

FLIGHT: \_\_\_\_\_

NAME: \_\_\_\_\_

# AY 2021-22 CADET STUDY GUIDE



**TEAMWORK**





## AIR FORCE JUNIOR RESERVE OFFICER TRAINING CORPS

CALIFORNIA 954<sup>TH</sup> CADET GROUP  
WHITNEY HIGH SCHOOL, ROCKLIN CA 95765



Dear CA-954th Cadet

Welcome and congratulations on your choice to enter the Whitney High School Air Force Junior Reserve Officer Training Corps (AFJROTC) program. AFJROTC is a demanding and challenging program, perhaps in ways you have never experienced before. You have shown a significant degree of self-confidence and maturity by electing to join our top-notch program. You will soon find yourself feeling pride and a sense of accomplishment by participating in cadet corps and local activities. This is one of the best programs on the WHS campus. It will offer you a significant number of advantages, such as:



- (1) learning how to work within a structure and on a team to get things done,
- (2) how to follow and lead people through difficult situations,
- (3) how to compose yourself properly, diplomatically, and congenially in social and public situations, and
- (4) how to organize major projects and ensure their success.



Your voluntary participation in this program will earn you a significant degree of respect, from your peers, superiors, subordinates, teachers, and even your parents and family. It will teach you many important things you might never learn elsewhere, about life and how to be successful in it. You will learn leadership!!

The program will also help you academically. All coursework is accredited, either as social studies, integrated science or aerospace studies. As such, you will be receiving elective credits that will help you toward high school graduation as they teach you about science, life and leadership. If you should ever decide to consider the Service as a viable profession, you will know far more than your average high school graduate about it. You may even start-off at a higher position in the Service because of your Aerospace Studies and experience. Your experiences in the AFJROTC program will assist you in your endeavors if you are considering a civilian career in aviation or the aerospace field. If you are interested in pursuing a college career, you may earn scholarship assistance from the military services or even attend a service academy.

You have made a very wise choice, however, it is a choice that will require determination and work, as everything in life does. Please do not ever forget that all of this will be a significant amount of fun also. We are happy you have joined us and look forward to your success as an Air Force Junior ROTC Cadet.

Jennifer M. Pearl, Major, USAF (Ret)  
Senior Aerospace Science Instructor (SASI)

Terry J. Barber, SMSgt, USAF (Ret)  
Aerospace Science Instructor (ASI)

# CHAPTER 1

## Air Force Junior Reserve Officer Training Corps

### General Information



## **History of the Junior Reserve Officer Training Corps (JROTC)**

As a cadet in the Junior Reserve Officer Training Corps (JROTC), you are part of an honored national tradition. You are among those valued young people who are being prepared to be tomorrow's leaders. By joining JROTC, you will gain tremendous insight into a citizenship program that will give you a unique educational experience. It will also make you aware of your rights, duties, and privileges as a citizen.

Through JROTC, you will develop self-discipline and self-confidence. The leadership skills you learn will allow you to meet the challenges of adulthood successfully. Your instructors will be experienced retired officers or enlisted personnel from the Air Force, Army, Navy, Marine Corps, and Coast Guard.

Today's JROTC has evolved and grown over almost 200 years. As the timeline shows, the concept of building citizenship, character, and service to our nation and communities evolved first at colleges, and then at high schools, into today's JROTC programs.

The 1964 ROTC Vitalization Act set the national criteria for schools to begin JROTC programs. It established goals and policies based on earlier successes at individual schools. It focused especially on building good citizenship. The basic requirement was that schools applying for a JROTC program had to agree to provide at least three years of military-supported instruction. For a program to be approved, the law required a minimum enrollment of 100 physically fit students, or 10 percent of the student body, whichever was less.

Since then, the military services have applied some of their own criteria to meet the needs of different high schools and their students. Generally, schools interested in a JROTC program must apply and meet criteria set by each military service. Schools are chosen to ensure fair and equitable coverage nationwide. Students must be US citizens and enrolled in the ninth grade or higher. The law also authorizes the services to provide equipment and uniforms.

## History of the Junior Reserve Officer Training Corps (JROTC)

Important milestones in the Growth of the Junior ROTC	
Dates	Events
1820	Norwich, Vermont. First purely technical and military school in the United States for training students in citizen soldiery, named the American Literary, Scientific, and Military Academy. Today, it is known as Norwich University. The school still combines military and civilian studies to produce educated citizens. Founder: Army Captain Alden Partridge. Goal: To educate students in both academic subjects and the art of war.
1911	Cheyenne, Wyoming. First JROTC program, established as a merger of high school education with noncompulsory military training. Founder: Army Lieutenant Edgar R. Steevers, first to organize a JROTC program, who believed that military training could help create better citizens. Goal: To teach young men the advantages of a strong body and a clean mind, self-control and restraint, and civic duties and responsibilities.
1916	The US Army formally adopts JROTC in response to the National Defense Act of 1916. Goal: To authorize a junior course for non-college military schools, high schools, and non-preparatory schools. 1917 Leavenworth, Kansas. The first officially established JROTC unit under the 1916 National Defense Act is organized at Leavenworth High School.
1964	The Reserve Officer Training Corps Vitalization Act allows JROTC to be expanded to all branches of the military. Goal: To direct the secretaries of each military branch to establish and maintain JROTC units at public and private secondary schools across the nation.






