

AFJROTC GR-081st
Cadet Guide
Part 1
SY 2012-2013



**Kaiserslautern High School
Kaiserslautern Germany**



**DEPARTMENT OF DEFENSE
DEPENDENTS SCHOOLS
KAISERSLAUTERN HIGH SCHOOL
UNIT 3240, BOX 440
APO AE 09021**



FORWARD

Congratulations on your decision to enroll in the AFJROTC program.

The Germany-081st (GR-081) Air Force Junior Reserve Officer Training Corps (AFJROTC) was established at Kaiserslautern High School in the Fall of 1972 by agreement between the Kaiserslautern School District and Headquarters, United States Air Force JROTC.

The Senior Aerospace Science Instructor (SASI) is a retired U.S. Air Force officer and the Aerospace Science Instructor (ASI) is a retired U.S. Air Force noncommissioned officer. These instructors have extensive professional military education and training, as well as, many years experience teaching and training others.

*The AFJROTC curriculum includes aerospace science, leadership instruction training and Wellness Program (PT). Cadet officers and noncommissioned officers learn leadership and management skills by organizing and directing the GR-081st AFJROTC Group. Our mission is simply developing citizens of character dedicated to serving the nation and community. **Enrollment in the corps in no way obligates the cadet for military service.***

The Aerospace Science Instructors and cadets of the GR-081st AFJROTC Group at Kaiserslautern High School prepared this cadet guide for your use. It is not a regulation although it refers to Air Force regulations and gives guidance in areas not practically regulated. This guide may also be informative to principals, counselors, teachers and parents.

The standards in this guide support the leadership and personal development objectives of the AFJROTC program and if taken in the spirit, in which they are intended, will provide the foundation for a pleasant and profitable educational experience. It contains policy guidance, requirements and rules of conduct for you, an AFJROTC cadet at Kaiserslautern High School. I recommend you study this guide thoroughly. You will be held responsible for its contents during daily activities and on examinations.

We wish you success and personal satisfaction as a member of the Kaiserslautern High School GR-081st Group.

//Signed//

Senior Instructor, Col, USAF (Retired)
Senior Aerospace Science Instructor

//Signed//

Instructor, MSgt, USAF, (Retired)
Aerospace Science Instructor

Preface

This Cadet Guide has been prepared to establish a high standard of performance for the Kaiserslautern High School GR-081st AFJROTC Group. This standard will allow the entire Cadet Group to work together towards a common goal proficiency that will earn pride in achievement and make our unit the best in DoDDs and Europe.

This Cadet Guide will be used as a reference for specific details to maintain a high standard of performance. **FOR EXAMPLE:** proper wear of the uniform, placement of insignia, classroom conduct, honor code, etc.

We believe that most cadets will voluntarily work for the betterment of the group if they are aware of the goals and mission of the unit. You, as a cadet, are responsible for obtaining a thorough understanding of the contents of this cadet guide. Only then can you maximize your experience and participation in the AFJROTC program and apply these standards to the benefit of yourself and GR-081st.

Remember, effective **LEADERSHIP** starts with responsible **FOLLOWERSHIP**.

“BEFORE YOU CAN LEARN TO LEAD, YOU MUST LEARN TO FOLLOW!”

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Chapter One

Introduction

I. Scope

This guide is designed to provide a general overview of the Kaiserslautern High School Air Force Junior ROTC program. As a “guide,” it cannot cover every conceivable situation; it must be interpreted using common sense and good judgment. Assistance in the proper interpretation of information included herein may be obtained from a senior cadet or Aerospace Science Instructor. In any case, do not seek unqualified opinions or rely upon rumor.

This document is not a regulation or directive, although it does refer to Air Force Instructions and gives guidance in areas not particularly regulated. Should a difference between this guide and any Air Force Instruction or Kaiserslautern High School policy exist, the instruction and/or school district policy will take precedence.

II. Basic Concepts

JROTC is not a basic military training course and no military service obligation is incurred by enrollment or participation in any of its programs.

Carefully screened, qualified, retired Air Force personnel guide the cadets through the program. Each participating school is authorized at least one commissioned officer as the Senior Aerospace Science Instructor (SASI) and one noncommissioned officer (NCO) as an Aerospace Science Instructor (ASI).

The JROTC curriculum has three focal points: Aerospace Science, Leadership Education, and Wellness (Fitness).

The Aerospace Science curriculum focuses on the historical, scientific and technical aspects of aerospace power. It constitutes the core of the JROTC program.

