadet's oral or written word is true without qualification is fundamental to the Honor Code and Honor System. False oral or written statements made with intent to deceive or mislead are violations of the Honor Code.

(1) Signature. A cadet's signature or initials say a written document is true and accurate.

(2) Accountability. Personal accountability, not only for one's actions, but also for the actions of others, is a frequent requirement in the JROTC program. Accordingly, a cadet often responds by oral or written statements to the requirements of accountability.

(a) Reports. Whether oral or written, reports are official statements and must always be complete and accurate. Cadets' are individually responsible for ensuring the correctness of a report, before and after it is rendered. Cadets reporting at formation or in the classroom will consider an absent cadet properly accounted for only when certain that the absence is authorized. If reporting cadets have doubt in this regard, they must report the cadet absent.

(b) Hall Passes. A hall pass is a written authorization to conduct official business during class hours. The destination/reason for the pass is the only purpose of the pass. Cadets must go directly to and from the stated destination promptly. A hall pass does not authorize a cadet to conduct any other business other than what was specifically written on the pass. Altering a pass violates the Honor Code.

(3) Official Questions. Because the Honor Code states that cadets will not lie, a cadet must always answer questions fully and truthfully even though the answer may involve them in an incident that may subject them to adverse action under the Honor System. A question to a cadet about their or other's possible involvement in a breach of regulations is proper if there is evidence that a breach of regulations has occurred and there is reason to believe that the cadet being questioned was involved or has knowledge of the participation of others.

c. Gestures. Actions or body language such as nodding the head or raising one's hand to convey a message to another, instead of oral or written statements, must be truthful.

2-6 CHEATING. Cadets violate the Honor Code by cheating if they fraudulently act out of self-interest or assist another to do so with intent to gain or to give an unfair advantage. Cheating involves such acts as presenting another's work as one's own without attribution, or transmitting material to someone who should not properly have access to it. All work submitted by a cadet must be the cadet's own; any outside source that contributes to the preparation and performance of the product must be clearly indicated.

2-7 STEALING. Cadets violate the Honor Code by stealing if they wrongfully take, obtain, or withhold by any means, from the possession of the owner or any other person, any money, personal property, or article of value of any kind, with intent permanently to deprive or defraud another person of the use and benefit of property; or if they appropriate it to their own use or to the use of a person other than the owner.

2-8 NON-TOLERATION.

a. Philosophy. The non-toleration clause is the most stringent standard contained within the Honor Code. This clause serves as a constant reminder that every cadet must accept individual responsibility for the guardianship of the values and ideals embodied in the Honor Code. Unlike the first three tenants of the Code, in which an act forms the basis of an honor violation, the non-toleration clause is violated when a cadet fails to act after observing dishonorable behavior by another. This is a difficult requirement, one that requires a great deal of moral courage, but necessary if the JROTC program is to remain intact. The cadet who fulfills his responsibility under the non-toleration clause does not do so due to disregard for the meaning of friendship; rather, they act out of a sense of duty and honor when looking the other way would be a much easier course of action.

b. Description. Cadets violate the Honor Code by non-toleration if they fail to report an unresolved incident with honor implications to the proper authority within a reasonable length of time. “Proper authority” will usually be the PLT LDR; however, circumstances may arise such that an incident should be reported to the CO CDR, BN CDR, or the SAI. A “reasonable length of time” is the time it takes to confront the suspected violator and decide whether the incident was a misunderstanding or actually a violation of the Honor Code. Here, cadets should keep in mind that speedy resolution of the issue is in the best interest of all parties concerned.

c. Responses.

(1) When attempting to resolve an incident, the cadet should keep two things in mind: one, an honor violation consists of both the act and the intent to commit the act; and two; a cadet’s integrity is being questioned. So be prepared for a defensive or negative response.

(2) If you believe an honor violation may have occurred, you are strongly encouraged to confront the individual. This is no easy task, but failure to do so could result in unwarranted investigation by the company cadre. Only to find out that there was a misunderstanding that you could have resolved yourself. When confronting the individual, you should point out the exact action that you considered improper and request an explanation. Give the cadet an opportunity to explain the situation before alleging an honor violation occurred. Such an accusation is serious, and therefore, should be made only after you have considered all facts surrounding the incident.

(3) Situations will arise at times that at first glance appear to be violations of the Honor Code, but which upon closer examination may prove to be nothing more than a misunderstanding or misinterpretation. In that case, you may drop the matter. However, if you continue to suspect that a violation did occur, your obligation is two-fold: first, you should encourage the other cadet to report the incident to your immediate supervisor, i.e., PLT. LDR. Secondly, during the course of the ensuing investigation, you are required to report any new information that could have an impact on the resolution of the suspected violation.

2-9 THE HONOR ENVIRONMENT.

a. Living under the Honor Code and the Honor System, you will learn how adherence to high standards of honesty builds confidence, trust, and mutual respect. Each word, action, and deed is accepted in an environment of total trust, and we are privileged to be part of such a tradition. The advantages of living in such an atmosphere are many: your word is never questioned, nor do you question the word of others; your personal belongings are safe from theft or misuse with a minimum of safeguarding; your signature or initials are accepted testimony of truth; and there is a general lack of suspicion of the motives of those around you. Those advantages do not come easily, for they are the product of our common allegiance to the Honor Code and insistence that all cadets adhere to this concept of consistently honorable behavior by honorable persons. Your commitment to your fellow cadets to the Honor Code ensures that such an environment of trust and fellowship is possible and that one benefits from the mutual respect that comes out of such a shared experience.

b. The cadet's reputation for honesty ensures that the mutual trust between cadets and those in authority is never questioned and is a functioning convenience for all concerned.

2-10 VIOLATIONS OF THE HONOR CODE. The school code-of-conduct will be used to address violations of the Code. Additionally, the SAI or AI may seek disenrollment as a sanction in addition to those contained by the code-of-conduct.

CHAPTER 3

CADET REGULATIONS

Section I. GENERAL

- 3-1 PURPOSE. The smooth running of any organization is dependent upon a clear understanding on the part of all members of their rights, privileges, and responsibilities. It is the purpose of this chapter to clarify those rights, privileges, and responsibilities. The provisions of this chapter have the same force as an order issued directly to a cadet.
- 3-2 RESPECT FOR AUTHORITY. A major aim of the Army JROTC program is to aid the cadet in becoming a better citizen. In keeping with this goal, all cadets are required to show proper respect for authority. This applies equally to cadets holding a higher rank as well as school authorities. The maxim, "He who would lead must first learn to obey," should be taken very seriously by each cadet from the very first day in the Corps.
- 3-3 AUTHORITY OF CADET OFFICERS AND NONCOMMISSIONED OFFICERS (NCOS). Cadet Officers and NCOs are duly appointed representatives of the military staff and the school. Their lawful orders and instructions are to be obeyed by all cadets junior to them. If you ever think you are being subjected to an injustice, follow this simple rule, "Obey first, protest later." Cadets are required to obey lawful orders regardless of their personal feelings towards the leader issuing the order.
- 3-4 RESPONSIBILITIES OF CADET OFFICERS AND NCOs. All cadet leaders have responsibilities placed upon them when they assume their rank and position. They must be fair, impartial, and impersonal at all times when giving orders. Any cadet who misuses the authority delegated to him will be considered unfit for that rank and will be demoted. Cadet leaders must exercise every means of positive leadership to accomplish the mission and should resort to disciplinary means only as a last resort.
- 3-5 PERSONAL CONDUCT. The JROTC Department is closely related to every activity of the school. Therefore it is important that cadets conduct themselves in such a manner as to bring credit upon themselves and the Corps. Cadets must consistently display high standards of conduct, courtesy, and bearing, whether in uniform or civilian clothes, in the JROTC area or in other areas of the school. Cadets are expected to be the leaders among their peers, and by their high standards of conduct, set an example for others to follow.
- a. Cadets will be expected to perform their DUTY to the best of their ability. They should strive for perfection in each task assigned, no matter how small it

may seem.

b. Cadets will maintain their HONOR above reproach at all times. This means maintaining high standards of conduct at all times, and being honest and honorable in dealing with everyone. Remember, “ONE’S WORD IS ONE’S BOND.”

c. Cadets must bear in mind at all times that they are preparing themselves to better serve their community and their country. With a devotion to the heritage of free men and women, the cadet will strive to be ready to serve their COUNTRY in any hour, if their services are needed.

d. In devotion to this code of personal conduct, “DUTY, HONOR, COUNTRY,” you must remember you have the added responsibility as a representative of Lincoln County High School and the entire Lincoln County community in everything you do.

3-6 MILITARY DISCIPLINE AND COURTESY.

a. Discipline. Military discipline is the attitude that ensures prompt obedience to orders. It is demonstrated by smartness in all actions, neatness in dress, cleanliness of person, and respect for those who are senior to you in age as well as rank.

b. Courtesy. Courtesy means polite and considerate behavior towards others, whether senior or junior, and whether or not a member of the Corps. In general, juniors give the same respect to their seniors that any courteous person would extend to their elders. Courtesies extended should be genuine and conveyed promptly and smartly. Courtesy should be second nature to the cadet.

(1) In the military organizations, the expression of courtesy is more formal than in civilian life. The most important expression of courtesy to a military person is the hand salute. The salute is a greeting; the military way of saying “hello”. Along with the salute it is customary to extend the greeting of the day, i.e., “good morning”, “good afternoon”, or “good evening”. When greeting a senior officer, one adds, “Sir” or “Ma’am” to the end of the verbal part of the greeting. Likewise, adding, Sergeant/First Sergeant/Sergeant Major, to the end of the verbal greeting to an NCO is customary.

(2) In JROTC classes, drill and other JROTC activities, cadet officers will be addressed as “Sir” or “Ma’am” and will be accorded salutes and courtesies by all juniors. Cadet NCOs will be addressed by their rank, and all others will be addressed as “cadet.” The exchange of salutes and other military courtesies are required at all times when cadets are present in all JROTC areas (classroom, drill field, formation areas, etc.). These same courtesies will be observed in all areas of the school on days when the Corps is in uniform.

3-7 CLASSROOM RULES. The military staff and cadets only have 45 minutes of classroom time a day. We cannot afford to waste valuable training time getting organized and correcting childish behavior. To this end, the following procedures will be followed at all times.

- (1) Eating, drinking, or chewing gum is not permitted in the classroom.
- (2) Horseplay, pushing, or shoving is below the dignity of a JROTC Cadet, especially in uniform, and will not be permitted.
- (3) No talking in class. To ask a question or make a comment, raise your hand until recognized by the instructor.
- (4) No placing heads on desks. Should you start to feel sleepy, get up and stand in the rear of the room.
- (5) Headgear will not be worn in the classroom (or anywhere in the building) unless under arms and in uniform.
- (6) No writing on boards without permission.
- (7) Read the bulletin board daily.
- (8) The JROTC text, workbook, handbook, pens/pencils, and notebook are to be brought to class daily, unless instructed otherwise by the instructor. Only JROTC texts and materials will be placed on the desk. All other items, i.e., textbooks, brief cases, purses, & other personal belongings will be placed on the floor.
- (9) The Honor Code is in effect.
- (10) The classroom desk, audio-visual equipment, blackboards, and all instructor materials are off-limits.
- (11) Upon entering the classroom, cadets will move directly to their assigned seats, stand at parade rest besides their desks and await roll call. When their name is called, they will answer "Here Sir" or "Here Ma'am", as appropriate. Upon completion of roll call, the instructor will give the command to "Take Seats".
- (12) The Senior Army Instructor will be addressed as "Sir". The Army Instructor will be addressed as "Sergeant Major". Cadets will be addressed as "Cadet" or "Cadet Smith" or by their rank, i.e., "Cadet Lieutenant Johnson". Members of the faculty or administration visiting the room will be addressed as "Sir" or "Ma'am".

3-8 VISITS TO THE JROTC DEPARTMENT. Cadets are welcome to visit the JROTC Department at any time for such purposes as checking the bulletin board, assisting a member of the military staff, counseling, or other official business--cadets must have a pass from a member of the faculty or administration.

3-9 TRAINING STANDARDS. During training, instructors will insist on perfection in what may seem to be minor details (cleanliness, haircuts, shaves, shoeshine, posture, marching, wear of the uniform, knowledge of the chain-of-command, etc). Cadets will be expected to perform to the highest standard both on and off school grounds. A cadet's conduct, at all times, should reflect credit on them, their parents, the Corps, and the school.

Section II.

PERSONAL APPEARANCE AND WEAR OF THE UNIFORM

3-10 PERSONAL APPEARANCE. The Cadet Corps is a uniformed organization. Therefore a neat and well-groomed appearance by cadets is fundamental and contributes to building pride and esprit' de corps essential to an effective unit. A vital ingredient to the strength and effectiveness of the Corps is the pride and self-discipline that each cadet brings to his unit. It is the responsibility of the cadet commanders to ensure that the cadets under their command present a neat and military appearance at all times.

3-11 HAIR POLICY.

a. Male.