# AJROTC BASICS

When you enter the AFJROTC program you may experience "culture shock" as you go from the relatively relaxed environment of your other classes to the highly structured military atmosphere of the Air Force Junior Reserve Officer Training Corps. Our program is very demanding but will be rewarding as you experience our corps values of Integrity, Service and Excellence. The following chapters will explain what it's like to be a cadet in the Air Force Junior Reserve Officer Training Corps.

	<h3>Rewards</h3> <p>Most cadets who complete the program agree that it's often difficult, but very rewarding and a lot of fun. There's a special feeling about AFJROTC that doesn't fit a mold. Most cadets like it, but a few don't. Your attitude will determine your rewards. You will get out of it what you put into it.</p>
	<h3>Hard Work</h3> <p>During your first year as a cadet, you should expect to be closely supervised, counseled, inspected, and instructed. Your opportunities in the program will be somewhat limited as you learn the important basic lessons. Your hard work during this first year in AFJROTC can set the stage for your future success in leadership positions. Every class will be crowded with activities to make the best use of available time.</p>
	<h3>High Standards</h3> <p>As a cadet you'll have to abide by Air Force standards of professionalism, conduct, attitude, and behavior. You'll have to march, stand at attention in the classroom, acknowledge higher-ranking cadets with respect and a proper salute or greeting, and abide by Air Force regulations</p>
	<h3>Military training</h3> <p>Make no mistake about it, Air Force Junior ROTC is a military environment. Wearing a uniform is part of the Air Force Junior Reserve Officer Training Corps. You'll be required to have your hair cut to Air Force standards and you must continue to wear it within the standards while you're in the program.</p>
	<h3>Leadership</h3> <p>You'll learn many things about Air Force leadership and management. You'll have assignments in life skills and citizenship training. You'll learn to utilize the leadership skills you will develop through various exercises and events.</p>
	<h3>Discipline</h3> <p>Upper-class cadets, near your own age, will have the authority to instruct and correct you. You may get tired of being under their supervision, but it's necessary for you to experience the discipline of learning how to be a follower before you can learn how to become a leader.</p>

## AFJROTC BASICS (cont'd)

	<p style="text-align: center;"><b>Management</b></p> <p>You'll learn many things about Air Force leadership and management. You'll have assignments in life skills and citizenship training. You'll develop a strong sense of honor, ethics, heritage, and loyalty to your school, flight, cadet corps and the United States Air Force.</p>
	<p style="text-align: center;"><b>Organization</b></p> <p>We are organized like an active-duty Air Force unit. Cadet officers hold leadership positions. They're assisted in the operation of the organization by other cadet officers, NCOs, and specialists. The cadet organization is commanded by a Group or Squadron Commander (Col or Lt Col) and supervised by the SASI and ASI.</p>
	<p style="text-align: center;"><b>Integrity</b></p> <p>Integrity is absolute paramount to good order and discipline. Breaches of integrity are not consistent with the "Cadet Code" nor the good practices of your community. As an AFJROTC cadet, your standards should be above reproach and your integrity unquestionable.</p>

# **The Mission and Goals of AFJROTC**

**Mission - Develop Citizens of Character Dedicated to Serving Their Nation and Community**

**Goals - Instill Values of Citizenship, Service to the United States, Personal Responsibility, and a Sense of Accomplishment**

CA-954 Cadet Group accomplishes its mission and goals through Aerospace Science education, military drill and ceremonies and school / community service projects. We follow standard AFJROTC policies by wearing uniforms once a week and adhering to all military customs and courtesies in all activities.

## **AFJROTC Admissions Requirements**

1. Eligibility for admission into the Air Force Junior Reserve Officer Training Corps (AFJROTC) program is determined by the Holm Center for Officer Accessions and Citizen Development in accordance with AFJROTC Instruction 36-2001. The goal is a proportionate representation of the entire student body. To be eligible to participate and continue in AFJROTC, students must be:
  - a. Enrolled in and attending a regular course of instruction in the school, school with cross town agreement, or home-schooled student. Cross town students may participate if both school principals agree to the participation in writing and the course (transcript) counts for the student's credit toward graduation. Home school students may participate with the permission of the principal and AFJROTC instructor.
  - b. Selected by the AFJROTC instructors in coordination with the principal (or a designated representative) to ensure enrolled students meet acceptable standards.
  - c. In grades 9 through 12. Students may participate during the summer months prior to transition to high school from the 8<sup>th</sup> grade.
  - d. A citizen or national of the United States or an alien admitted for permanent residence, or a Foreign Cadet (see 2. below).