Leadership Education provides experiences to develop discipline, responsibility, communications skills, and citizenship. Cadets learn leadership fundamentals to prepare them for leadership responsibilities within the cadet corps, Kaiserslautern High School, the local community, and future endeavors. Leadership education includes wearing the cadet uniform, engaging in Air Force customs and courtesies, participating in drill and ceremonies, giving and receiving instructions, and becoming leaders and members of an organization.

III. Corps History

The JROTC program, as it is known today, began in 1911 in Cheyenne, Wyoming. Army Lieutenant Edgar R. Steevers, who was assigned as an inspector-instructor of the organized military of Wyoming, originated the idea of a non-compulsory, high school cadet corps aimed at making better citizens, as opposed to soldiers. The National Defense Act of 1916 originally authorized JROTC. The ROTC Vitalization Act (Public Law 88-647) of 1964 directed the Secretaries of each military service to establish and maintain JROTC units at public and private secondary schools, with eligibility according to regulations established by each Secretary. Air Force Junior ROTC actually began in 1966 with 20 units.

General Colin Powell, the former Chairman Joint Chiefs of Staff, advocated expansion of the Junior ROTC programs. In August 1992, then President George H.W. Bush announced the expansion, and in late October, Congress passed a public law to increase the number of Junior ROTC units. The Air Force is now authorized over 900 units throughout the United States and overseas. Currently, there are over 850 active Junior ROTC units with over 100,000 cadets enrolled.

IV. Air Force JROTC Emblem



Significance

- Blue and yellow are the Air Force JROTC Colors.
- Blue alludes to the sky, the primary theater of Air Force operations.
- Yellow refers to the sun and the excellence required of Air Force JROTC personnel.
- The winged Torch of Knowledge symbolizes education and understanding of the JROTC organization and operation.
- The “thunderhead” cloud represents potential power.
- Four lightning bolts signify that reserve power is a force capable of defending the nation in time of national emergency.
- The two crossed olive branches symbolize the potential of the Air Force JROTC graduate as a proficient leader and worthy citizen.

Chapter Two

Mission and Objectives

I. Mission of Air Force JROTC

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

II. Goals of Air Force JROTC

The goals of the program are to instill values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment in high school students.

III. Objectives of Air Force JROTC

The objectives of AFJROTC are to educate and train high school cadets in citizenship, promote community service, instill responsibility, character, and self-discipline, while providing instruction in air and space fundamentals. Cadets will:

- Encourage a high degree of personal honor, responsibility, self-discipline, orderliness, and leadership
- Develop respect for constituted authority and an appreciation for the traditions of the Air Force
- Obtain an appreciation for patriotism and an understanding of the basic elements and requirements of national security
- Develop the ability to perform basic military skills of drill and ceremonies
- Develop habits of order and discipline using the military training model
- Be familiar with the aerospace age, doctrine, and career opportunities
- Be familiar with military customs and courtesies
- Adhere to the Cadet Code of Conduct and Honor Code
- Participate in community service activities

The AFJROTC program is grounded in the Air Force core values of integrity first, service before self, and excellence in all we do. The curriculum emphasizes the Air Force heritage and traditions, the development of flight, applied flight sciences, military aerospace policies, and space exploration.

IV. GR-081st Goals

Cadets will establish new cadet goals and publish them to wings each year.

V. GR-081st Instructional Objectives

- To promote pride in our nation and its honorable traditions and develop an understanding of the requirements of good citizenship
- To develop respect for and obedience to proper authority
- To establish an understanding and acceptance of military courtesies
- To provide an environment for experience and growth in the behaviors, disciplines, and technique of effective leadership
- To provide an understanding of the principles of the United States Policy for National Defense, including the history and structure of the military aerospace technology programs
- To provide an understanding of the principles and theory of flight in the air and space, propulsion, and instrumentation
- To promote good personal appearance including neat military grooming, cleanliness, and proper wear of the military uniform
- To promote qualities of honorable behavior, high ideals, self-confidence and responsibility for one's actions
- To promote a healthy lifestyle of nutrition, exercise and fitness.

VI. GR-081st Motto

“Enter to Learn, Leave to Lead.”

VII. Cadet Code

“We will not lie, cheat, or steal, nor tolerate among us those who do.”

VIII. Cadet Motto

What kind of cadets are you?

“Sir/Ma’am! We’re highly motivated, truly dedicated, roughest, toughest, GR-081st cadets, Sir/Ma’am!
True, True, Sir/Ma’am!”