(1) The hair on the top of the head will be neatly groomed. The length and/or bulk of the hair will not present a ragged, unkempt or extreme appearance. It will present a tapered appearance; not cover the ears nor extend outward beyond the ears; fall below the eyebrows; or touch the shirt collar. In all cases the length or style of the hair will not interfere with the normal wear of military headgear.

(2) Sideburns, if worn, will be neatly trimmed with the bottom of the sideburns forming a clean-shaven horizontal line no lower than the bottom of the ear opening.

(3) The face will be clean shaven, except that a mustache is permitted. If worn, it will be neatly trimmed and will not extend beyond nor fall below the corners of the mouth. Goatees and/or beards are not authorized.

b. Female.

(1) Hair will be neatly groomed. The length and bulk of the hair will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will not fall over the eyebrows or extend below the bottom edge of the collar. Hair styles will not interfere with proper wear of military headgear.

(2) Hair holding ornaments (barrettes, bobby pins, clips), if used, must be transparent or similar in color to the hair, and will be inconspicuously placed. Beads or similar ornamental items are not authorized.

c. Hair Styles. CC Reg 145-2, Para. 10-6, Page 94- If dyes, tints, or bleaches

are used, colors used must be natural to human hair and not present an extreme appearance. Applied hair colors that are prohibited include, but are not limited to , purple, blue, pink, green, orange, bright (fire-engine) red, and fluorescent or neo colors. It is the responsibility of instructors to use good judgement in determining if applied colors are acceptable, based on their overall effect on cadets appearance.

3-12 WEARING OF MAKEUP AND JEWELRY.

- a. Makeup and nail polish will be conservative (natural color) and complement the uniform. Fad makeup and multi-colored/designer nails are not authorized.
- b. A wrist watch, wrist identification bracelet, and no more than two rings are authorized for wear with the JROTC uniform. The style must be conservative and in good taste.
- c. No jewelry, watch chains, gold chains, or similar items to include pencils, pens, etc., will appear exposed on the uniform in other than designated areas designed for such purpose. Authorized exceptions are a conservative tie tack or clasp may be worn on the black four-in-hand necktie.
- d. Earrings. Males will not wear any type of earring when in uniform or in civilian clothing during JROTC activities. Females may wear earrings with the Class A and B uniforms that do not exceed $\frac{1}{4}$ inch in diameter and hang no more than 1 inch from the ear lobe. They will be gold, silver, or white pearl; unadorned and spherical. Earrings will not be worn with the ACU's or physical fitness uniform. When worn, earrings will fit snugly against the ear and will be worn as a matched pair with only one earring per ear lobe. Nose, tongue, and eyebrow rings are prohibited for wear by cadets.
- e. Tattoos. Tattoos are discouraged. A cadet whose tattoo is blatantly inflammatory, demeans the uniform, or creates discord in the corps, will be disenrolled.

3-13 WEAR OF THE UNIFORM. The uniform is a symbol of a proud and honorable profession. Whenever the uniform is worn, it will be cleaned and neatly pressed, fully buttoned, with shoes highly shined, and insignia polished. As a JROTC cadet, you are expected to maintain very high standards in both personal appearance and military bearing.

Wearing the uniform properly is a large part of the image you project to all with whom you come in contact. Remember, while in uniform you represent your unit and your school. Cadet Officers and NCOs will make on-the-spot uniform corrections anywhere they are observed.

- a. Headgear must be worn when outdoors and not under cover. Cadets will remove their headgear when indoors except when under arms. The garrison cap, worn by male and female cadets, is worn slightly tilted to the right so that you

can place one finger between the edge of the cap and the top of the right ear. No hair will show on the forehead below the cap,

b. Insignia. The only insignia authorized for wear on the shirt of the JRQTC uniform are the nametag, rank, and distinctive unit insignia (crest), ribbons, and authorized shoulder cords. Items of insignia and awards worn above the breast pockets of the male uniform will be similarly positioned on the female uniform.

c. Shoes and boots. Footgear will be black and meet military specifications. Black cotton stretch socks will be worn with the low quarter shoes and black cushioned sole socks will be worn with the combat boot.

d. The uniform is not to be worn on the job by working cadets. Additionally, the uniform should not be worn by cadets while participating in school sports, shops, or other activities where damage to the uniform may occur. In these activities, the cadet should change from the uniform during that period, if feasible, or wear a shop coat.

e. Do not lend any part of your uniform to anyone for any reason.

f. Do not wear any part of your uniform with civilian clothing.

3-14 UNIFORM DAY. Mandatory wear of the uniform by all cadets will be on Thursdays. If the school is closed due to inclement weather on a uniform day, the next uniform day will be the following Thursday. Cadets will wear the uniform, correctly, the entire day. If on the rare occasion, your uniform becomes soiled or damaged and cannot be made serviceable prior to uniform day, bring your uniform to school so that the extent of the damage may be verified by the military staff. Since there is adequate time between inspections to have your uniform cleaned or pressed; having the uniform in the cleaners is not an acceptable excuse for not wearing the uniform and will result in a “zero” for that week’s inspection grade. A note from home seeking excuse for not having the uniform cleaned is also unacceptable. The only acceptable excuse for not wearing the uniform is not being issued a uniform. **Failure to wear the uniform twice during a 6-week grading period may result in: a grade of “F” for the grading period, removal from a position of leadership, and reduction in rank. Refusal to wear the uniform is grounds for disenrollment from the program.**

3-15 PRESCRIBED UNIFORMS. The following uniforms authorized for wear by the cadet corps at Lincoln County High School.

a. Class A. Grey Beret; coat; trousers/slacks; short sleeve grey shirt; necktie/neck tab; black web belt with brass buckle; black low quarter shoes; black socks; plastic nametag; and appropriate insignia, shoulder patches, ribbons, shoulder cords (2), and rank.

b. Class B. Grey Beret; trousers/slacks; short sleeve grey shirt; necktie/neck tab (as required); black web belt with brass buckle; black low quarter shoes;

black socks; plastic nametag; and appropriate insignia, ribbons, shoulder cords (2), and rank.

c. Class C. Army Combat Uniform (ACU) with cap; coat; trousers; riggers belt; tan undershirt; green cushioned sole socks; tan leather boots; and appropriate insignia, shoulder patches, rank, name tape, and JROTC tape.

3-16 WEARING OF RIBBONS. MEDALS. AND BADGES.

a. Ribbons. Authorized ribbons will be worn on the coat of the Class A uniform and on the short sleeve grey shirt of the Class B uniform. Ribbons are worn in order of precedence from the wearer's right to left. Ribbons may be worn with no space between rows or 1/8 inch between rows. A ribbon and its corresponding medal cannot be worn together.

(1) Males. Wear ribbons, centered 1/8 inch above the left breast pocket in as many rows as necessary. (Pgs. 61-63)

(2) Females. Wear ribbons, centered on the left side of the uniform coat or shirt with the bottom row positioned parallel to the bottom edge of the nametag. Placement of ribbons may be adjusted to conform to individual figure differences. (Pgs. 64-65)

b. Medals. Medals may be worn on the Class A uniform coat and the Class B short sleeve shirt. Medals are worn in order of precedence from the wearer's right to left with 1/8 inch between rows. The medal and its corresponding ribbon cannot be worn together.

(1) Males. Wear medals in rows, 1/8 inch below the bottom row of ribbons in order of precedence from the wearer's right to left.

(2) Females. Wear medals in rows, 1/8 inch below the bottom row of ribbons in order of precedence from the wearer's right to left. Placement of medals may be adjusted to conform to individual figure differences.

c. Badges. Authorized qualification badges, i.e., marksmanship, may be worn on the coat of the Class A uniform and on the short sleeve green shirt of the Class B uniform. Badges are worn in order of precedence from the wearer's right to left.

(1) Males. Wear badges centered on the upper portion of the left pocket flap.

(2) Females. Wear badges on the left side of the uniform coat or shirt, centered, 1/4 inch below the bottom row of ribbons. Placement of badges may be adjusted to conform to individual figure differences.

3-17 ORDER OF PRECEDENCE FOR WEAR OF RIBBONS.

Ribbons will be worn as authorized in this handbook in the following order; Department of the Army awards, academic awards, military awards, athletic awards, SAI awards, and awards presented by national patriotic organizations. Ribbon names, criteria for award, and order of precedence for wear are specified in Chapter 5, Awards.

3-18 WEARING OF INSIGNIA. The following insignia and uniform items are authorized for wear on the JROTC uniform.

a. JROTC Shoulder Sleeve Insignia. Worn centered on the left sleeve of the Class A coat, 1/2 inch down from the shoulder seams. A subdued version is worn in the same location on the ACU coat.

b. Insignia of Grade.

(1) Cadet Officers. Metal insignia is worn on both shoulder loops of the Class A coat and the wind breaker; on the center tab on the ACU coat; on the left side of the Grey Beret; and centered front on the ACU cap. Shoulder marks are worn on both shoulder loops of the short sleeve shirt. (Pgs. 60-67)

(2) Cadet NCOs. Metal insignia is worn on both shoulder loops of the Class A coat and on both collars of the wind breaker; on tab of the ACU coat; and on the ACU cap. Shoulder marks are worn on both shoulder loops of the short sleeve shirt. (Pgs. 60-67)

(3) Cadet PFC and PVT will wear metal insignia as prescribed for NCOs with the exception that metal insignias will also be worn on both collars of the short sleeve shirt. There are no shoulder marks for these grades. (Pgs. 60-67)

(4) Cadet Basic. No insignia of grade is worn. (Pg. 61)

c. Torch of Knowledge (Corps Insignia).

(1) Cadet Officers wear it centered on the tower lapel of the Class A coat. (Pgs. 60-67)

(2) All Other Cadets. Worn centered on the upper lapel of the Class A coat. (Pgs. 60-67)

(3) Not worn on class B or C uniforms.

d. ROTC Letters. ROTC cutout insignia will be worn by officers centered on the upper lapels of the Class A coat. (Pgs. 60-67)

e. Cap Insignia. A wreath surrounding ROTC letters, worn only by enlisted cadets on the left side of the garrison cap. (Pg. 60)

f. Nametag.

(1) Males. Worn on the flap of the right breast pocket of the Class A coat and short sleeve shirt, centered between the top of the button and the top of the pocket. (Pgs. 61-63)

(2) Females. Worn on the Class A coat and short sleeve shirt, 1 to 2 inches above the top button, centered horizontally on the wearer's right side. (Pgs. 64-63)

g. Academic Achievement Insignia.

(1) Males. Worn centered and 1/8 inch over the right breast pocket of the Class A coat and short sleeve shirt.

(2) Females. Worn centered and 1/8 inch above the nametag on the Class A coat and short sleeve shirt.

h. Honor Unit Insignia.

(1) Males. Worn with one point up, centered 1/4 inch above the right breast pocket of the Class A coat and short sleeve shirt. (Pgs. 64)

(2) Female. Worn with one point up, centered 1/4 inch above the name tag on the class A coat and short sleeve shirt. (Pg. 64)

i. Shoulder Cords. No more than a single cord can be worn on each shoulder.

When only one is worn it will be worn on the left shoulder. Cords with a ferrule (tip) are worn with the ferrule to the front. Cords authorized for wear include:

(1) Color Guard -White

(2) Drill Team -Red

(3) Marksmanship Team -Gold

(4) JCLC Cord-Blue/white (left shoulder only)

j. Arc pins- Must be a member of the team and have attended 3 practices to get the arc pin.

CHAPTER 4

DUTIES AND RESPONSIBILITIES OF KEY CADET OFFICERS AND NONCOMMISSIONED OFFICERS

Section I. General

- 4-1 PURPOSE. This chapter provides a job description for key positions within the Corps. The listed duties and responsibilities are not all inclusive, but are offered to provide you areas in which to focus your efforts as you develop your leadership skills.
- 4-2 DEFINITIONS. Knowledge of the following terms will help you accomplish your mission:
- a. Unity of Command. Within a military organization, there is only one person who is responsible for what the entire unit does or fails to do--this is the commander. The commander's responsibility is matched by the authority necessary to carry out the mission. The commander alone cannot do everything that's required for the day-to-day operation of the unit. Commanders, therefore, must delegate authority to subordinates to accomplish certain tasks for them--this is called empowering subordinates. Remember, a commander can delegate authority to a subordinate commander or staff officer to take action on his behalf, but he cannot delegate the responsibility for that action.
 - b. Span of Control. How many people a leader can effectively manage is called the span of control. Normally, the span of control is from three to seven subordinates with five being the optimum.
 - c. 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 battalion commander assigns missions to the company commanders and holds them accountable for their execution. Company commanders use the same procedure with their platoon leaders who use the same procedures with their squad leaders.
 - d. Staff Authority and Responsibility. The staff of a unit consists of those officers and noncommissioned officers who assist the commander in the exercise of command. They function as advisors to the commander in their areas of expertise. Staff officers keep the commander informed on matters within their functional areas of responsibility.