- e. Students must be physically fit, qualified, approved, or capable of accomplishing the requirements of the Presidential Fitness Test (PFT) program and the school's standard physical education program. **NOTE:** Individual accommodations may be approved by the Senior Aerospace Science Instructor (SASI) as appropriate for disabled students.
2. Foreign Cadets are those who do not meet citizenship requirements. Foreign Cadets are eligible to fully participate in Rocklin Unified School District's AFJROTC program and must meet all standards of the program.
3. **Disenrollment** - As a rule, disenrollment from AFJROTC is at the discretion of the SASI with approval of the WHS principle. Disenrollment should be a last resort, preceded by substantiated documentation and corrective counseling, to maintain the morale and discipline of the unit. A cadet may be disenrolled from AFJROTC for:
- Failure to maintain acceptable standards (including uniform wear and grooming)
  - Inaptitude or indifference to training
  - Disciplinary reasons
  - Any other reason deemed appropriate by the principal and AFJROTC instructors

**The success of our AFJROTC program depends on each cadet embracing and applying the USAF core values.**

## **Program Opportunities:¶**

### **Enlist as an E-2¶**

→ Want to enlist in the US Military? If you have completed three or more years of AFJROTC, you can enlist in any of the military branches as an E-2, giving you a pay raise and more seniority than others during Basic Training.¶



### **Character In Leadership Scholarship¶**

→ AFJROTC gives its Cadets the opportunity to earn a 4-year college scholarship. Known as the J-100, this scholarship is given in recognition of the character and leadership developed in AFJROTC as a result of your efforts, mentoring, and training. This provides 100 AFJROTC High School Seniors the opportunity to succeed in a collegiate Air Force ROTC program and pursue a commission in the Air or Space forces while earning a college degree.¶



### **Flight Academy¶**

→ Dreams of becoming a pilot? Earn your private pilot license completely free of charge! Cadets in grades 10-12 can apply for this 8-Week summer scholarship program. The scholarship covers tuition, room, board, meals, text books, and air travel. ¶



### **Cyber Academy¶**

→ This summer scholarship gives cadets the opportunity to earn college credit and industry IT/Cyber certification. The scholarship covers tuition, room, board, meals, textbooks, and air travel. Cadets in grades 9-12 can apply. ¶



### **Kitty Hawk¶**

The Kitty Hawk Air Society is a national AFJROTC academic honor society that recognizes academic and military achievement by cadets, provides additional leadership/educational opportunities, and encourages excellence. Members of KHAS, once inducted, will wear the KHAS badge on the uniform. KHAS members are also authorized to wear the light blue KHAS shoulder cord.¶

- Requirements: Honorary Member Requirements: Hold a GPA at 3.5+ and assume leadership positions in the corps as well as attend All Kitty Hawk Functions¶
- Active Member Requirements: Attend All Kitty Hawk Air Society Meetings, Hold a GPA of at least 3.3 or higher, and Display Leadership qualities¶

- Probationary Member Requirements: Hold at least 3.0 GPA and have participated in the Kitty Hawk Air Society as an Active member (Must be approved by the Kitty Hawk Commander to Tutor) ¶

¶

### **PT Test¶**

The Air Force JROTC Physical Fitness Test (PFT) is a required test that takes place every semester. Although the scores do not contribute to a grade, the test helps to assess each cadet's overall fitness level, so we can assist in them reaching their fitness goals throughout their years in ROTC. The PFT consists of the following events: 1-mile run, 1 min of push-ups, and 1 min of sit-ups. \*\*For information regarding the Service Academies PFT, please contact the SASI.¶

¶

### **Orienteering¶**

Orienteering is a team sport in which cadets compete using a map and a compass to navigate from point to point in unfamiliar terrain. Before the event cadets learn how to properly use a compass and read a map. The program is funded by the corps and is a great team bonding opportunity. After completion of the event cadets are awarded with the Orienteering ribbon. ¶

¶

### **Drill Meets ¶**

In addition to regular classes, Whitney High School offers an ROTC Drill class in which only the most elite in the corps are invited. Cadets tryout for the 5 different teams and are selected to perform at Titan and NorCal Drill competitions. ¶

¶

### **Midnight Madness¶**

Midnight madness is an annual event that takes place before every drill meet. After months of training the Drill Team undergoes a 6-hour inspection (6pm-12am) conducted by former CA-954 cadets. Each team executes their respective drill card and exhibition routine and gets critiqued/prepared for their upcoming drill competition. ¶

¶

### **Color Guards¶**

We offer multiple opportunities to participate in color guards within the cadet corps; each Color Guard offers a unique experience, ample training, and the ability to earn community service hours. Our color guards include: School Board, Baseball, Football, and

Special Events. Training on Color Guard procedures are briefed and practiced several times before all events. Cadets are awarded the Color Guard ribbon after actively participating on a Color Guard team for a semester.¶



### **Hot Chili Cool Cars (HCCC)¶**

HCCC is our largest annual community service event. Led by our Group Cadre, cadets spend the day helping vendors, picking up trash, stocking the restrooms, and spending time with the community. Event allows the cadets to share a unique experience, which ultimately builds camaraderie and esprit de corps. Additionally, this event offers cadets the opportunity to meet, mingle, and work with the entire cadet corps outside of the classroom.¶



### **Marksmanship¶**

Marksmanship is a program where cadets are taught how to properly handle and shoot air rifles. After taking a safety test, cadets drive out to the range on four separate dates to practice precision shooting from three different positions. This program is funded by the cadet corps and offers a unique learning experience. Cadets completing this course receive the Marksmanship ribbon.¶



### **Military Ball¶**

Military Ball is our annual formal dinner and recognition ceremony. The night is spent recognizing cadets and their special achievements, national awards, and the presentation of our honor guard, flag folding team, and saber team. ¶



### **NorCal Sports ¶**

AFJROTC offers many NorCal-funded sports including: futsal, bowling, basketball, volleyball, and softball. Cadets compete with units all over Northern California. After completion of a NorCal sport, cadets are awarded with the Activities ribbon. ¶