Chapter Three

Admission, Disenrollment, Transfers, Completion

I. Admission

To be eligible for membership and continue in the AFJROTC program, each student must be:

- In a grade above the 8th grade but not have exceeded their fourth year in high school
- A citizen or national of the United States or an alien admitted for permanent residence
- Enrolled in and attending a regular course of instruction in the school, home schooled students may participate if approved by the Principal and SASI

II. Disenrollment

Disenrollment from AFJROTC is determined by the principal in coordination with the SASI. Disenrollment should be a last resort preceded by substantiated documentation and corrective counseling. A cadet may be disenrolled for:

- Failure to maintain acceptable standards
- Inaptitude or indifference to training
- Discipline reasons
- Failure to remain enrolled in school
- Individual request
- Any other reason deemed appropriate by the principal and the SASI

III. Transfers

Students transferring from Army, Navy, Marine Corps, Coast Guard, or other AFJROTC units are authorized full credit for training received. Transfer of rank held in another service program will be discussed later in this guide.

IV. Completion

Passing grades in each credit-granting period of AFJROTC constitutes successful completion. Cadets may be awarded certificates even if they do not graduate from high school since the certificate is based only on AFJROTC performance. Cadets will be awarded a Certificate of Training proportional to the number of AFJROTC courses passed.

Chapter Four

Code of Ethics and Cheating

I. Code of Ethics

Cadets will:

- Show respect for our country and host nation
- Respect their parents/guardians, school officials and staff, teachers, and community leaders
- Refrain from any act or derogatory word(s) that would discredit themselves, family, school, or cadet corps
- Dedicate themselves to succeed in academics, athletics, extracurricular activities, and work
- Perform all assigned duties and meet all obligations in a timely manner
- Maintain self-respect, self-control, and good behavior
- Be honest and understand that honorable failure is better than success through unfair means
- Be proud of their uniform and commitment to AFJROTC
- Be an exemplary role model with high standards of conduct.
- Respect other cadets and follow the directions of senior cadet officers
- Place the good of the cadet corps ahead of personal gain

II. Cheating

Cheating is taking an unfair advantage of a situation or a classmate in order to obtain higher grades, better scholarship opportunities, cadet recognition awards, flight awards, or some other tangible gain. Cheating is usually, but not always, accomplished by using or copying from another person's work and often takes the form of some last moment actions done without thinking.

Cheating will not be tolerated in AFJROTC or in any other classes at Kaiserslautern High School.

Individuals who either passively (but knowingly) or purposely allow others to copy their work are just as guilty of cheating as the active cheater. They are willing

participants and have endorsed, by their actions, an act of dishonesty. They will be dealt with exactly the same as the active cheater.

Cadets who cheat and are caught identify themselves as people who cannot be trusted and are not able to maintain the standards of holding cadet rank/position. While cheating will be dealt with on an individual basis, these guidelines are intended to inform, in advance, all cadets of the seriousness with which such activities are viewed by the AFJROTC instructors.

Chapter Five

Conduct and Military Courtesy

I. General

Cadets are expected to observe proper military customs and courtesies at all times. Such behavior reflects credit upon themselves, their parents/guardians, the GR-081st, AFJROTC, Kaiserslautern High School, the United States Armed Forces, and our country.

II. Standards of Conduct

It is impossible to provide a complete set of rules that covers all situations. In general, cadets are expected to be honest, courteous, and respectful at all times. The below list of expected behavior is only a guide and not in any way all-inclusive.

- Hazing, any type of physical or mental abuse and punishment, is strictly prohibited and will not be tolerated.
- Harassment of other cadets will not be tolerated, whether it is sexual, racial, or religious in nature.
- Proper military courtesy is expected from cadets at all times when in uniform. This includes proper salutes and a respectful manner when dealing with cadets who are senior in command or an instructor.
- Insubordination or disrespect will not be tolerated.
- Cadets will not engage in horseplay such as hitting, slapping, sparring, or wrestling.
- Fighting will not be tolerated, in or out of uniform.
- While wearing the JROTC uniform, both on and off campus, close physical contact such as holding hands, cuddling, embracing, kissing, and any other public display of affection is strictly prohibited.
- Cadets will comply with the procedures set forth in this guide and the student handbook.

III. Classroom Procedures and Behavior

AFJROTC cadets are expected to obey all Kaiserslautern High School rules concerning class attendance and conduct. In addition, cadets will comply with the procedures contained herein while attending AFJROTC classes.