Section II. Duties and Responsibilities

4-3 THE BATTALION HEADQUARTERS AND STAFF.

- a. Cadets who hold the positions that follow are not permitted to exceed the rank that the position entitles. Should an officer be relieved of their duties, that officer shall be reduced in rank in accordance to how many promotion boards that cadet has passed. This change follows the following order:

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

- b. Battalion Commander (BN CDR). The cadet BN CDR is appointed to this position because of demonstrated outstanding leadership ability. This is the most demanding position in the cadet corps. It requires a mature individual who demonstrates common sense and good judgment. Additionally, this cadet leader must be willing to accept responsibility, delegate authority, supervise subordinates, make decisions, and stand by his convictions. The cadet BN CDR is responsible for everything the battalion does or fails to do. He exercises control of the staff through the battalion executive officer, and control of subordinate units through the company commanders. Supervised by the SAI, the BN CDR:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all to follow.
- (2) Commands the battalion at all battalion formations.
- (3) Maintains a direct and personal relationship with the staff and company commanders.
- (4) Uses the staff to disseminate information and prepare plans for training and controlling units.
- (5) Ensures that mutual respect and confidence exists between the commanders and staff and that the staff is competent.
- (6) Through the chain-of-command, ensures compliance with the Lincoln County High School JROTC Regulations.

(7) Seeks advice and executes all orders issued by the military staff.

(8) Keeps the SAI & AI informed on cadet morale and Corps esprit.

c. Battalion Executive Officer (BN XO). The cadet BN XO is the principal assistant to the BN CDR. The primary duty of the XO is to supervise, direct, and coordinate the efforts of the battalion staff. The XO eliminates overlap of staff effort and ensures that the directives of the commander are carried out. He keeps the staff informed of the commander's priorities and keeps the commander informed on the status of projects assigned the staff. The XO assumes command of the battalion in the absence of the commander. Supervised by the SAI, the BN XO:

(1) Consistently, by personal example, sets the moral, ethical, and professional standard for all to follow.

(2) Organizes and trains the staff to function as a team that conducts long range planning in support of the commander's objectives.

(3) Supervises preparation of reports and their timely submission to the commander or military staff.

(4) Reports all violations of orders to the commander.

(5) Conducts periodic inspections of the JROTC area and takes necessary action to see that it is properly maintained.

d. Battalion Command Sergeant Major (BN CSM). The CSM is the senior enlisted member of the Corps and is responsible to the commander for all enlisted matters. Supervised by the AI, the CSM:

(1) Consistently, by personal example, sets the moral, ethical, and professional standard for all to follow.

(2) Assists the S-1 in aligning and forming the battalion at all formations.

(3) Ensures the Corps maintains an exceptionally high state of military bearing and appearance. Makes frequent inspections of cadet uniforms for serviceability, cleanliness, and compliance with uniform wear regulations.

(4) Plans and supervises the daily school flag detail. Ensures the flags are raised and lowered in compliance with guidance from the AI.

(5) Ensures the professional development of battalion NCOs.

(6) Is the battalion expert on FM 22-5 (Drill & Ceremonies).

e. Battalion Adjutant (BN S-1). The S-1 is the administrative assistant to the BN CDR. The adjutant is responsible for publishing unit orders, maintaining cadet personnel records, and performing other duties as assigned by the commander, XO, or military staff. The S-1 also functions as the morale, welfare, and recreation officer for the battalion. Supervised by the AI, the S-1:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all to follow.
- (2) Aligns the battalion at formations.
- (3) Posts promotions, reductions, duty assignments, and awards to the cadet record folder (1st Region Form 15).
- (4) Maintains all bulletin boards in the JROTC area to ensure currency and accuracy of information.
- (5) Trains and supervises subordinates in the performance of their duties.
- (6) Publishes unit orders.
- (7) Officiates at the annual awards banquet.

f. Battalion Security (BN S-2). The S-2 is responsible to the commander for enforcement of the security standard operating procedures (SOP). Supervised by the AI, the S-2:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all to follow.
- (2) Conducts monthly serial number inventories of weapons and other sensitive items; prepares required reports.
- (3) Makes on-the-spot corrections resulting from security inspections.
- (4) Trains and supervises subordinates in the performance of their duties.
- (5) Prepares in-process reviews on on-going actions for the commander and military staff.
- (6) Prepares after action reports on all projects.
- (7) Plans, coordinates, and executes all recruiting activities.

g. Battalion Operations and Training Officer (BN S-3). The S-3 is responsible to the battalion commander for all cadet training related functions. He is responsible for all ceremonies and coordination of field trips. Supervised by the SAI, The S-3:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all to follow.
- (2) Coordinates with the military staff to ensure the classroom and drill/ceremony site is prepared for instruction. This includes the preparation of training aides, notification and rehearsal of assistant instructors, and marking of the drill/ceremony site.
- (3) Prepares, distributes, and collects parental consent forms; distributes field trip passes; prepares and distributes to teachers a roster of cadets going on the field trip; and prepares and distributes a stay behind roster to the substitute.
- (4) Coordinates with the S-5 on planning for and support of special events, i.e., fund raisers, awards banquet, picnics, civic action projects, and other Corps-wide events as directed by the SAI, AI, BN CDR, or XO.
- (5) Coordinates commitments for color guard, honor guard, drill team, rifle team, and other cadet organizations as required. Maintains a detailed and current record of all activities in which elements of the Corps participated.
- (6) Trains and supervises subordinates in the performance of their duties.

h. Battalion Supply Officer (BN S-4). The S-4 is responsible to the commander for maintenance, security, accountability, issue, and turn-in of all government property (except weapons). Under the supervision of the AI, the S-4 determines supply requirements; maintains a running inventory of property; requisitions, receives, and stores supplies; and collects and disposes of excess and unserviceable items. Supervised by the AI, the S-4:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all to follow.
- (2) Maintains an accurate clothing record on each cadet.
- (3) Prepares requisitions as directed by the AI.
- (4) Maintains the security of the supply rooms and their orderly appearance.
- (5) Receives, documents, and stores supplies as directed by the AI.
- (6) Conducts inventories as directed by the AI.
- (7) Assists in the issue and fitting of cadet uniforms.

(8) Trains and supervises subordinates in the performance of their duties.

I. Battalion Public Affairs Officer (BN S-5) The S-5 is responsible for publishing information regarding the activities of the unit. This includes information sent to the school newspaper and yearbook staff as well as all other county media. The S-5 performs other tasks as assigned by the commander, executive officer, or the military staff. The S-5 duties are as follows:

(1) Consistently, by personal example, sets the moral, ethical, and professional standard for all to follow.

(2) Coordinates entertainment and sports activities in support of battalion activities.

(3) Trains and supervises subordinates in the performance of their duties.

(4) Publishes a quarterly cadet newsletter.

(5) Prepares and distributes news releases to all local media concerning cadet unit and individual activities/accomplishments. Ensures all items are approved by the SAI prior to release to the media.

(6) Maintains the cadet historical record. Keeps a loose-leaf book that contains the pictorial and printed record of the Panther Battalion. The book will be started at the beginning of the school year. All news articles, photos, and other items of information pertaining to the corps, will be included in this record.

(7) Maintain close coordination with the editor of the school yearbook and heads of other school papers or newsletters. Ensure there is constant coverage of cadet activities.

(8) In conjunction with the S-1, ensures the bulletin reflects current information on JROTC activities.

4-4 COMPANY OFFICERS.

a. Company Commander (Co Cdr). The Co Cdr is responsible to the battalion commander for everything the company does or fails to do. The company commander keeps the battalion commander informed on the status of training in the company and especially, any areas where additional training is required. The CDR checks to ensure that subordinate leaders are prepared for training then supervises training to ensure that it is done correctly. The Co Cdr recommends assignment, reassignment, promotions, and reductions of the cadets under his command. He must be well versed in all phases of drill. The Co Cdr:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all in the company to follow.
- (2) Executes orders of the BN CDR without hesitation.
- (3) Commands the company at all formations.
- (4) Reads the training schedule and ensures that cadet instructors are prepared for instruction.
- (5) Makes, tactful, on-the-spot corrections and ensures company personnel understand and comply with cadet regulations.
- (6) Uses the chain-of-command to issue orders and directives and ensures that others do the same.
- (7) Is proactive and always plans ahead.
- (8) Takes a personal interest in all company personnel; takes time to listen to their problems and helps them find a solution.
- (9) Inspects the company during company formations and makes on-the-spot corrections; follows-up to ensure corrections are made.

b. Platoon Leader (PLT LDR). The PLT LDR's responsibilities to the company commander are the same as the company commander's responsibilities to the battalion commander. He is responsible to the Co Cdr for everything the platoon does or fails to do. The PLT LDR must be well versed in all aspects of platoon and company drill. The PLT LDR:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all in the platoon to follow.
- (2) Executes orders of the Co Cdr without hesitation.
- (3) Organizes and maintain a chain-of-command in the platoon. Uses the chain-of-command to issue orders and directives and ensures that others do the same.
- (4) Knows the names of the cadets in his platoon and uses their names when addressing them, i.e., "Cadet Smith, report to the platoon sergeant."
- (5) Inspects the platoon at each formation. Emphasizes are on personal appearance, cleanliness, knowledge of the chain-of-command, and military bearing.

- (6) Understands and consistently enforces all cadet regulations.
- (7) Ensures all members of the platoon have their authorized clothing and equipment and that it is being maintained as prescribed.
- (8) Answers questions asked by subordinates. If you're asked a question and don't know the answer, say so, but then tell the cadet who asked the question that you will get the answer and get back to him. Then, in a timely manner, get the answer and provide a response. This will add to your credibility as a caring and dependable leader; a leader who does what he says he will do. You are not expected to know everything, but are expected to know where to find the answer.
- (9) Does not complain or gripe, especially in the presence of subordinates.
- (10) Ensures that the platoon sergeant forms the platoon properly in the right uniform, in the prescribed area, and at the prescribed time.
- (11) Develops a spirit of teamwork in the platoon so that missions are accomplished in a willing and cooperative manner.
- (12) Attempts to resolve all problems at the platoon level. Do not "pass the buck." If you tried and can't solve a problem, seek the advice of the Co Cdr.
- (13) Does not hide bad news from the Co Cdr. If you make a mistake admit it and try to fix it. What could be a minor mistake left uncorrected can turn into a major disaster. Remember, bad news does not improve with age.

4-5 COMPANY NONCOMMISSIONED OFFICERS.

a. First Sergeant (1SG). The 1SG is the senior enlisted person in the company. He is the principal advisor to the Co Cdr on all matters pertaining to the morale, welfare, and general readiness of the enlisted cadets. The 1SG is responsible for the administrative matters of the company. He forms the company, accounts for personnel, and maintains the duty roster. The 1SG:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all in the company to follow.
- (2) Executes orders of the Co Cdr without hesitation.
- (3) Is the company expert on FM 22-5 (Drill & Ceremonies).
- (4) Forms and aligns the company at formations.

- (5) Ensures that cadets wear the uniform properly and have all authorized equipment.
- (6) Trains the platoon sergeants and provides for their professional development.
- (7) Assumes command of the company in the absence of all cadet commissioned officers.
- (8) Ensures all battalion directed details are executed as prescribed, i.e., flag detail, color guard, etc.
- (9) Trains the company Guidon bearer.
- (10) Is prepared to assume the duties of BN CSM as required.

b. Platoon Sergeant (PSG). The PSG is the first supervisor above the squad leader in the chain of command. He works directly with the squad leaders and should know the strengths and weaknesses of each member of the platoon. The PSG's primary focus is on training the platoon. Accordingly, the PSG must be a superior instructor and mentor. He keeps the PLT LDR informed on the general readiness of the platoon. He assumes the leadership of the platoon in the absence of the PLT LDR. The PSG:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all in the platoon to follow.
- (2) Executes orders of the PLT LDR without hesitation.
- (3) Trains the squad leaders.
- (4) Forms the platoon in the prescribed area, in the right uniform, and at the right time.
- (5) Develops a spirit of teamwork in the platoon.
- (6) Is the platoon expert on FM 22-5 (Drill & Ceremonies).
- (7) Ensures platoon members know the contents of this handbook.

c. Squad Leader (SQD LDR). The SQD LDR is the most important leader in the chain-of-command! In the classroom or drill area, the success of the corps depends on how well the squads are lead. The squad is the cornerstone of the battalion. If you have well trained and disciplined squads, you will have well trained and disciplined platoons and companies. The SQD LDR:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all squad members to follow.
- (2) Forms and inspects the squad at all formations. Ensures squad members are in the right uniform, have the right equipment, and are on time.
- (3) Trains the squad.
- (4) Is the squads expert on FM 22-5 (Drill & Ceremonies).
- (5) Inspects cadets for authorized clothing and equipment and ensure that it is being properly maintained.
- (6) Helps squad members who are having difficulty in drill or other subjects.
- (7) Ensures platoon members know and comply with the contents of this handbook.
- (8) Makes time to answer questions asked by subordinates. If you're asked a question and don't know the answer, say so, but then tell the cadet who asked the question that you will get the answer and get back to him. Then, in a timely manner, get the answer and provide a response. This will add to your credibility as a caring and dependable leader; a leader who does what they say they will do. You are not expected to know everything, but are expected to know where to find the answer.
- (9) Reports to the PSG any failure of a cadet to obey orders or regulations.
- (10) Develops a spirit of teamwork in the squad so that missions are accomplished in a willing and cooperative manner.
- (11) Is the one who makes things happen! You must ensure your squad members learn what is expected of them.
- (12) Is prepared to assume the duties of the platoon sergeant when required.

d. Color Guard Commander. The color guard commander in each company is responsible for planning, coordinating, and executing all color guard missions. The color guard commander:

- (1) Consistently, by personal example, sets the moral, ethical, and professional standard for all members to follow.
- (2) Recruits, trains, and rehearses the color guard. Is an expert on FM 22-5 (Drill & Ceremonies).