### **Flag Folding Ceremony¶**

The Flag Folding ceremony is an honorary event performed at our annual Military Ball to recognize and express our gratitude to those individuals who fought, and continue to fight for our freedom. The 5-person team learns what each fold represents and how to properly handle and carry the flag during the ceremony. The flag is placed at the POW MIA table, a tradition of setting a separate table in honor of our prisoners of war and missing comrades. The flag

folding ceremony is a great experience and allows the cadets an extra opportunity to play a vital part during this prestigious event. Cadets are rewarded with the Flag Folding ribbon after completion of the ceremony. ¶



### **Saber Team ¶**

The Saber team is a group of AS-2 and AS-3 cadets who present sabers for the Senior (AS-4) cadets as they promote for the last time during the annual Military Ball. The team commander teaches cadets how to properly unsheath the saber and present the sabers. After completion of the ceremony, cadets receive the Saber Team ribbon.¶



### **Honor Guard¶**

Honor Guard is a chance for AS-1's to escort cadets' families to their tables at our annual military ball and showcase what they have learned in their first semester in JROTC. ¶



### **Community Service¶**

The Whitney High School AFJROTC Corps leads and participates in numerous community service events throughout the year. All cadets could easily complete their required community service hours their first year in high school! ¶



### **Recruiting Trips¶**

Get involved with recruiting trips to local middle schools and inform recruits of the benefits of JROTC. This is a great way to get more people involved in the corps. Cadets are awarded with a recruiting ribbon after participating in two or more recruiting missions. ¶



### **JLAB¶**

A national test of academic and leadership knowledge through a virtual platform. Teams consist of 4-6 people (4 primary and 2 alternates) that compete collaboratively to solve and answer problems in math, english, leadership, JROTC curriculum, and current events; JLAB is an excellent platform to help prepare for the SAT and ACT. Additionally, this is another opportunity to boost morale and esprit de corps, while competing and having a chance to win a paid trip to Washington D.C. for nationals. ¶



## Cadet Expectations:¶

The most basic description of a cadet's duty is as follows: ¶

1. Will maintain standards and learn given information.¶
2. Learn to drill properly while in formation.¶
3. Follow all AFJROTC core values¶

¶

Furthermore, when becoming a member of the CA-954 family, cadets are expected to do the following:¶

1. Wear the uniform with pride every week on Leadership Days¶
2. Participate actively in class and on the drill pad¶
3. Treat all cadets and instructors with respect¶
4. Follow instructions given by senior officers¶
5. Participate in our Health and Wellness program with enthusiasm; this include showing up on PT Fridays in issued PT gear¶
6. Maintain a positive attitude towards the program¶
7. Avoid any misconducts (as outlined on page 10)¶

## CHAPTER 2



# CA-954 Organization

**Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”**

**Andrew Carnegie**

# Organizational Structure

1. **ORGANIZATION - CA-954** will operate as a Cadet Group in accordance with the most current AFOATS 36-2001 instructions and current enrollment numbers. Special staff positions will be established / eliminated at the discretion of the SASI / ASI.

## 2. **Cadet Senior Leadership Staff – Management (A.K.A. - “CADRE”)**

The SASI and ASI with advice from of the Special Assistant to the SASI are responsible for selection of cadet senior leaders (Cadre).

**Command Staff:** The senior cadet leadership will consist of the following positions:

- Group Commander
- Deputy Group Commander
- Group Operations Commander
- Deputy Operations Commander
- Group Command Chief Master Sergeant

All selections will be prominently posted in the classroom and cadet social media platforms as soon results have been determined. Remaining command staff and Squadron Operations positions will be staffed by cadets vying for a position they feel they are qualified for. Cadets wishing to apply for a position will submit a “**Position Request Letter**” to the Deputy Group Commander for consideration NLT the posted due date.

3. **Position Rotation Opportunities:** To meet the needs of the organization and to provide effective leadership experience and opportunities to a larger number of cadets. Cadets will have an opportunity at the beginning of each semester to rotate to different positions within the cadet group.

4. **UNIT MANNING DOCUMENT (UMD):** The attached UMD chart depicts the current detailed “listing” of each position authorized for the CA-954<sup>th</sup> Cadet Group. It includes the “**maximum**” authorized grade and the number of individuals required for each command level.