- When you walk into the AFJROTC classroom, you will assume your military bearing. Remember that you are walking into a disciplined environment. Scan the room for announcements, such as on a bulletin board or the white board, which may provide information important to you.
- Upon reaching your desk, place your books and other required classroom materials upon the desk. You may quietly converse with people nearby.
- Check and verify the uniform inspection task sheet on the bulletin board.

- Have all five required items on your desk: pen (black or blue ink), pencil, writing paper, work/text books, student planner, and any assignments that are due.
- Element leaders will check their elements for absentees and be ready to report the information when directed to do so by the Flight Sergeant.
- Upon hearing the tardy bell, assume the position of parade rest behind your desk.

The below listed actions will occur to begin the class.

<u>Cadet Position</u>	<u>Action Required</u>
Flight Sergeant	After the tardy bell, closes door, marches to the front of the class and commands “FLIGHT, ATTENTION (TENCH HUT)”
Flight Sergeant	After everyone is at attention gives the command for element leaders to report, “ELEMENT LEADERS, REPORT”
Element Leaders	Face the Flight Sergeant, salute, and while holding the salute, report on the status of the element, “SIR/MA’AM, FIRST ELEMENT ALL PRESENT SIR/MA’AM” or “SIR/MA’AM, CADETS ALEXANDER AND BIBBS ABSENT SIR/MA’AM”
Flight Sergeant	Return each elements salute as they report. When leaders are through reporting, face the flight commander and report on the status of the entire flight while saluting, “SIR/MA’AM, A FLIGHT ALL PRESENT SIR/MA’AM” or “SIR/MA’AM, CADETS ALEXANDER AND BIBBS ABSENT SIR/MA’AM”
Flight Commander	Return the Flight Sergeants salute. Then face the class and state:

“Face the Flag” and lead the Flight in the Pledge of Allegiance.

The GR 081st Motto “ENTER TO LEARN, LEAVE TO LEAD.”

(Class will repeat)

The Cadet Code “WE WILL NOT LIE, CHEAT, OR STEAL, AND NOR TOLERATE AMONG US THOSE WHO DO.”

(Class will repeat)

Then the Flight Commander will ask the Class:

“WHAT KIND OF CADETS ARE YOU”?

Class	“SIR/MA’AM WE ARE HIGHLY MOTIVATED, TRULY DEDICATED, ROUGHTEST, TOUGHEST, GR-081 st CADETS, SIR/MA’AM!
Flight Commander	Face the Instructor and report on the entire status of the flight while saluting, “SIR/MA’AM, A FLIGHT ALL PRESENT SIR/MA’AM” or “SIR/MA’AM, CADETS ALEXANDER AND BIBBS ABESNT SIR/MA’AM”
Instructor	Return Flight Commanders salute and issues appropriate instructions.

When the bell for dismissal rings, cadets will not get up from their seats until directed to do so. The instructor will advise the Flight Commander to take charge of the class and dismiss them. The Flight Sergeant will then call the flight to attention and the Flight commander will give the command to dismiss the class after stating the Flight Motto, the Air Force Motto “Do Something Amazing”, and giving any final instructions (i.e. don’t forget your homework). At that time, cadets may depart the classroom.

AFJROTC classes are built on good order and discipline, and the “Mutual Respect Training Model.” Cadets are expected to abide by the following rules at all times while in the room:

- Do not talk when an instructor or another student is talking. If you have something to say, hold up your hand and wait to be recognized.
- Sit up in your chair and remain alert. Do not put your head down on the desk or close your eyes to nap in class. If you can’t stay alert, request permission to move to the side or rear of the classroom and stand at parade rest.
- Use the restroom before coming to class. Bathroom passes are limited to true emergencies and will only be permitted if you sign out in your planner and the room sign out sheet, after receiving permission from the instructor.
- Do not sit on tables or other items of furniture not meant for that purpose.
- No loud talk or boisterous activity (horseplay) in the AFJROTC complex.
- No personal items (band instruments, jackets, schoolbooks, book bags, uniform bags) are to be left in the AFJROTC complex without the permission of an instructor.
- Do not talk during test times until all papers have been turned in and the instructor has given you permission.
- Cadets should not touch, move, or look through items on the instructor’s desk in the classroom or staff office. In a similar matter, cadets should not touch, move, or look through items on the Cadet Group Commanders and Cadet Deputy Group Commanders desk. Cadets will not sit at any of the above mentioned desks.
- Cadets will not enter the instructor’s office without prior permission.
- Cadets will not enter the Logistics room unless given specific permission by an Instructor, Group Commander, or Director of Logistics.
- Before using the Internet on a computer for any purpose, prior permission must be given by an Instructor.