(3) Schedules color guard practice and ensures it is reflected on the weekly training schedule.

(4) Accounts for, secures, and maintains color guard equipment.

CHAPTER 5

AWARDS

Section I. GENERAL

- 5-1 **THE AWARDS PROGRAM.** As a member of the Corps, you have an opportunity to compete with your contemporaries for numerous awards that recognize outstanding performance of duty, leadership, citizenship, scholarship, athletic achievement, and military skills. An awards board will be convened at the discretion of the military staff to evaluate and recommend cadets for selected awards. The composition of the board may include members of the military staff, cadet chain-of-command, and school faculty and administration.
- 5-2 **AWARD CATEGORIES.** Cadet awards are made from two principle categories: national and institutional. National awards are recognized by JROTC units throughout the country and honor individual achievement. These awards are sponsored by the Department of the Army and various civic and patriotic organizations, such as the Daughters of the American Revolution, American Legion, The Association of the United States Army, and the Military Order of the World Wars. Institutional awards are presented in the name of Lincoln County High School to recognize individual and team achievement. Unit awards are earned by the collective effort of the entire Corps.
- 5-3 **ORDER OF PRECEDENCE.** Ribbons will be worn in the following order of precedence: Department of the Army Awards, academic awards, military awards, athletic awards, SAI awards, and awards presented by national patriotic organizations. The order of precedence for wear of ribbons within each category is also listed.

Section II. DEPARTMENT OF THE ARMY AWARDS

- 5-4 **MEDAL FOR HEROISM.** A U.S. military decoration awarded by Department of the Army to any JROTC cadet who distinguished himself by an act of heroism.
- 5-5 **SUPERIOR CADET DECORATION.** The highest meritorious decoration that can be presented to a JROTC cadet by the Department of the Army. The award recognizes all around excellence and is awarded annually to one member of each LET class.

Section III ACADEMIC AWARDS

- 5-6 DISTINGUISHED CADET AWARD FOR SCHOLASTIC EXCELLENCE (N-1-1). Awarded annually to one cadet who exhibits the highest degree of excellence in scholastics (highest G.P.A. in the Corps).
- 5-7 ACADEMIC EXCELLENCE AWARD (N-1-2). Awarded annually to one cadet in each LET class level for maintaining the highest G.P.A.
- 5-8 ACADEMIC ACHIEVEMENT RIBBON (N-1-3). Awarded annually to those cadets who maintain a grade of “A” in all subjects.
- 5-9 PERFECT ATTENDANCE RIBBON (N-1-4). Awarded to cadets with no unexcused absence during each semester.
- 5-10 STUDENT GOVERNMENT RIBBON (N-1-5). Awarded to cadets elected to student government office.
- 5-11 LET SERVICE RIBBON (N-1-6). Award presented annually to cadets successfully completing a year of LET training.
- 5-12 NATIONAL HONOR SOCIETY RIBBON (N-1-7). Awarded to cadets upon their initiation into the National Honor Society. Cadet must maintain membership in the NHS in order to retain the ribbon.
- 5-13 HONOR ROLL RIBBON (N-1-8). Awarded each quarter to those cadets who are placed on the honor roll. Cadets must remain on the honor roll in order to retain the ribbon.

Section IV. MILITARY AWARDS

- 5-14 SENIOR ARMY INSTRUCTOR LEADERSHIP RIBBON (N-3-1). Awarded annually to one cadet per LET level who displays the highest degree of leadership.
- 5-15 PERSONAL APPEARANCE RIBBON (N-3-2). Awarded annually to those cadets who consistently present an outstanding appearance.
- 5-16 PROFICIENCY RIBBON (N-3-3). Awarded annually to those cadets who have demonstrated an exceptionally high degree of leadership, academic achievement, and performance of duty.
- 5-17 DRILL TEAM RIBBON (N-3-4). Awarded annually to drill team members. Cadet must be a member of the team for both semesters.

- 5-18 ORIENTEERING RIBBON (N-3-5). Awarded annually to cadets who are members of the orienteering team, or who participate in an orienteering activity.
- 5-19 COLOR/HONOR GUARD RIBBON (N-3-6). Awarded annually to cadets who are members of the Color/Honor Guard. Cadets must have been a member of the team for both semesters.
- 5-20 RIFLE TEAM RIBBON (N-3-7). Awarded annually to rifle team members. Must have been a member for the entire season.
- 5-21 ADVENTURE TEAM RIBBON (N-3-8). Awarded annually to cadets who are members of adventure training type units or participate in adventure type training, i.e., Southern Raider Challenge.
- 5-22 COMMENDATION RIBBON (N-3-9). Awarded to cadets whose performance of duty exceed that expected of a cadet of comparable grade and experience. Cadet must have demonstrated outstanding military bearing and conduct both in and out of uniform.
- 5-23 GOOD CONDUCT RIBBON (N-3-10). Awarded annually to cadets who have demonstrated outstanding conduct throughout the school. Any major discipline referral is a disqualification for this award. Recommendations from administrators will be considered in determining recipients.
- 5-24 SUMMER CAMP PARTICIPATION RIBBON (N-3-11). Awarded to cadets for successful completion of summer camp.
- 5-25 BN LEADERSHIP CAMP RIBBON (N-3-12). Awarded annually to cadets who successfully completes the Battalion Leadership Camp.
- 5-26 BEST PLATOON RIBBON (N-3-13). Awarded annually to cadets who are members of the platoon that best demonstrates those qualities of discipline, esprit, and the precision as measured by the unit's performance during drill and ceremony, class grades and attendance, community activities, average Cadet Challenge score, and participation of unit members in JROTC extracurricular activities.
- 5-27 BEST SQUAD RIBBON (N-3-14). Awarded annually to cadets who are members of the platoon that best demonstrates those qualities of discipline, esprit, and the precision as measured by the unit's performance during drill and ceremony, class grades and attendance, community activities, average Cadet Challenge score, and participation of unit members in JROTC extracurricular activities.
- 5-28 STAFF COMMENDATION RIBBON (N-3-15). Awarded to members of the battalion staff for exceptionally meritorious service in the performance of their duties. Cadets selected must have demonstrated initiative, selflessness, self-confidence, and professional staff work.

Section V. ATHLETIC AWARDS

- 5-29 VARSITY ATHLETIC RIBBON (N-2-1). Awarded annually to cadets that excel in varsity sports.
- 5-30 PHYSICAL FITNESS RIBBON (N-2-2). Awarded annually to cadets who score above the 85% mark on all five of the physical fitness tests.
- 5-31 JROTC ATHLETIC RIBBON (N-2-3). Awarded annually to the top 10 cadets who excel in JROTC athletics.
- 5-32 CADET CHALLENGE SUPERIOR PERFORMANCE RIBBON (N-2-4). Awarded annually to the top male and female cadet, in each LET level, who scores the highest on the Cadet Challenge Test.
- 5-33 ATHLETIC SERVICE RIBBON (N-2-5). Awarded annually to cadets who are members of a school athletic team. Must have served on the team for the entire season. Lettering in the sport is not a prerequisite.

Section VI. MISCELLANEOUS AWARDS

- 5-34 PARADE RIBBON (N-4-1). Awarded to cadets who have participated in a local community parade.
- 5-35 RECRUITING RIBBON (N-4-2). Awarded to cadets who recruit a student into the program. The recruited student must remain in the program through the first semester.
- 5-36 SENIOR ARMY INSTRUCTOR IMPACT AWARD (N-4-3). Awarded on-the-spot to any cadet who, in the judgment of the SAI, performed a specific act to such a high standard that it deserves immediate and lasting recognition.
- 5-37 CITIZENSHIP RIBBON (N-4-4). Awarded to cadets who have been active in school and community activities, have donate service(s) to the community, i.e., “candy striper” at a hospital, volunteer firefighter/rescue squad member, Red Cross volunteer, library staff volunteer, etc. they must have a minimum of 10 hours of community service to qualify for this award.
- 5-38 PRINCIPAL’S IMPACT AWARD (N-4-5). Awarded on-the-spot to any cadet who, in the judgment of the principal, performed a specific act to such a high standard that it deserves immediate and lasting recognition.

- 5-39 SERVICE LEARNING RIBBON (N-4-6). Awarded to cadets who participate in a service learning project.

Section VII.

AWARDS FROM NATIONAL PATRIOTIC ORGANIZATIONS

- 5-40 LEGION OF VALOR BRONZE CROSS FOR ACHIEVEMENT. Awarded annually to a LET-3 cadet for achievement of scholastic excellence in military and academic subjects. One award is authorized for each 4,000 LET-3 cadets in each ROTC Region.
- 5-41 ASSOCIATION OF THE UNITED STATES ARMY. A medal awarded annually to the cadet officer and enlisted member who most exemplify the principles of the JROTC program in the areas of leadership, self-discipline, conduct, integrity, and responsibility.
- 5-42 MILITARY ORDER OF THE WORLD WARS AWARD. A medal awarded annually to a LET-1 cadet who has shown marked improvement in both military and scholastic studies during the entire year and who is committed to continue in the JROTC program.
- 5-43 MILITARY OFFICER'S ASSOCIATE OF AMERICA AWARD. A medal awarded annually to a cadet officer who best demonstrates inspirational leadership, exceptional military bearing, commitment to the Corps, and responsible citizenship.
- 5-44 VETERANS' OF FOREIGN WARS. A medal awarded annually to a cadet in each LET level who most demonstrates responsible citizenship, commitment to the Corps (participation in at least one extracurricular JROTC activity), and impeccable military bearing and appearance.
- 5-45 AMERICAN VETERANS' OF WWII, KOREA, & VIETNAM. A medal awarded annually to a LET-4 cadet who earned a grade of "A" in JROTC studies. Must be in good standing in all military aspects and all scholastic grades at the time of selection and during the grading period immediately preceding presentation.
- 5-46 SONS OF THE AMERICAN REVOLUTION AWARD. Awarded to the LET-2 cadet who most demonstrates academic excellence, dependability, good character, and adherence to military discipline.
- 5-47 DAUGHTERS OF THE AMERICAN REVOLUTION AWARD. Awarded to a member of the graduating class who is an advanced LET cadet (LET 3-4), for academic excellence, dependability, adherence to military discipline, leadership, and fundamental and patriotic understanding of the importance of JROTC training.
- 5-48 AMERICAN LEGION GENERAL MILITARY EXCELLENCE AWARD.

Awarded annually to a cadet in each LET level who demonstrated outstanding qualities in military leadership, discipline, character, and citizenship. Also must be in the top **25%** of his class in academic and JROTC subjects.

- 5-49 AMERICAN LEGION SCHOLASTIC EXCELLENCE AWARD. Awarded annually to a cadet in each LET level who ranks in the top 10% of his high school class and in the top **25%** of his JROTC class academically.
- 5-50 NATIONAL SOJOURNERS AWARD. Awarded annually to a LET-2 or LET-3 cadet who is in the top **25%** of his academic class and who most exemplifies, by deed or conduct, or both, the ideas of Americanism exposed by the National Sojourners.
- 5-51 SCOTTISH RITE OF FREEMASONRY AWARD. Awarded annually to a LET-3 cadet who has contributed the most among cadets to encourage and demonstrate Americanism, by deeds or conduct during participation in extracurricular activities or community projects; is in the top **25%** of his or her academic class; has demonstrated a potential for outstanding leadership by exhibiting qualities of dependability, good citizenship, and patriotism; and has not previously received this award.
- 5-52 U.S. ARMY RECRUITING COMMAND AWARD. Awarded annually to a LET-3 cadet for outstanding achievement and contributions to the JROTC program. Cadet must be in the top **25%** of his academic class, demonstrate outstanding leadership, and possess the potential for assuming positions of increased responsibility. Must participate in at least one extracurricular JROTC activity that fosters both scholastic and military excellence.
- 5-53 U.S. ARMY RECRUITING COMMAND ARMY VALUES AWARD. Presented annually to a male and female cadet who best exemplify the seven Army Values. Selection made by the Fredericksburg Active Army Recruiter in coordination with the military instructors.
- 5-54 NONCOMMISSIONED OFFICERS ASSOCIATION (NCOA) AWARD. Awarded annually to the most outstanding noncommissioned officer cadet who has consistently exhibited the best military bearing, personal appearance, deportment, and leadership ability in the corps.
- 5-55 RESERVE OFFICERS' ASSOCIATION AWARD. Awarded annually to a cadet officer (LET 1-3) who possesses individual characteristics that contribute to leadership, including a positive attitude toward the military science curriculum, outstanding personal appearance and attributes, plus courtesy and have shown superior growth potential. The cadet must also have attained a grade average of "A" or its numerical equivalent in military science subject matter during the most recent grading period.