Function¶	Position¶	Max Grade¶	Authorized ¶	Minimum AS
Advisory/Standardization	Special Assistant to the SASI¶	C/Colonel¶	1¶	AS-4¶
§	Group Commander¶	C/Colonel¶	1¶	AS-4¶
Command Leadership¶	Deputy Group Commander¶	C/Lt. Colonel	1¶	AS-4¶
(Group Cadre)¶	Group Operations Commander¶	C/Lt. Colonel	1¶	AS-4¶
§	Deputy Group Operations Commander¶	C/Major¶	1¶	AS-4¶
§	Group Command Chief¶	C/CMSgt¶	1¶	AS-4¶
§	Co-Curricular Activities Officer¶	C/1st Lt.¶	1¶	AS-2¶
§	Education Officer¶	C/1st Lt.¶	1¶	AS-2¶
§	Information Officer¶	C/1st Lt.¶	1¶	AS-2¶
§	Liaison Officer¶	C/Major¶	1¶	AS-3¶
§	Group Logistics Officer¶	C/Major¶	1¶	AS-2¶
§	Assistant Group Logistics Officer¶	C/Captain¶	1¶	AS-2¶
§	Group Logistics NCO¶	C/MSgt¶	1¶	AS-1¶
§	Physical Training Officer¶	C/1st Lt.¶	1¶	AS-1¶
Command Staff¶	Physical Training NCO¶	C/MSgt¶	1¶	AS-1¶
(Program Administration)¶	Promotion/Decorations Officer	C/1st Lt.¶	1¶	AS-1¶
§	Promotion/Decorations NCO¶	C/MSgt¶	1¶	AS-1¶
§	Public Affairs Officer¶	C/1st Lt.¶	1¶	AS-1¶
§	Public Affairs NCO¶	C/MSgt¶	1¶	AS-1¶
§	Recruiting Officer¶	C/1st Lt.¶	2¶	AS-1¶
§	Recruiting NCO¶	C/MSgt¶	2¶	AS-1¶
Operations¶	Drill Team Commander¶	C/Captain¶	5¶	AS-3¶
§	Color Guard Commander¶	C/Captain¶	4¶	AS-2¶
§	Kitty Hawk Officer¶	C/1st Lt.¶	1¶	AS-2¶
Ops Program¶	Kitty Hawk NCO¶	C/MSgt¶	1¶	AS-2¶
Management¶	Rocketry Officer¶	C/1st Lt.¶	1¶	AS-2¶
§	Rocketry NCO¶	C/MSgt¶	1¶	AS-2¶
§	Marksmanship Officer¶	C/1st Lt.¶	1¶	AS-3¶
§	RCA Officer¶	C/1st Lt.¶	1¶	AS-1¶
§	Squadron Commander¶	C/Lt. Colonel¶	2¶	AS-3¶

Squadron Staff¶	Squadron Operation Officer¶	C/Major¶	2¶	AS-3¶
¶	Squadron 1st Sergeant¶	C/SMSgt¶	2¶	AS-3¶
¶	Flight Commander¶	C/Captain¶	11¶	AS-1¶
Flight Staff¶	Flight Sergeant¶	C/MSgt¶	11¶	AS-1¶
¶	Flight Logistics NCO¶	C/SSgt¶	11¶	AS-1¶
¶	Element Leader¶	-¶	As Req'd¶	AS-1¶
¶	Cadet¶	-¶	-¶	AS-1¶

One key management principle in any organization such as the Air Force is establishing and following a well-defined “**chain of command**”. A chain of command allows the organization to maintain order and delegate responsibility up and down the line of authority in an organization. Without a defined and smoothly functioning chain of command coherent operations in a hierarchy is virtually impossible since people would not know whom they work for, and activities could not be properly coordinated and executed.

Essentially, there are two key links in a chain of command. The **first link** is between the Flight Squadron Commanders and the Group Command Staff. The Group Commander and his / her staff provides Squadron Commanders with the mission and taskings for the group. The Squadron Commanders on the other hand provides Group Command Staff with feedback on tasking status and problems encountered and accomplishments.

The **second link** in the chain of command is between the Squadron Commanders and his / her staff (Operations Officers / 1<sup>st</sup> Sergeants) who relays information to the Flight Commander and their staff. Flight Commanders supervise their cadets and clarify command directives and instructions to accomplish the squadron’s mission / tasking. You as a flight member provide critical feedback on problems and accomplishments to your Flight Commander so that the information flows back to command personnel to make decisions.

All cadets are required to follow the chain of command to the greatest extent possible. Flight Commanders, if you have a task you know will be performed by a cadet farther down the chain, give the tasking to the cadet's immediate supervisor (Element Leader or Flight Sergeant) that works directly for you and let it flow from there. If you get in the habit of tasking the cadet directly, the cadet will wonder whom he/she is accountable to. In addition, the intermediate supervisor will wonder what role he / she is supposed to play when you bypass them and go straight to the cadet. You will probably agree – it is more comfortable receiving your tasking from a single source (your Flight Commander / Sergeant) rather than from several other people up the chain. By the way, if



your supervisor's supervisor circumvents the chain of command and tasks you directly, let your supervisor know and allow him/her an opportunity to resolve the issue.

Matters that can be resolved at the lowest level in the chain of command should be done so to allow those higher in the chain of command to focus on the larger group.

## **The Chain of Command**

**Cadet Chain of Command** - Please review the Organization Charts provided for you in this study guide. This will provide you with an idea how the flow of information works its way up and down the chain of command. The first person in your chain of command as a cadet will be your Element Leader followed by the Logistics NCO, your Flight Sergeant and then your Flight Commander. If no one in your immediate chain is available to resolve the issue at their level, you can move to the next tier / next available person in the chain. If the situation cannot be resolved at a particular level or it is a safety concern, cadets are authorized to proceed up the chain of command to resolve the matter. **As a professional courtesy, cadets should inform each level in the chain to pursue a resolution to their issue at any level.**

# NATIONAL CHAIN OF COMMAND (cont'd)

**The Honorable Joseph R. Biden, Jr.**  
**Title: President of the United States**  
**(POTUS)**  
**Commander-In-Chief, US Armed Forces**  
**Term of Address: Mr. President**



**The Honorable Kamala D. Harris**  
**Title Vice President of the United States**  
**(VPOTUS)**  
**Term of Address: Mr. Vice President**