IV. Military Customs and Courtesies

Salutes

The salute is a traditional greeting between military personnel. The salute is deeply rooted in military history from when warriors raised their right arms to show that no weapon was present, to when knights raised their visors with their right hand as a sign of greeting, and to when American soldiers removed their "3-corner" hats to greet others and show them respect. The salute is a way of saying "Hello" while showing respect to officers senior in rank. Sometimes the hand salute is rendered to honor the Colors, a mark of respect for the U.S.A. The way cadets execute a salute is important. A smart salute indicates pride in self and corps. A sloppy, lackadaisical salute indicates lack of confidence and pride. Cadets should develop the habit of carrying books or other objects with the left hand to free the right hand for saluting.

Cadets should, when wearing the uniform, outside, and not under cover, salute:

- The President and Vice President
- All commissioned and warrant officers of United States military services and friendly foreign nations
- SASI
- Senior ROTC cadets
- JROTC cadet officers

Cadets will not render hand salutes indoors except when formally reporting to one of the above or during leadership training.

The Colors

The flag and national anthem are symbols of the people, their land, and institutions. Thus, when we salute these symbols, we are saluting the nation. Flag ceremonies occur during parades, reveilles, retreats, and prior to special events. Reveille starts the official duty day while retreat signals the end of the official duty day. Most flag ceremonies will be conducted with the playing of the National Anthem. All cadets will render the following courtesies:

- When in uniform outdoors and the National Anthem or "To the Colors" is played, stand at attention, face the flag or direction of the music, render the military salute, and hold it from the first note of the music until the last note. When in civilian clothes, stand at attention, face the flag or direction of the music, and place the right hand over the heart. If wearing headgear, remove it, hold it in your right hand, and place it over your heart.
- When attending any outdoor event and the US flag is carried past a cadet, the cadet, if in uniform, will stand at attention, face the path of the flag, render a proper salute six paces before the flag is even with him/her, and hold the salute until the flag passes six paces beyond them.
- In military formations and ceremonies, the Pledge of Allegiance is not normally recited. At protocol functions, social, and sporting events which include civilian participants, cadets should, when in uniform outdoors, stand at attention, remain silent, face the flag, and render the hand salute. However, in any event where most

of the attendees are in civilian attire, the pledge may be recited even if in military uniform, but do not place your hand over your heart. When in uniform indoors, stand at attention, remain silent, and face the flag. Hand salute is not rendered and reciting the pledge is optional.

Cadet Etiquette

Proper etiquette is "the customary rules of conduct or behavior in polite society." Our civilized society operates smoother and is more pleasant to live in, go to school, and work in when all members practice proper etiquette and good manners. The axiom, "Treat Others As You Want To Be Treated", is a good one to live by and is the desired behavior of all cadets. Cadets should:

- Say "Please" and "Thank You."
- Use "Yes/No Sir/Ma'am" when addressing AFJROTC instructors, military service members, school officials, teachers, visitors, and senior cadets at all times.
- Not keep people waiting.
- Not gossip.
- Use proper telephone etiquette.
- Use "Mr., Ms., or Mrs." and last name when addressing civilians and "Military Grade" and last name when addressing military personnel.

Position of Honor

This military courtesy began centuries ago when men fought with swords. Since men were primarily right handed, the heaviest fighting occurred on the right side. The left side became a defensive position since the shield was normally carried with the left hand/arm. Thus, since units were proud of their fighting ability, the right side (sword bearing side) or right of the battle line became the position of honor, assumed by great warriors and leaders. Thus, a cadet should, walk or sit on the left side of an AFJROTC instructor, military service member, or senior cadet officer who assumes the position of honor on the right.

Calling the class to attention

At KHS it is our policy to call the class to attention when any of the following enter or depart the classroom:

- any prior SASI (currently there are three in the local area: Lt Col Jowett, Lt Col Anderson, and Lt Col Burriss)
- any O6 (colonel) or higher in uniform
- Any current or past KHS principal, assistant principal, superintendent, assistant superintendent, Director of DoDDS-Europe, Director of DoDEA

The room will not be called to attention during lunch or when the current SASI enters the classroom except at the beginning of class.