Section VIII. UNIT AWARDS

- 5-56 HONOR UNIT. This award is presented by Headquarters, U.S. Army Eastern ROTC Region for exceptionally high standards of training and discipline throughout the school year and the results of the Annual Formal Inspection. It consists of a streamer for the unit colors and a blue five-pointed star insignia for wear by individual cadets.
- 5-57 HONOR UNIT WITH DISTINCTION. This award is presented by Headquarters, U.S. Army Eastern ROTC Region for exceptional performance in all areas of the program as to set them above all other schools in the program. Designation as an Honor Unit is a prerequisite.

Section IX. BADGES

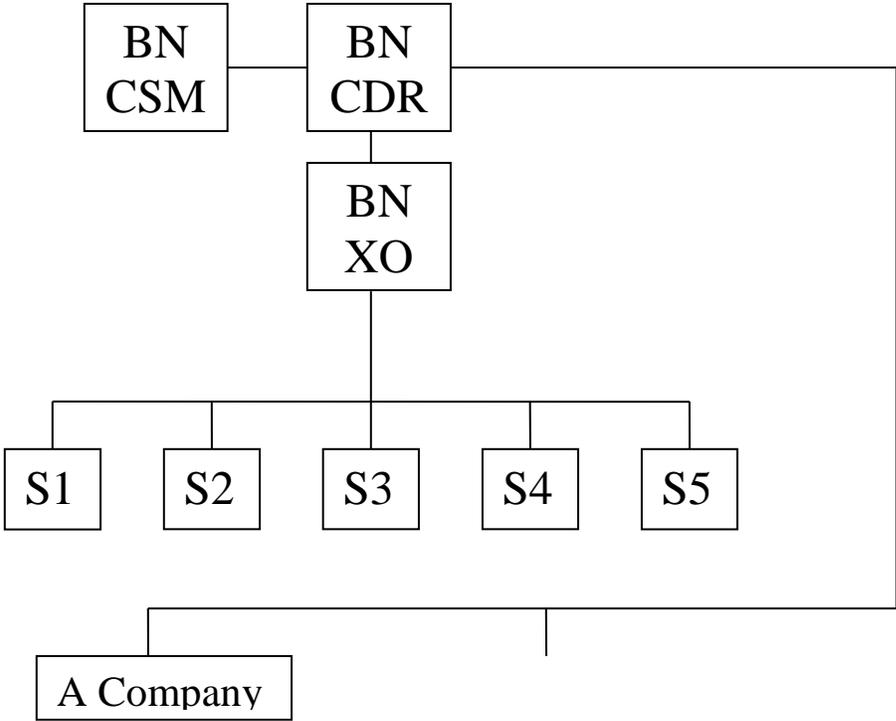
- 5-58 ACADEMIC ACHIEVEMENT INSIGNIA. Awarded to the cadets whose grades meet the requirement set forth in CC REG 145-2 (Any cadet who has a B in all subject courses and an A in JROTC is permitted to wear Academic Achievement Wreath during the period it was earned ONLY) Subsequent awards are indicated by an oval shaped felt backing pinned behind the insignia. Scarlet denotes the second award, silver the third, and old gold the fourth award.
- 5-59 ARMY MARKSMANSHIP QUALIFICATION BADGE. Awarded to cadets who successfully complete a small bore record firing course for the air rifle. Cadets may earn the Expert, Sharpshooter, or Marksman Badge with clasp. Badge qualification point requirements are: Expert: 300-200; Sharpshooter: 199-175; and Marksman: 174-150.
- 5-60 RAIDER/DRILL/MARKSMANSHIP VARSITY LETTER, Grades at least a 2.0 GPA. Must be a member of the team the whole year. Miss no more than 5% of the practices. Cannot miss a competition with the exception of the passing of a family member or extreme hospitalization. Be on the starting team for 60% of the competitions or be a senior on the team.

Section X. CERTIFICATES

- 5-61 MILITARY TRAINING CERTIFICATE. DA Form 134, signed by the SAI, will be provided to each cadet upon successful completion of each year in the JROTC program, provided that service has been honorable. The certificate, that captures total years of JROTC instruction completed, will be presented to the cadet upon transfer from Lincoln County High School or upon graduation.
- 5-62 JROTC TEAM PARTICIPATION CERTIFICATE. Team Participation Certificate signed by Senior Army Instructor and Army Instructor will be provided to each Senior cadet who has successfully participated 3 full years as a member of one of the JROTC teams (Raider, Drill, Color Guard,

Marksmanship). This certificate is accompanied with an award that can be worn with the graduation gown and will be presented to the cadet upon graduation from High School at the Senior Night Award Ceremony.

ANNEX A
ARMY JROTC “PANTHER” BATTALION ORGANIZATION



**ANNEX B
REQUIRED KNOWLEDGE SUBJECTS**

B-1 GENERAL. Cadets are expected to meet certain training objectives when called upon to do so by the military staff, visiting inspectors, and the cadet chain-of-command. These objectives are chosen solely for the purpose of teaching self-discipline, enhancing patriotism, increasing military knowledge, and preparing cadets for the more difficult tasks involved in leadership positions. Cadets must know the chain-of-command, military 24-hour time system, the National Anthem, and The Cadet Creed.

B-2 CHAIN-OF-COMMAND.

President (Commander-in-Chief)	President <u>Barrack Obama</u>
Secretary of Defense	Honorable <u>Chuck Hagel</u>
Secretary of the Army	Honorable <u>John McHugh</u>
Chief of Staff, Army	General <u>Raymond Odierno</u>
Commander, Training & Doctrine Command (TRADOC)	General <u>David Perkins</u>
Commander, US Army ROTC Cadet Command	Major General <u>Peggy Combs</u>
Commander, 4th Brigade, Eastern Region, US Army ROTC Cadet Command	Colonel <u>Matthew J. Ingram</u>
Senior Army Instructor	Lieutenant Colonel <u>Dallas Plumley</u>

Army Instructor

Sergeant Major [Craig Adkins](#)

CDT Battalion Commander

Cadet Lieutenant Colonel [Franklin Jenkins](#)

CDT Company Commander

Cadet 1st Lieutenant _____

CDT Platoon Leader

Cadet 2nd Lieutenant _____

CDT Squad Leader

Cadet Sergeant _____

B-3 MILITARY 24-HOUR TIME SYSTEM. The military time system is much the same as the European system, a 24-hour designator system. This is used to preclude confusion between before noon (A.M.) and afternoon (P.M.) times. The 24-hour system eliminates confusion and is used by military forces worldwide and in the JROTC Department.

Civilian Time

Military Time

12:00 Midnight

2400 Hrs

1:00AM

0100 Hrs

2:00 AM

0200 Hrs

3:00 AM

0300 Hrs

4:00 AM

0400 Hrs

5:00 AM

0500 Hrs

6:00 AM

0600 Hrs

7:00 AM

0700 Hrs

8:00 AM

0800 Hrs

9:00 AM

0900 Hrs

10:00 AM

1000 Hrs

11:00 AM

1100 Hrs

12:00 Noon

1200 Hrs

1:00 PM

1300 Hrs

2:00 PM

1400 Hrs

3:00 PM

1500 Hrs

4:00 PM

1600 Hrs

5:00 PM

1700 Hrs

6:00 PM

1800 Hrs

7:00 PM

1900 Hrs

8:00 PM

2000 Hrs

9:00 PM

2100 Hrs

10:00 PM

2200 Hrs

11:00 PM

2300 Hrs

(Increments of time after the hour are written cumulatively, for example, 1-minute after midnight would be 0001 Hrs; 5-minutes before 11:00 AM is written 1055 Hrs; 5-minutes before midnight is written 2355 Hrs).

B-4 THE STAR SPANGLED BANNER.

“Oh say, can you see, by the dawn’s early light,
What so proudly we hailed at the twilight’s last gleaming,
Whose broad stripes and bright stars, through the perilous fight,
O’er the ramparts we watched were so gallantly streaming.
And the rockets’ red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there,
O say, does that Star-Spangled Banner yet wave
O’er the land of the free and the home of the brave.

B-5 THE CADET CREED.

I am an Army Junior ROTC Cadet. I will always conduct myself to bring credit to my family, country, school, and the Corps of Cadets.

I am loyal and patriotic. I am the future of the United States of America.

I do not lie, cheat, or steal and will always be accountable for my actions and deeds.

I will always practice good citizenship and patriotism.

I will work hard to improve my mind and strengthen my body.

I will seek the mantle of leadership and stand prepared to uphold the Constitution and the American way of life.

May God grant me the strength to always live by this creed.

ANNEX C
SUPPLY and SECURITY
SUPPLY

C-1 GENERAL. The military property of the JROTC Department belongs to the US Government. The uniform and equipment you receive is on loan to you and will be used solely for JROTC sanctioned activities. When you get your uniform and equipment, you are signing for approximately \$300.00 worth of government property. Take care to secure all items and to maintain your uniform as you would any good suit of clothing.

C-2 RESPONSIBILITIES.

a. JROTC Department.

- (1) Provide, at no charge, a clean, serviceable Class A and Class C uniform to cadets.
- (2) Hand receipt all organizational clothing and individual equipment on a DA Form 3645-1. Maintain a clothing record for each cadet.
- (3) Provide, at no charge, initial alterations.
- (4) Exchange, at no cost, uniforms and equipment that become unserviceable due to fair wear and tear (normal use).
- (5) Collect, on behalf of the government, money from your parent/guardian to replace any property damaged, lost, or otherwise rendered unserviceable by the cadet due to neglect. The cost to replace damaged, destroyed, or lost property will be at the prevailing government supply rate. In all cases, the title of the property remains with the government.

(6) Conduct a 100% inventory as directed by DOL, Ft. Knox.

b. Cadet.

(1) Sign a hand receipt or clothing record for all items issued.

(2) Safeguard, maintain, and respect all property issued to you. Uniforms will be kept clean and pressed at all times.

(3) Reimburse the government, immediately, for all property lost, damaged, or destroyed due to neglect, at the prevailing supply rate.

(4) Use JROTC equipment only for JROTC sanctioned activities.

(5) Make no unauthorized alterations to the clothing/equipment. Do not remove size labels from clothing.

(6) Make minor repairs that include replacing buttons and mending seams. Replacement buttons will be provided by the JROTC Department.

(7) Turn-in all clothing and equipment when requested, clean and serviceable.

(8) Do not loan any part of your uniform to anyone for any reason.

C-3 OPERATIONS.

a. General. The supply room will generally be operational from 0745-1530 hrs. Mon-Fri and at other times as directed by the AI. Issues, re-issues, and turn-ins will be scheduled by the cadet in coordination with the AI or the cadet BN S-4. Cadets are not authorized in the supply rooms unless accompanied by the SAI, AI, or BN S-4.

b. Issue. At the beginning of the school year, your parents must sign an agreement of legal responsibility that states that they will be responsible for the items of government property issued to you. Once this statement has been signed and returned to the Department, you will be issued your clothing and equipment. All issues will be recorded on a clothing record that you will sign acknowledging receipt of the items. **No issues will be made on uniform day.**

c. Re-issue. If you lose any of your issue items, immediately notify the military property custodian. He will issue you a like item once you have paid the cost of the replacement item. Do not wait until the day you need the item to ask the military property custodian for a re-issue. **No re-issues will be made on uniform day.**

d. Turn-in. When a cadet leaves the program, i.e., transfers to another school, drops the program, or graduates, all clothing and equipment will be turned-in immediately. No one else is authorized to turn-in your equipment for you. The

turn-in schedule at the end of the school year will be published a minimum of 30 days prior to turn-in by memorandum and two weeks out on the training schedule. Do not wait until the day before your scheduled turn-in to inventory and clean your uniform. Turn-in is a timely process, so be prepared with all your items in order to expedite processing. The uniform will be turned-into JROTC supply like it was issued to you --dry cleaned (ensure the laundry ticket is attached to the uniform on turn-in). On the turn-in date, once all your property is cleared, you will sign your clothing record which will release you from liability for the property. Failure to turn-in your clothing & equipment will result in the denial of any favorable personal action on your part by the department and school, i.e., withholding of transcripts, etc.