**The Honorable Lloyd J. Austin**  
**Title: Secretary of Defense(SECDEF)**  
**Term of Address: Mr. Secretary**



**The Honorable Frank Kendall**  
**Title: Secretary of the Air Force (SECAF)**  
**Term of Address: or Madam Secretary**



# NATIONAL CHAIN OF COMMAND (cont'd)

**General – Mark A. Milley**  
**Title: Chairman of the Joint Chiefs of Staff**  
**Term of Address: Mr. Chairman or General**  
**Pay Grade – O-10**



**General – Charles Q. Brown Jr.**  
**Title: Chief of Staff - United States Air Force**  
**Term of Address: General**  
**Pay Grade – O-10**



**Lt. General – Marshall B. Webb**  
**Title: Commander, Air Education and Training Command**  
**Term of Address: Lt. General, General or Sir**  
**Pay Grade – O-9**



**Lt. General – James B. Hecker**  
**Title: Commander, Air University**  
**Term of Address: Lt. General, General or Sir**  
**Pay Grade – O9**



# Local Chain of Command

**Brigadier General – Leslie Maher**  
**Title: Commander, Holm Center**  
**Term of Address: Brigadier General, General**  
**or Ma'am**  
**Pay Grade – O-7**



**Colonel – Johnny R. McGonagil**  
**Title: Director, AFJROTC**  
**Term of Address: Colonel or Sir**  
**Pay Grade – O-6**



**Chief Master Sergeant – JoAnne Bass**  
**Title: Chief Master Sergeant of The Air Force**  
**Term of Address: Chief Master Sergeant**  
**or Chief**  
**Pay Grade – E-9**