Chapter Six

Cadet Appointments and Promotion

I. Promotion

1. Promotion provides constant challenge and motivation to members of AFJROTC. This attention and interest is proper since promotion reflects visible evidence of progression and standing among fellow cadets. It should be noted also that promotion is evidence of growing maturity, the ability and willingness to accept additional responsibility, and a demonstrated ability to direct others toward the attainment of objectives that result in effective organizational effort.
2. Promotions in the Kaiserslautern High School AFJROTC are based on academic and leadership grades, and on demonstrated qualities that clearly indicate the ability to assume a command and/or staff positions, which are to permit an equal opportunity for qualification and selection to these positions of leadership and responsibility.
3. The promotion system is patterned after that of the active Air Force and will conform to guidance provided by Headquarters AFJROTC. The following provisions apply:
 - a. There are two kinds of grade (rank) a cadet may hold:

1. Temporary Grade: This grade is awarded based on the position the cadet is assigned and the performance of the cadet. Since the grade is temporary, it may or may not be carried over from one year to the next. Cadets serving in a temporary grade may be reverted to their former permanent grade if they no longer hold an officer's position. Permanent officer status will be awarded to cadets holding officer positions for two or more grading periods (semester). On special occasions, the SASI may surpass this and allow the cadet to be promoted two or more ranks for the purpose of holding a designated Group, Squadron, Flight, or other staff positions. Temporary Rank that results for holding a particular leadership position (spot promotion) will only be held during the time the cadet holds such position. After completion of the leadership term, the cadet will be returned to the temporary rank held before taking the leadership position.

The GR-081st will generally accept a new cadet's temporary rank from the last unit if it is not significantly out of whim with GR-081st rank limits. However, the new cadet may be required to meet the GR-081st promotion criteria first. Also, it is the sole responsibility of the cadet to produce certified records verifying all rank, positions, service points, and awards. If no records are produced, no temporary rank or awards will be accepted and only permanent rank will be awarded.

The SASI may freeze an individual cadet's promotion, even if fully qualified, if in the opinion of the SASI that the cadet is at maximum leadership ability at that time. The SASI may, at any time, reduce a cadet to

his or her permanent rank due to misbehavior, discredit to the uniform or corps, or failure to perform at the temporary rank level.

2. Permanent Grade: This grade is awarded based on years of satisfactory service in AFJROTC. The permanent grade authorized for 1st year cadets is Cadet Airman; 2nd year cadets are authorized Cadet Airman First Class; 3rd year cadets are authorized Cadet Senior Airman; 4th year cadets are authorized Cadet Staff Sergeant. Cadets will assume these grades during the second semester of each year, and if a higher temporary grade has not been achieved, the insignia of permanent grade will be worn. For example, all 1st year cadets who successfully complete the first year will be promoted to the grade of Cadet Airman unless a higher temporary grade has been achieved. All third year cadets who successfully complete the third year will be promoted to the grade of Cadet Senior Airman unless a higher temporary grade has been achieved. *Assignment of temporary AND permanent grades is contingent upon cadets meeting eligibility requirements as detailed in this chapter.*

- b. Whenever possible, cadet officer positions will be filled by AS-III and AS-IV cadets. Top NCO positions, whenever possible, will be filled by AS-II and AS-III cadets. Exceptions may be made at the discretion of the SASI. Consideration is given to previous military training and experience, (e.g., Civil Air Patrol, Explorer Scouts, or other Junior ROTC experience.)
- c. Cadets initially assigned to command and staff positions will normally not be awarded the highest rank authorized for these positions. This will permit promotion to the authorized grade based upon actual performance in that position. The Unit Manning Document (UMD) authorizes the maximum grade structure for the Kaiserslautern High School AFJROTC GR-081st Group.
- d. No cadet will hold a grade higher than that authorized for his/her current position. Exceptions may be made for AS-IV cadets. Such exceptions will be granted only upon recommendation of the SASI. In all cases where this exception is made, these cadets will be assigned to special projects, advisory positions, or to positions where their special talents or qualifications can best be utilized for the benefit for the cadet group.
- e. Examination of the UMD and organizational chart will quickly reveal that the number of leadership positions authorized is limited. To give every capable cadet the opportunity to experience an active leadership role, a system of rotation may be employed. Rotation may be lateral, (e.g., moving to another leadership position with the same grade, where the leadership already demonstrated by the cadet would benefit the group), or the cadet could be rotated to a lower position (not as a demotion) to permit other cadets to have the opportunity to earn a higher grade. Cadets may also be rotated out of a position, reverting back to permanent grade.