SECURITY

- C-4 GENERAL. Security of government and school property is a shared responsibility of all personnel who are entrusted with their use. Security of clothing, weapons, and other individual equipment items is accomplished through physical security, hand receipts, and periodic inventories.
- C-5 KEY CONTROL. Keys are controlled by the school administrators. Master keys to all rooms in the JROTC Department are maintained by the SAI, AI, and school principal. The custodial staff is issued keys to the front and rear doors to the department; SAI office; AI office; classroom; and Cadet headquarters. They have no access to the supply rooms.
- C-6 SUPPLY ROOMS. A minimum of three locks deny unauthorized access to all supply rooms. Cadets are not authorized in the supply rooms unless accompanied by the SAI, AI, or cadet BN S-4. An access list is posted on each room door. Semi-annual inventories are conducted as directed by DOL, Ft. Knox. In addition, periodic line item inventories are conducted by the cadet BN S-4.
- C-7 WEAPONS AND AMMUNITION. Forty-five dummy drill rifles and 15 pellet rifles are stored in the JROTC Department. No ammunition other than pellets is maintained in the department. A serial numbered inventory of weapons will be conducted monthly. Weapons issue is controlled by the SAI or AI. A forty-seven minute class period does not allow time for issue by weapons card or individual signature. The instructor issues one weapon per student, provides direct supervision of the weapons during the class period, then personally counts the weapons back into the supply room at the end of the class period.

ANNEX D

ORDERS FORMAT

D-1 GENERAL. Cadet orders will be prepared using the JUMS format.

(Heading)

HQ, PANTHER BATTALION
ARMY JROTC
LINCOLN COUNTY HIGH SCHOOL
81 LINCOLN PANTHER WAY
HAMLIN, WV 25523

ORDERS # _____

DATE:

D-2 PROMOTION.

The following cadet(s) are promoted to the rank and position in the unit indicated:

JOHNSON, William	C/ILT	XO	Co B
MARKS, Sally	C/SSG	SQD LDR	1/2/A

D-3 REDUCTION.

The following cadet(s) are reduced to the rank indicated for the following reasons:

JONES, Stephen	C/PFC	Co A	Cutting class
SILLS, Beverly	C/PVT	Co B	Insubordination

D-4 APPOINTMENT AND RELIEF OF DUTIES.

- Appointment: C/SFC HARDCORE, Betty, Co B, is appointed as platoon sergeant, 1/B.

- Relief: C/SSG WOODSON, Rock, Co B, is relieved from duties as platoon sergeant 1/B.

D-5 ANNOUNCEMENT OF AWARDS.

The following cadets are awarded the Parade Ribbon (N-4-1):

KIMBLE, Strackman	3rd Award	Co A
SMITH, Leslie	1st Award	Co A
KELLY, Anthony	4th Award	Co B

D-6 AMENDMENT OF AN ORDER.

Order # 29-00, dtd 5 Feb 00, pertaining to the third award of the Parade Ribbon to C/SSG CONNOLLY, James, Co A, is amended to read second award.

D-7 CONTINUATION OF AN ORDER.

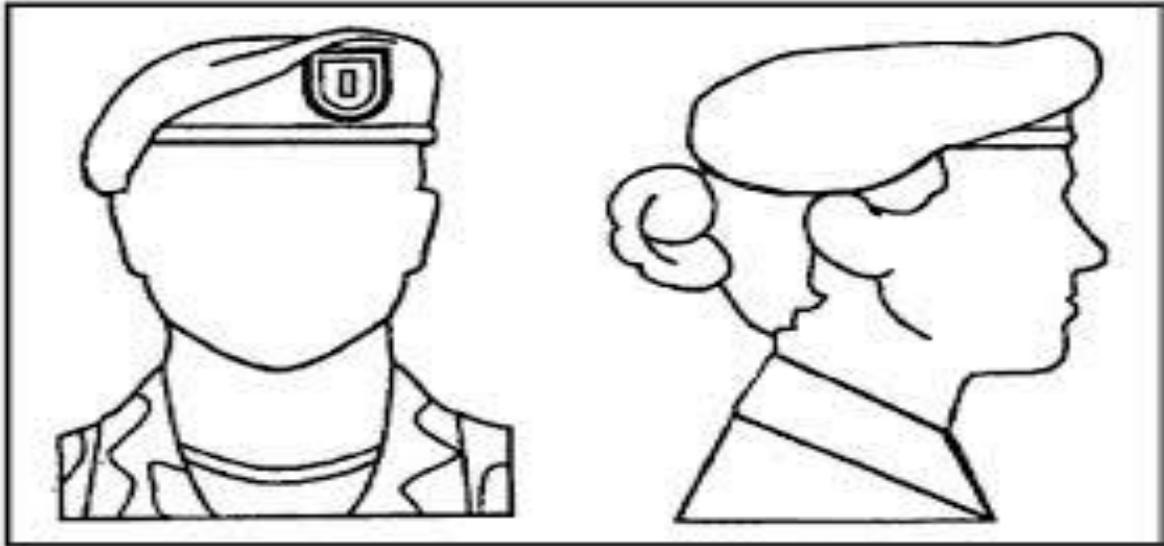
On subsequent pages, type the following header data on the eighth line:
 ORDERS# DATE:

Continue order on the and line below the header

D-8 SIGNATURE BLOCK. Prepare orders for the signature of the Adjutant (SI).
 Type the signature block on 5th line below the last sentence of the order.
 Example:

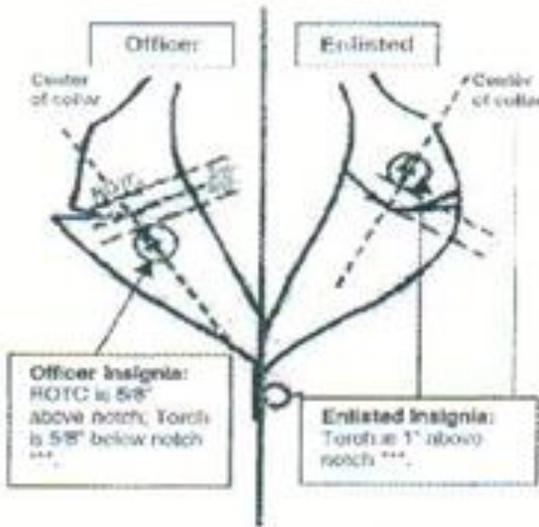
SHANNON HOUDEK
 C/2LT, JROTC
 Adjutant

ANNEX E
DIAGRAMS (UNIFORMS, INSIGNIA, AND ACCESSORIES)

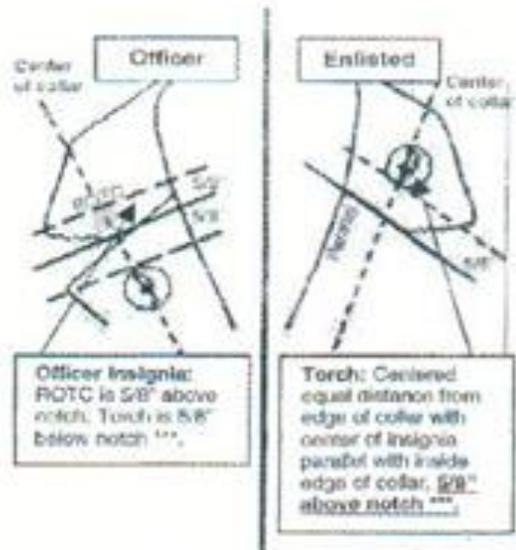


INSIGNIA OF GRADE

MALE

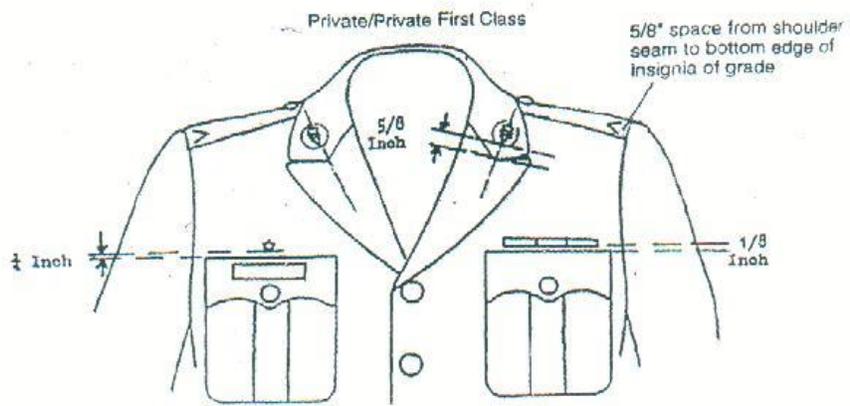


FEMALE

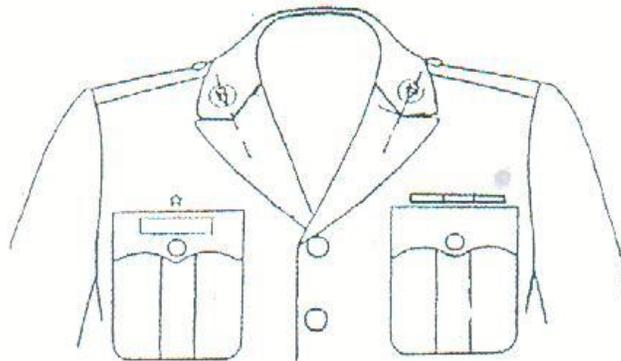


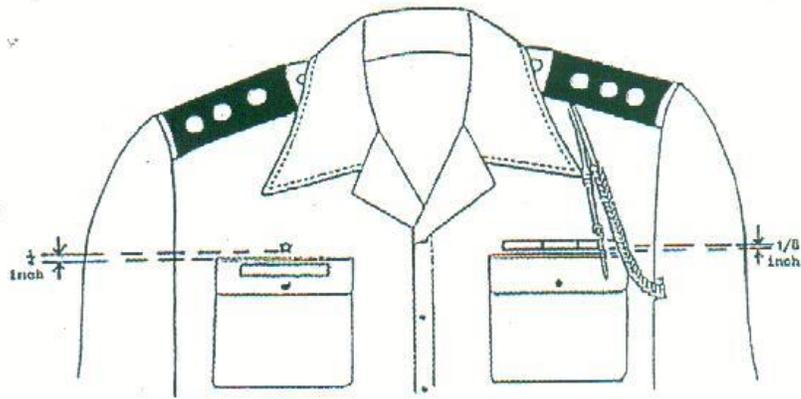
Shoulder Cords: (not shown). School cord on right shoulder only. No more than 2 cords

COAT OF MALE CADETS OTHER THAN OFFICERS AND NCOs

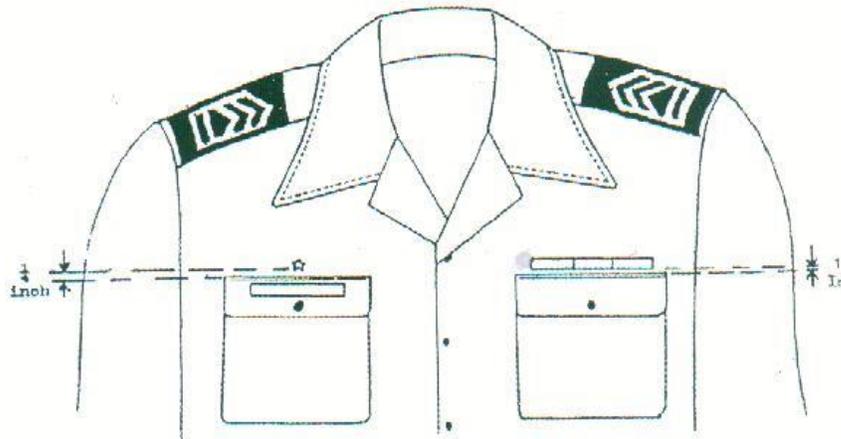


BASIC CADET





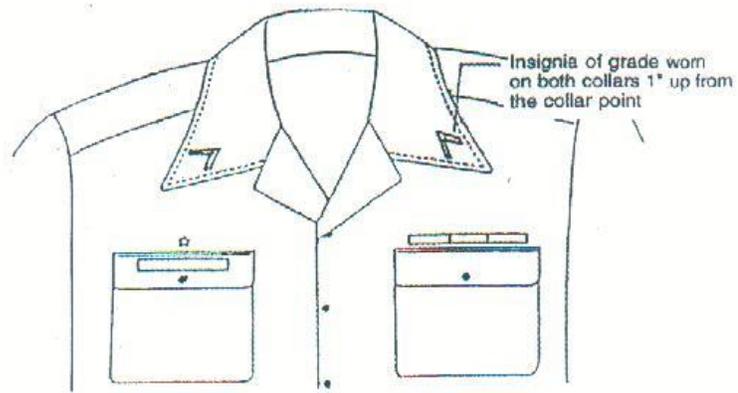
MALE
CADET OFFICERS SHIRT
(When worn as an outer garment)