# Local Chain of Command

**MR. JUSTIN CUTTS**  
**WHS PRINCIPAL**



**JENNIFER PEARL, Major (Ret), USAF**  
**SENIOR AEROSPACE SCIENCE INSTRUCTOR (SASI)**



**TERRY J. BARBER, SMSgt (Ret), USAF**  
**AEROSPACE SCIENCE INSTRUCTOR (ASI)**



**CADET / COLONEL - \_\_\_\_\_**  
**CA-954 - GROUP COMMANDER**

**CADET / LT COLONEL - \_\_\_\_\_**  
**CA-954 - DEPUTY GROUP COMMANDER**

**CADET / LT COLONEL - \_\_\_\_\_**  
**CA-954 – GROUP OPERATIONS COMMANDER**

**CADET / MAJOR - \_\_\_\_\_**  
**CA-954 - DEPUTY OPERATIONS COMMANDER**

**CADET / CHIEF MASTER SERGEANT - \_\_\_\_\_**  
**CA-954 - COMMAND CHIEF MASTER SERGEANT**



# Gold Squadron Chain of Command

CADET / LT COLONEL - \_\_\_\_\_  
GOLD SQUADRON - COMMANDER

CADET / MAJOR - \_\_\_\_\_  
GOLD SQUADRON - OPERATIONS OFFICER

CADET / SENIOR MASTER SERGEANT - \_\_\_\_\_  
GOLD SQUADRON - FIRST SERGEANT

CADET / CAPTAIN - \_\_\_\_\_  
GOLD \_\_\_\_\_ - FLIGHT COMMANDER

CADET / MASTER SERGEANT - \_\_\_\_\_  
GOLD \_\_\_\_\_ - FLIGHT SERGEANT

CADET / STAFF SERGEANT - \_\_\_\_\_  
GOLD \_\_\_\_\_ - FLIGHT LOGISTICS NCO

CADET / - \_\_\_\_\_ / \_\_\_\_\_  
GOLD \_\_\_\_\_ - FLIGHT ELEMENT LEADER

# Maroon Squadron Chain of Command

CADET / LT COLONEL - \_\_\_\_\_  
MAROON SQUADRON - COMMANDER

CADET / MAJOR - \_\_\_\_\_  
MAROON SQUADRON - OPERATIONS OFFICER

CADET / SENIOR MASTER SERGEANT - \_\_\_\_\_  
MAROON SQUADRON - FIRST SERGEANT

CADET / CAPTAIN - \_\_\_\_\_  
MAROON \_\_\_\_\_ - FLIGHT COMMANDER

CADET / MASTER SERGEANT - \_\_\_\_\_  
MAROON \_\_\_\_\_ - FLIGHT SERGEANT

CADET / STAFF SERGEANT - \_\_\_\_\_  
MAROON \_\_\_\_\_ - FLIGHT LOGISTICS NCO

CADET / - \_\_\_\_\_ / \_\_\_\_\_  
MAROON - \_\_\_\_\_ FLIGHT ELEMENT LEADER

CADET / LT COLONEL - \_\_\_\_\_ OPERATION SUPPORT SQUAD

CADET / MAJOR - \_\_\_\_\_  
OPERATION SUPPORT SQUADRON - OPERATIONS  
OFFICER

CADET / SENIOR MASTER SERGEANT - \_\_\_\_\_ OPERATION SUPPORT SQ

CADET / 1<sup>ST</sup> LIEUTENANT - \_\_\_\_\_  
\_\_\_\_\_ OFFICER

CADET / 1<sup>ST</sup> LIEUTENANT - \_\_\_\_\_  
\_\_\_\_\_ OFFICER

CADET / 1<sup>ST</sup> LIEUTENANT - \_\_\_\_\_  
\_\_\_\_\_ OFFICER

CADET / 1<sup>ST</sup> LIEUTENANT - \_\_\_\_\_  
\_\_\_\_\_ OFFICER

CADET / MASTER SERGEANT - \_\_\_\_\_  
\_\_\_\_\_ NCO

CADET / MASTER SERGEANT - \_\_\_\_\_  
\_\_\_\_\_ NCO

CADET / MASTER SERGEANT - \_\_\_\_\_  
\_\_\_\_\_ NCO

## Cadet Chain of Command

Please review the Organization Charts provided for you in this study guide. This will provide you with an idea how the flow of information works its way up and down the chain of command. The first person in your chain of command as a cadet will be your Element Leader followed by the Logistics NCO, your Flight Sergeant, and then your Flight Commander. If no one in your immediate chain is available to resolve the issue at their level, you can move to the next tier / next available person in the chain. If the situation cannot be resolved at a particular level or it is a safety concern, cadets are authorized to proceed up the chain of command to resolve the matter. **As a professional courtesy, cadets should inform each level in the chain to pursue a resolution to their issue at any level.** ¶

# CHAPTER 3

## Customs and Courtesies





# CUSTOMS AND COURTESIES

Military customs are reasonable and widely practiced behaviors passed on as tradition although they are not always written formally in official publications. Customs and courtesies provide the framework for Air Force heritage. Each tradition was designed to enhance an Air Force member's service in the profession of arms. The purpose may have been simply to show respect or to improve the operation of the unit. Military courtesies are polite and considerate behaviors that are often linked to customs. Cadets will render military customs and courtesies and practice conventional politeness, being particularly careful that their actions positively reflect upon the Air Force, the AFROTC program, and themselves.

## BASIC COURTESIES

1. Active / Retired duty officers Commissioned, and Warrant Officers will be addressed as Sir / Ma'am. Cadets should refer to them in the third person by rank and last name. (i.e. Major Randolph)
2. Active / Retired Enlisted members will be addressed by rank and last name at all times. (i.e. Sergeant Moore)
3. Cadet officers will be addressed as Sir / Ma'am. Refer to cadet officers as Cadet, rank and then last name. (i.e. Cadet / Captain - Snuffy)
4. **Place of Honor** - The place of honor is always on the right. A junior cadet walks, sits, or rides on a senior's left. When boarding a vehicle, the senior enters last and departs first. A senior always enters the door first unless he or she directs otherwise.
5. If seated, all cadets will stand when addressed by an officer, non-commissioned officer or
6. Cadets will rise when an officer enters a room and either call the room to attention or render a verbal greeting, depending on the situation.
7. Cadets should wear the Air Force uniform properly and proudly. Cadets should never wear their uniform to an event that would discredit the Air Force.



# Professional Relationships

**Personal Relationships**. While participating in AFJROTC activities cadet Officers and NCOs must avoid any **appearance or perception** of **favoritism** while in the execution of their duties. Personal relationships with subordinates who are directly in your chain of command **must be avoided**. Cadets must report any incidents of favoritism to the appropriate commander or SASI and ASI.

**Fraternization**- A term traditionally used to identify personal relationships that contravene the customary bounds of acceptable “senior-subordinate” relationships. This also includes improper relationships and social interaction between officers, members of different grades, and enlisted members of different grades.

**Public Display of Affection (PDA)** - Displays of affection between cadets or between a cadet and a non-cadet in the classroom, outside the classroom during class time, and during official AFJROTC activities on or off-campus will not be tolerated whether the cadet(s) are in or out of uniform. This type of behavior is detrimental to corps morale and is not conducive to the image of AFJROTC.

**Personal Conduct**- Suitable conduct (consistent with RUSD Site guidelines) will be observed by every cadet at all times. Your behavior reflects directly on the School District, JROTC Cadets and the United States Air Force. Military deportment, (a trait similar to civilian courtesy), will be observed at all times. Cadets **will not**:

- Annoy or harass any other student with insulting, inflammatory, sexual, insinuating, defaming, or obscene remarks or gestures.
- Horseplay - Indulging in horseplay such as hitting, slapping, sparring, or wrestling that frequently develops into undesirable behavior patterns. Fighting is a breach of discipline and will not be tolerated.
- Use of profane, vulgar, or abusive language.

# AFJROTC

## Human Dignity Policy

1. **Discrimination** against another student or cadet on the basis of sex, race, nationality, or other means will not be tolerated. All cadets in the corps will respect the rights of every student. Additionally, any comments made by a cadet that is racially or sexually offensive to another student, or one that is made in a classroom environment, is considered unacceptable/inappropriate and will not be tolerated. Any decision by a cadet leader that is sexually or racially based is strictly forbidden and may result in administrative action by the senior cadet leadership.
2. No comments or actions against another cadet, to include “character assassination”, bullying”, or any attempt to impugn the dignity of a fellow cadet, will not be tolerated. Any such communication includes social networking and text messaging which also constitutes a policy violation. This includes such actions communicated with other cadets about an individual without the knowledge of the cadet who is being spoken about (i.e., “talking behind another cadet’s back”).
3. Cadets will respect the personal property of other students and that of the corps. Knowingly, unknowingly, or condoning the defacing, altering, destruction, or stealing of the personal property of others or that of the corps is strictly forbidden.
4. **“Hazing”** is defined as the practice of directing someone of lesser rank to perform a humiliating act which entails the surrender of dignity and self-respect or a hazardous act which exposes one to physical danger or bodily harm: **hazing is strictly forbidden**. Requiring cadets to perform push-ups or any other physical activity as punishment is forbidden by cadets as well.
5. Actions such as harassment, improper or abusive language (including via emails, social networking, text messaging, or anonymous letters), and coercion of lower-class cadets for personal gain (or for the purposes of harassment) are strictly forbidden. Misuse of authority will not be condoned nor tolerated.
6. Spreading rumors about another cadet or an instructor (whether they are true or false), or what another cadet and/or instructor has spoken and/or written is wrong and will not be tolerated. Additionally, comments degrading the personality and/or character of a fellow cadet and/or an instructor will not be tolerated to include talking behind another cadet’s and/or instructor’s back (this is otherwise known as “backstabbing”).