Every cadet must understand and cooperate with the rotation system as we are going to maximize leadership experience. Each cadet is asked to give to his/her successor the same degree of loyalty and cooperation he/she expected and received when he/she held that position, and to provide training to their successor sufficient to ensure their effectiveness in the position.

4. The following policies governing appointments and promotions apply to the Kaiserslautern High School Air Force JROTC program:
 - a. The SASI will select the Group Commander, subordinate commanders, and key staff members. The Cadet Group Commander and the ASI will recommend to the SASI, who will act as the approving authority, nominees for all other cadet leadership positions. Appointments to NCO positions will be requested/recommended by the individual staff officers, through the chain of command, and approved by the SASI. Promotion and appointment actions will be announced by Special Orders published by the Cadet Information Management Officer, or as directed by the SASI.
 - b. Normally all cadets serving in a leadership position will perform those duties for one complete academic semester. The SASI may designate some positions to be two academic terms based on the needs of the corps.
5. Again, it should be realized that the advanced positions of leadership are extremely limited. There is only one Principal at Kaiserslautern High School. There is only one Chief of Staff of the United States Air Force. All members cannot be “chiefs” in an effective organization, and only when all of these positions work toward a common goal will an effective organization exist.
6. Unlike the grading or evaluation in other courses at Kaiserslautern High School, you will be evaluated on a number of factors prior to being promoted. As in the active Air Force, you will be evaluated on the “whole person” concept with consideration given to each of the following qualities:
 - a. **Academic Leadership:** How well does the cadet perform during quizzes and examinations, on class projects, and presentations in class? Are projects and assignments completed on time and in a thorough and complete manner?
 - b. **Organizational Leadership:** How well does the cadet function in positions of leadership within the organization? Does the cadet command the respect of subordinates? Does the cadet give proper consideration for subordinates? How is the cadet rated by superiors?
 - c. **Co-Curricular Activity Leadership:** To what degree does the cadet carry interest and enthusiasm beyond the classroom? Does the cadet demonstrate excellence in a number of outside activities?
 - d. **Responsibility:** There are many ways a cadet can reflect responsibility. The most evident measures of responsibility for AFJROTC evaluation purposes are promptness in arriving for classes or formations, the degree to which the cadet is prepared to

respond to assignments and problems related to development of leadership, and the manner in which the cadet presents himself/herself.

- e. **Service:** How active is the cadet in service to the community, school, and the cadet organization?
- f. **Organizational Support:** To what degree does the cadet perform duties above and beyond required normal group operation? Participating in a community parade, adopt-a-grave, VFW Buddy Poppies, etc. (in uniform) or posting the flag on the campus, are examples of support above and beyond

II. Promotion Criteria

7. Procedures for temporary grade promotion to the ranks of Cadet Airman through Cadet Colonel are described below:

- a. **Promotions Cycle:** The following chart shows the promotion cycles or opportunities for promotion during the school year.

<u>Cycle</u>	<u>Effective Date</u>	<u>Promotion Announced</u>
1	9 th Week	11 th Week
2	18 th Week	20 th Week
3	27 th Week	29 th Week
4	36 th Week	1 st quarter next academic year

- b. **Eligibility:** In order to be eligible for promotion (permanent or temporary), the following requirements must be met:

Cadets in their first or second year of AFJROTC are eligible to test for promotion every quarter. Cadets in their third or fourth year are eligible to test for promotion every semester.

Airman – C/Amn-C/SrA

- B- or higher in AFJROTC previous quarter
- No unexcused missed uniform inspections
- All tests passed with a B- or above
- Airman Promotion test passed with a B- or more
- 6 Service Points
- Parent Letters signed and turned in
- Data Sheet filled out
- Chain of Command – Element Leader thru Principal
- JROTC Mission Statement & Objectives
- Cadet Code
- KHS Goal

Junior NCO – C/SSgt-C/TSgt

In addition to the Airman Criteria

- B or higher in AFJROTC previous quarter
- Junior NCO promotion test passed with a B or more
- 12 Service Points
- 30 Command Test – B
- Pass-in- Review Symbols Test - B
- 2.0 Overall GPA or higher
- Chain of Command Test – National - B
- Drill Terms Test - B