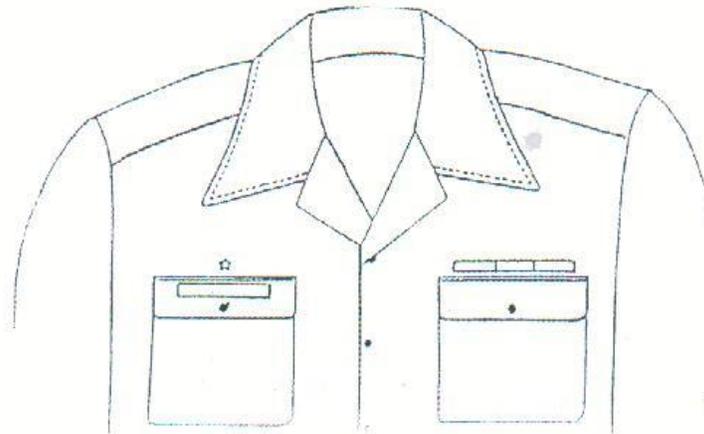
CADET NCO SHIRT
(When worn as an outer garment)

**SHIRT OF MALE CADETS OTHER THAN OFFICERS AND NCOS
(When worn as an outer garment)**

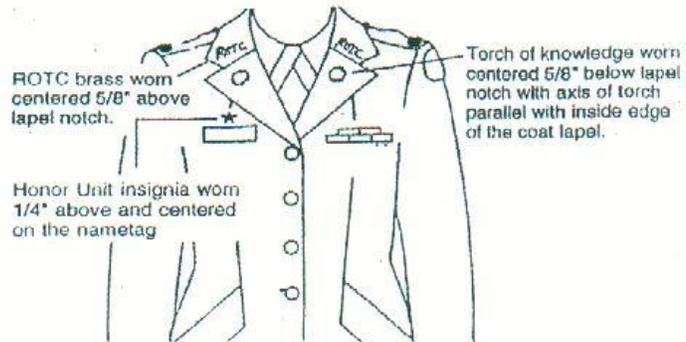
Private/Private First Class



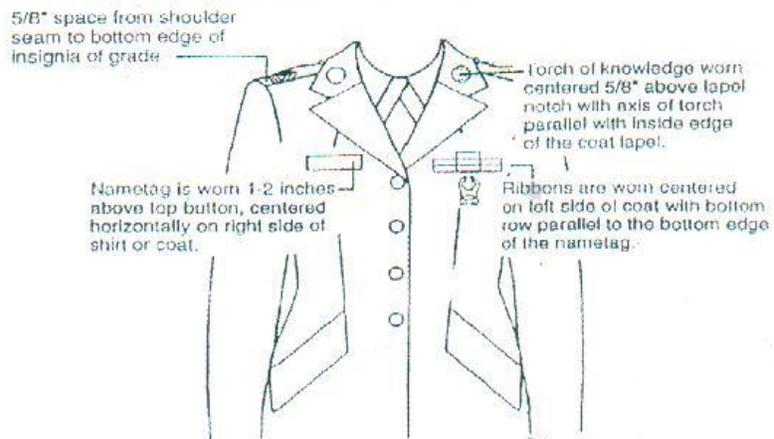
Basic Cadet



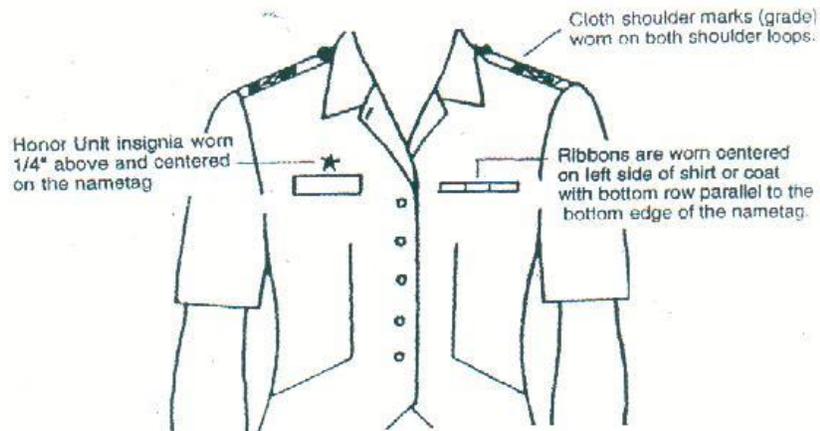
CADET FEMALE OFFICER'S COAT



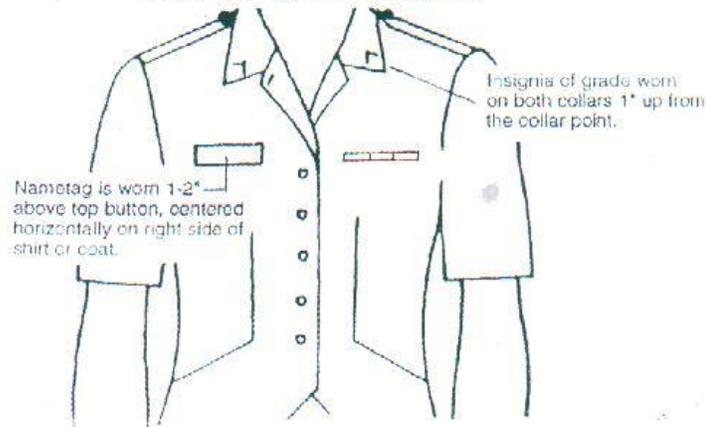
CADET FEMALE NCO'S COAT



CADET FEMALE OFFICER'S OR NCO'S SHIRT
(When worn as an outer garment)



CADET FEMALE PRIVATE/PRIVATE FIRST CLASS SHIRT
(When worn as an outer garment)



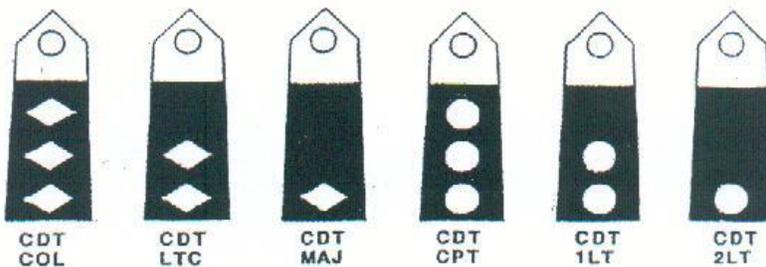
ACU UNIFORM



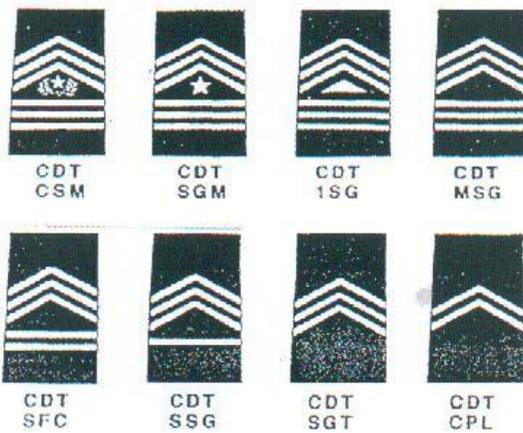
INSIGNIA OF GRADE

(shoulder marks only worn on uniform shirt shoulder loops)

Officers



Noncommissioned Officers



ANNEX F

PUBLIC AFFAIRS AND RECRUITING

PUBLIC AFFAIRS

- F-1 GENERAL. To describe the “Panther Battalion” plan for keeping the student body, cadet parents, and community informed about accomplishments of the Corps-of-Cadets.
- F-2 ADVERTISING THE PROGRAM.
- a. The military staff and the individual members of the Corps-of-Cadets share the responsibility for publicizing the program. At every opportunity, cadre and cadets should aggressively advertise the benefits of the program, key battalion activities, and accomplishments of the Corps as well as those of individual cadets. Advertising can be word-of-mouth; bringing students to visit the JROTC Department and meet the military staff; inviting students to JROTC activities; distributing printed JROTC publicity items to prospects; and by carrying yourself proudly, in uniform and out, as a member of the Corps.
 - b. The military staff will seize every opportunity to give presentations to local civic organizations about the merits of the program.
 - c. The annual significant events schedule will be used as a focal point for the media effort. Two weeks prior to any major event, the S-5 in coordination with the SAI, will contact the local media and request they provide press coverage of the event. A one page press release will be faxed to the media organization contacted. After the event, photos will be offered to the media to augment any article. The Lincoln Journal and Herald Dispatch are the key local papers.
 - d. The S-5 and cadet members of the LCHS Yearbook Staff will ensure adequate coverage is provided the JROTC Department. Ensure JROTC provides timely input for publication. As a minimum, provide action photos of cadet activities and a write-up that captures the year in review for the Corps-of-Cadets.
 - e. The S-5 will take photos of cadet activities during the year and will build a photo album/scrapbook that captures highlights of the entire school year. Providing film, film processing, and the scrap book are responsibilities of the military staff.
 - f. The S-1 will ensure the department bulletin boards are kept current. The S-5 will ensure that JROTC information on school bulletin boards is eye catching and current.

g. The S-5 will ensure JROTC recruiting and publicity items are available at the high school and middle school guidance offices.

h. The color guard, drill team, and honor guard will support high school, middle school, and community programs as requested.

RECRUITING

F-3 GENERAL. To describe the “Panther Battalion” plan for recruiting quality students to sustain the viability of the Corps-of-Cadets.

F-4 RECRUITING FOR THE PROGRAM.

a. The military staff and the individual members of the Corps-of-Cadets all function as recruiters for the program. Keep in mind that the emphasis is on quality not quantity when it comes to recruiting new members for the Corps. Bring into the program the kind of person you would like in your squad, as your leader, as your subordinate. Cadets are encouraged to bring prospects to meet the military staff and tour the JROTC Department.

b. The military staff will maintain a close working relationship with the administrators, counselors, and faculty in order to identify quality prospects for the Corps.

c. In May of each year, prior to the 8th grade class making their 9th grade course selections, we will conduct an assembly at the middle school to advertise and recruit potential cadets. The military staff will coordinate this event that will be supported by the color guard, drill team, and selected members of the Corps. Prior to the event we will distribute a fact sheet and available recruiting and publicity items to all 8th graders through the middle school administration. As required, mailing labels will be obtained from the middle school, and a letter sent to 8th grade parents that advertise the program.

d. As an incentive, a cadet who brings another student into the program who remains with the program a minimum of the first semester will receive the Recruiting Ribbon.

e. The color guard, drill team, and honor guard will support high school, middle school, and community programs as requested.

ANNEX G

COLOR/HONOR GUARD STANDING OPERATING PROCEDURES (SOP)

- G-1 GENERAL. The purpose of this SOP is to set standards and qualifications for membership in the Color/Honor Guard and to establish criteria for awards. Members of the Color Guard also constitute the Honor Guard.
- G-2 GUARD COMPOSITION. The size of the Color Guard will be determined by the number of flags carried and/or availability of personnel. The Honor Guard will be sized based on the individual activity being supported. Key Color Guard positions follow:
- a. Color Guard/Honor Guard Commander. The commander will normally be a LET-2 or LET-3 who has had at least one year of experience on the Color Guard/Honor Guard. The commander will:
- (1) Supervise the guard at all times.
 - (2) Be the primary trainer for the guard; must be an expert in all facets of FM 22-5 (Drill and Ceremonies).
 - (3) Recommend to the SAI guard personnel duty appointments and those eligible for awards.
 - (4) Coordinate the details of guard commitments with the requesting agency and brief the SAI on the concept.
 - (5) Ensure guard members meet and sustain the highest standards of military bearing and appearance.
- b. Color/Honor Guard Platoon Sergeant (PSG). The PSG is a LET-2 or LET-3 who is capable of assuming the duties of the commander. The PSG will:
- (1) Manage all guard administration to include taking roll; keeping individual point totals; preparing administration and faculty notification of early release of guard members who are on a commitment; and preparing recommendations for awards.
 - (2) Assist in the supervision and training of the guard.
 - (3) Oversee the issue, accountability, maintenance, and security of weapons and equipment.
 - (4) Provide the AI a list of color guard and/or honor guard personnel two-weeks prior to any commitment.

G-3 PROCEDURES.

a. Practice. Practice will be conducted from 1600-1800 hours Tuesdays and Thursdays. The following procedures apply:

- (1) The platoon will fall in at 1600 for roll call.
- (2) Weapons and equipment are issued and secured.
- (3) Team conducts training.
- (4) At the completion of practice, weapons and equipment will be accounted for, maintained, and secured. The team dismissed (members will leave the school building and grounds immediately).

b. Uniform. The Color/Honor Guard will be issued the Class “A” and ACU uniforms. The guard will wear the Class “A” uniform for all activities unless specified otherwise by the SAI.

G-4 MERIT SYSTEM.

a. After school practice - 5 Merits. (If a member is late or leaves early, he or she will receive one Demerit).

b. Parade - 5 Merits.

c. Color /Honor Guard details (games, civil ceremonies, etc.) -5 Merits.

d. Attending Drill Meets -10 Merits. Additional points will be awarded in addition to the 10 points for attendance if a team earns a 1st through 5th place. The additional points that may be awarded are:

1st place:	5 Merits
2nd place:	4 Merits
3rd -5th place:	3 Merit.