Senior NCO – C/MSgt-C/CMSgt

In addition to the Junior NCO Criteria

- B+ or higher in AFJROTC previous quarter
- Senior NCO promotion test passed with a B+ or more
- Rank Test – B+
- Grooming Test – B+
- 36 Terms – B+
- 2.5 Overall GPA or higher
- Attend 80% of all Corps Functions
- Command 30 Command Sequence – B+
- Pass-in-Review Terms/Execution – B+
- 24 Service Points
- Chain of Command –Local/National Chain of Command – B+

Officer – C/2nd Lt-C/Col

In addition to the Senior NCO Criteria

- Recommendations from Group Commander
- 2.7 Overall GPA or higher
- Officer Promotion Test – A-
- Pass-in-Review Terms/Execution – B+
- 24 Service Points
- National Chain of Command/Local - ?

III. Cadet Airman Duties

Cadets holding airman ranks in the JROTC program are the backbone to a successful program. They are expected to be respectful and obedient at all times, support and follow the authority figures placed above them, and fulfill all duties and tasks placed upon them to the best of their abilities. Most importantly, it is the job of the cadet Airman to learn and be the future of the program.

IV. Cadet NCO Duties

Cadets holding Noncommissioned officer ranks have two leadership duties; to assist the officers in accomplishing the goal and to guide the airmen. To do this, NCOs need to know their jobs well, do them, and motivate, discipline, and assist the airmen in adjusting to the AFJROTC program.

V. Cadet Officer Duties

Cadets holding Commissioned officer ranks have special obligations. In addition to the execution of their staff duties, as an officer in the AFJROTC program, they are required to not only provide leadership for the entire corps, but they must also maintain all standards of appearance and behavior at all times, in all areas of their lives.

VI. Appointments

The Senior Aerospace Science Instructor and Aerospace Science Instructor will select cadets for positions within the Cadet Corps. Cadets will be appointed to positions where they can gain the greatest leadership experience based on their demonstrated abilities, to include academic, leadership and overall cadet corps performance. All cadet appointments and promotions will be announced and published on Group Special Orders.

Cadet appointments are based on the below listed factors.

- AFJROTC Grade
- Participation in AFJROTC activities
- Leadership potential
- Current Cadet Corps job performance and conduct
- Overall school scholarship
- Attitude and effort
- Recommendations from Cadet Corps Commander

Cadet corps positions may be rotated during the school year, as determined by the instructors. Cadets in leadership positions who demonstrate unsatisfactory performance or poor conduct will be removed from their position at the instructor's discretion. Reduction in rank normally accompanies removal from position if due to unsatisfactory performance or poor conduct.

Chapter Seven

Corps Structure and Positions

I. Unit Manning Document

A Unit Manning Document is the document that lists all cadet Corps Positions and associated maximum rank. All cadet positions are authorized on the Unit Manning Document. Positions are listed on the Unit Manning Document by the highest rank that can be achieved while in that position. No cadet can hold a rank higher than that authorized for the position held. Exceptions may be made by the Senior Aerospace Science Instructor in unusual cases.

Cadets assigned to cadet corps jobs will not be automatically promoted to the highest rank authorized for that position. The maximum rank allowed is not a guarantee or promise that the cadet will even reach that rank while in the position. Upon rotation, cadets revert to their previous temporary rank unless they have earned a higher temporary promotion during the promotion cycle as outlined by the criteria above.

II. Maximum Rank Structure within the Group

The Kaiserslautern High School AFJROTC Cadet Group strength, according to rank, cannot exceed the following percentages:

(1)	Cadet Colonel.....	2%
(2)	Cadet Lieutenant Colonel.....	2%
(3)	Cadet Major.....	3%
(4)	Cadet Captain.....	8%
(5)	Cadet First Lieutenant.....	6%
(6)	Cadet Second Lieutenant.....	8%
(7)	Cadet Chief Master Sergeant.....	1%
(8)	Cadet Senior Master Sergeant.....	2%
(9)	Cadet Master Sergeant.....	8%
(10)	Cadet Technical Sergeant.....	10%
(11)	Cadet Staff Sergeant.....	20%
(12)	Cadet Senior Airman.....	30%
(13)	Cadet Airman First Class and Cadet Airman.....	No Limit

Failure to Progress in Rank: Failure to progress in rank, for two consecutive quarters or semester, may result in the removal of a cadet from their staff position as well as other leadership positions such as Drill Team Commanders, Color Guard Commander and etc.

III. GR-081st Organizational Chart