G-5 SUSPENSION AND TERMINATION. Color/Honor Guard members may be suspended upon the recommendation of their commander and approval of the SAI. Upon suspension, the member must return the shoulder cord to the AI immediately. Upon suspension he or she will no longer be authorized to remain for practice unless prior approval is given by the SAI. Some reasons for suspension are:

a. Failure to attend practices, competitions, or commitments.

b. Failure to achieve color/honor guard standards of proficiency.

- c. Failure to maintain high standards of military bearing and appearance.
- d. Violation of the Honor Code.
- e. Failure to maintain a C in JROTC and passing grades in other academic subjects.
- f. Failure to comply with orders of the guard commander.
- g. Failure to report for a scheduled commitment. The only excuse for not reporting for a commitment is an emergency, i.e., accident, illness, or death of a family member. If you will miss a commitment, you must notify the commander or SAI as soon as possible so that a replacement can be named.

G-6 LETTERING. Color/Honor Guard members may be eligible for lettering after meeting the four pre-requisites listed below. Assuming all are met, the cadet will receive a cloth letter along with a pin for their exceptional commitment to the team at the annual Cadet Ball. Pre-requisites are as follows:

- a. The cadet in question MUST maintain at least a two point five (2.5) Grade Point Average (GPA) in all subject.
- b. The cadet MUST have been a member of the team for the entire year.
- c. The cadet MUST NOT miss more than one tenth (10%) of the practices held for that team during its duration/season.
- d. The cadet MUST NOT miss any competitions. Exceptions are given in the case of extreme hospitalization or the death of a family member.

ANNEX H

DRILL TEAM STANDING OPERATING PROCEDURES (SOP)

- H-1 GENERAL. The purpose of this SOP is to set standards and qualifications for membership in the Drill Team and to establish criteria for awards.
- H-2 TEAM COMPOSITION. The drill team will normally consist of 35 cadets. Key team positions include:
- a. Drill Team Commander (Cdr). The commander will normally be a LET-2 or LET-3 cadet with the drive and expertise to lead the team. The Cdr will:
 - (1) Supervise the team at all times.
 - (2) Follow new routines and train the team in their execution.
 - (3) Insure entry packets for meets are completed thoroughly and submitted on time.
 - (4) Recommend to the SAI team member duty appointments and those eligible for awards.
 - b. Drill Team Executive Officer (XO). The XO is normally a LET-2 or LET-3 cadet who is capable of assuming the duties of the commander. The XO will:
 - (1) Manage team administration.
 - (2) Advise the Cdr on suspensions, appointments, awards, and position changes of team members.
 - c. Drill Team First Sergeant (1SG). The 1SG is normally a LET-2 or LET-3 cadet. The 1SG will:

- (1) Keep the roll book and manage the team point system.
- (2) In conjunction with the XO prepares a list of members eligible for awards.
- (3) Sets the standard for military bearing and appearance.

d. Squad Leaders (SQD LDR's). SQD LDR's are normally a LET-2. They will:

- (1) Insure their members know all drill routines (regulation and exhibition drill) and that they are kept informed on team activities, i.e., practices, meets, commitments, etc.
- (2) Lead by example and insure their members meet the highest standards of military bearing and appearance.

H-3 PROCEDURES.

a. Practice. Practice will be conducted from 1600 - 1800 hours Tuesdays and Thursdays. The following procedures apply:

- (1) The team will fall in at 1600 for roll call.
- (2) Weapons will be issued as required.
- (3) Team conducts training (regulation then competition drill routines).
- (4) At the completion of practice, weapons and equipment will be accounted for, maintained, and secured. The team dismissed (members will leave the school building and grounds immediately).

b. Uniform. Team members will be issued the Class "A" and ACU uniform. The Drill Team will normally wear the Class "A" uniform with beret, scarf, pistol belt, and white gloves for all activities unless specified otherwise by the SAI.

H-4 MERIT SYSTEM.

a. After school practice - 5 Merits. (If member is late or leaves early, he or she will receive 1 demerit).

b. Parade - 5 Merits.

c. Drill Team demonstrations (home games, civil ceremonies, etc.) 5 Merits.

d. Attending Drill Meets 10 points. Additional points will be awarded in addition to the 10 points for attendance if a team earns a 1st through 5th place. The additional points that may be awarded are:

1st place:	5 Merits.
2nd place:	4 Merits.
3rd -5th place:	3 Merits.

e. Drill Meet Support -5 Merits.

H-5 AWARDS: The following are awards that are possible to be earned by cadets who participate in this team. Each must be earned each subsequent year of participation with the exception of the ribbon which is a permanent award once a cadet has met the criteria.

a. The blue beret is authorized to be worn by team members who earn 50 Merits and compete in one competition. It must be surrendered upon termination from team membership.

b. The Drill Team Shoulder Cord is authorized to be worn after earning 50 Merits and participating in one meet. The cord can only be worn by active members. This means that those who leave the team must surrender it.

c. The Drill Team Ribbon is awarded to members who participate on the team for the entire year, miss no meets, and no more than three practices.

H-6 SUSPENSION AND TERMINATION. Drill Team members may be suspended upon the recommendation of the commander and approval of the SAI. Upon suspension, the member must return the shoulder cord to the AI immediately. Cadets suspended will no longer be authorized to remain for practice unless prior approval is given by the SAI. Suspended cadets are not authorized to the beret. Some reasons for suspension are:

a. Failure to attend practices, competitions, or commitments.

b. Lack of proficiency in drill routines.

c. Failure to maintain high standards of military bearing and appearance.

d. Violation of the Honor Code.

e. Failure to maintain a C in JROTC and passing grades in other academic

courses.

f. Failure to comply with orders of the drill team commander.

g. Failure to report for a scheduled commitment. The only excuse for not reporting for a commitment is an emergency, i.e., accident, illness, or death of a family member. If you will miss a commitment, you must notify the commander or SAI as soon as possible so that a replacement can be named.

H-7 LETTERING. Drill Team members may be eligible for lettering after meeting the four pre-requisites listed below. Assuming all are met, the cadet will receive a cloth letter along with a pin for their exceptional commitment to the team at the annual Cadet Ball. Pre-requisites are as follows:

- a. The cadet in question MUST maintain at least a two point five (2.5) Grade Point Average (GPA) in all subjects.
- b. The cadet MUST have been a member of the team for the entire year.
- c. The cadet MUST NOT miss more than one tenth (10%) of the practices held for that team during its duration/season.
- d. The cadet MUST NOT miss any competitions. Exceptions are given in the case of extreme hospitalization or the death of a family member.

ANNEX I

RIFLE TEAM STANDING OPERATING PROCEDURES (SOP)

I-1 GENERAL. To establish standards for the “Panther Battalion” Rifle Team.

I-2 TEAM COMPOSITION. Two five person rifle teams (4 primary & 1 alternate) will be fielded. Key team positions include:

a. Rifle Team Commander (Cdr). The Cdr will normally be a cadet who has fired on the team previously and who has the leadership ability to direct the team’s activities. The Cdr will:

- (1) Supervise the team at all practices and matches.
- (2) Plan practice sessions for the team.
- (3) Plan matches and arrange dates for matches.

(4) Advise the coach on the composition of the “A” & “B” teams.

(5) Advise the coach on personnel assignments, recommendations for award, and suspension of shooters for lack of proficiency, discipline, motivation, or grades.

b. Team Members. Members will earn their way on a team based on marksmanship ability (must qualify as a Marksman during record fire), attitude, and attendance at practices/matches. Members will:

(1) Maintain a C average in JROTC and be passing all other academic subjects.

(2) Maintain and safeguard weapons and team equipment issued to them.

(3) Maintain the highest standards of military bearing and appearance at all times so as to reflect admirably on them, the Corps, the team, and the school.

(4) Perform duties as assigned by the team commander.

(5) Must be able to pass the Written Air Rifle Safety and Range Management Exam with 100%.

(6) Must Review and Affirm the JROTC Safety Pledge.

I-3 PROCEDURES.

a. Uniforms. Team members will wear ACU or cadet physical fitness uniform when participating in matches.

b. Practices. Practices will normally be conducted on Tuesday and Thursday from 1600-1800 hrs. Practice sessions will include range set-up and take-down; issue of weapons; dry fire, position work, and firing; scoring targets; and maintenance, cleaning, and turn-in of weapons. Breaks will be determined by the coach. No shooter will leave the JROTC area without permission of the coach. The commander will personally dismiss the team after he and the coach determine that all equipment is accounted for, cleaned, and secured. Once dismissed, all cadets will vacate the school premises immediately.

c. Matches. On match days, the rifle team (s) will:

(1) Report to the JROTC Department at the specified time. Members who are late will be left behind.

(2) Load equipment in vehicles and depart on time.

- (3) Bring sufficient money for meals.
- (4) Have permission slips turned-in to the coach prior to departure.
- (5) Clean rifles and equipment upon returning from the match.

I-4 AWARDS.

- a. Rifle Team Shoulder Cord. Is awarded to team members after earning 50 merits and participate in one meet (competition).
- b. Rifle Team Ribbon. This ribbon is awarded to members who participate on the team for the entire season. They also must qualify as a Marksman, participate in all matches, and miss no more than three practices. (With the concurrence of the coach, the manager may be awarded the Rifle Team Ribbon).
- c. Army Small Bore Rifle Qualification Badge. The Army Expert, Sharpshooter, or Marksman Small Bore Rifle Qualification Badge is awarded to members who achieve the following qualifying score:

<u>Badge</u>	<u>Score</u>
Expert:	200+
Sharpshooter:	175+
Marksman:	150+

I-5 SUSPENSION AND TERMINATION. A team member may be suspended or terminated from the team upon recommendation from the team captain and approval of the coach. Upon suspension or termination from the team, the member must turn-in the shoulder cord (if issued), ACU's, boots, and any other team items to the coach immediately. Cadets suspended will no longer be authorized to remain for practice unless prior approval is given by the AI.

Some reasons for suspension or termination include:

- a. Repeated failure to attend practice or matches. A total of three unexcused absences from practice or one unexcused absence from a match is grounds for termination.
- b. Failure to maintain a C average in JROTC and passing grades in other academic courses.
- c. Any violation of the Honor Code.
- d. Failure to maintain the highest standards of military bearing and appearance.
- e. Failure to comply with orders of the team commander or range safety

personnel.

f. Engaging in horseplay or any other violation of the range safety rules that threatens the safety of others.

H-7 LETTERING. Rifle Team members may be eligible for lettering after meeting the four pre-requisites. Assuming all are met, the cadet will receive a cloth letter along with a pin for their exceptional commitment to the team at the annual Cadet Ball. Pre-requisites are as follows:

- a. The cadet in question MUST maintain at least a two point five (2.5) Grade Point Average (GPA) in all subjects.
- b. The cadet MUST have been a member of the team for the entire year.
- c. The cadet MUST NOT miss more than one tenth (10%) of the practices held for that team during its duration/season.
- d. The cadet MUST NOT miss any competitions. Exceptions are given in the case of extreme hospitalization or the death of a family member.

Merit and Demerit System

* Cadets will be awarded merits for outstanding performance, appearance, behavior, and time spent on special projects and events. Cadets whose performance or behavior does not meet the basic standard of the unit will be assessed demerits. Merits and demerits will be recorded on cadets' permanent record and will serve as an indicator of discipline and performance.

* Cadets will be chosen for Junior Cadet Leadership Camp (JCLC) based on total merits for the school year.

* Team captains are responsible for submitting their cadets' merits/demerits on Thursday each week to the SAI. Company commanders are responsible for submitting all other merits/demerits at staff meetings.

* All merit/demerit forms must be filled out properly with all initials or signatures. The Battalion S1 will ensure that all merits are updated in JUMS prior to each staff meeting and will provide a copy of the merit standings to each Company Commander during the staff meeting. Company commander will post the merit list in their company areas.

Merits		Demerits	
Competition Support	10	Missed staff meeting (unexcused)	5
Cadet of the Month	5	Missed practice (unexcused)	5
Outstanding Appearance	3	In school suspension	5
Good Conduct	5	Out of school suspension	10
Staff Meeting	5	Detention	5
Team Competitions	10		

Car Wash, Concessions	5	Tardy for class	3
Adopt-a-Highway	10	Failure to bring books to class	3
Parades	10	Eating or chewing gum in class	3
Post colors at games	5	Change out of uniform	10
Field clean up	5	Moving/talking in ranks	3
Mud river rifle range	20	Dirty Uniform	5
Support		Missing uniform parts	5
Team practice	5	Failure to wear P.T. uniform	5
Fundraisers:		False statement, lying	
\$25.00	5	Cheating, Stealing, etc.	10
\$50.00	10	Disrespect/Insubordination	5
\$75.00	15	Leaving practice early unexcused	3
\$100.00	20		
\$125.00+	25		