# SALUTING



There is no finer courtesy for denoting respect among members of the military profession than the military salute.

The salute is a respectful greeting exchanged between members of the military profession. It is an everyday courtesy based upon mutual respect. It is one of the traditions which bind military personnel together.

# SALUTING

A proper salute indicates pride and confidence in oneself and the unit. A grudging salute usually indicates neglect or ignorance of a person's duties and a lack of pride and confidence in the military team of which they are a member. **Salute with pride!**

When on the WHS or RHS campus, and in uniform the military "hand salute" will be exchanged between cadet officers, non-commissioned officers, and airmen. The basic rule is that upon recognition (sight), the "hand salute" will be rendered to all officers when outdoors.



All cadets **will salute the Senior Aerospace Science Instructor (SASI)** and visiting officers from any military branch.

**To salute properly:** Following your gig line, smartly raise your right hand so that the tip of your middle finger touches the corner of the bill of your hat, the corner of your eyeglasses, or tip of your eyebrow. Your arm - from your shoulder to your elbow - should be parallel with the ground at a *natural* angle from your body. Your thumb and fingers should be extended and joined with a straight line between the tip of your middle finger and your elbow. Your posture should be erect and alert with your head and eyes turned toward the person being saluted. Hold your salute until it is returned and then return your hand smoothly and sharply to your side in one motion. Take care not to tilt your head toward your hand, slap your side, or having anything in your mouth or right hand when saluting.

**When to salute:** You will only salute while in an official AFROTC uniform. This constitutes the full uniform with a hat and only when outdoors (with the exception of when you are reporting in or receiving an award.) When in civilian clothing or indoors, you will only render a verbal greeting. Your guide for saluting should be both recognition and distance. Once you recognize an officer:

- it is appropriate to salute at a distance at which recognition is easy, normally six to twelve paces. You want to offer your salute early enough to allow the officer time to both return it and extend a verbal greeting before you pass. The appropriate greeting is "**Good morning/, Sir/Ma'am**" or "**Good Afternoon, Ma'am / Sir.**" When met indoors, only the verbal greeting is given.

## **SALUTING (cont)**

- If you are with a group not in formation and you are the first to see an officer approach, call the group to attention and salute for the group.
- If you are in a group of cadets that are walking together in the same direction but not in formation, salute any passing officer in unison. This is called “grouping the salute” and permits the officer to return all salutes at once.
- If an officer approaches you to engage in conversation, salute at both the beginning and end of the conversation.
- Should you encounter an officer while at double-time (running), slow your pace to quick-time (walking), render a salute, and then resume your pace.
- If you are in a group that is drilling or engaged in athletics, do not call the group to attention for an officer.
- When in formation, such as a flight, the flight commander is responsible for rendering any salutes.

There will be occasions when you are in the company of one officer and a second officer approaches. The saluting requirement varies; therefore, adhere to the following guidelines:

- If you are in the company of a junior officer and a senior officer approaches, tactfully ensure that the junior is aware of the senior's approach. When the junior officer salutes the senior officer, salute at the same time, making sure to hold your salute the longest.
- If you are in the company of a senior officer and a junior officer approaches, salute the junior officer first and hold your salute until after both officers have dropped theirs.

In general, members of the Armed Forces do not salute under the following circumstances:

- a. When participating in a work detail
- b. When participating in games
- c. When indoors, except when reporting to a senior officer
- d. In congested areas, in places of public assembly or public conveyances

***Salute Smartly and with Pride!!***



# Classroom Operating Procedures

Promptness and disciplined behavior are objectives of JROTC. Accordingly, the following classroom procedures are required to be adhered to by all cadets:

- Cadets are expected to be inside the classroom standing **behind their desk at the position of "Parade Rest" prior to the "Start Class" bell.**
- Students arriving after the "Start Class" bell are considered **"Tardy"** and must request permission to enter the classroom. Cadets **will remain standing at the "Position of Attention"** at the back of the classroom until all activities already in progress have been concluded. The Flight Commander will then instruct the cadet to be seated.
- Classroom instruction begins with the Flight Commander calling the entire flight to "attention" facing the flag and executing the "Pledge of Allegiance". The flight will automatically face forward and the Flight Sergeant execute "Roll Call". Cadets present will respond using the phrase **"Here Sergeant"** when their name is called. After the roll is roll call is completed the Flight Sergeant will turn and salute the Flight Commander and provide him/her with the attendance report. The Flight Commander will return the salute and either seat the flight or put them at "Parade Rest" while the Flight Sergeant covers posted information of upcoming cadet corps events pertinent Group/Squadron information. The Flight Commander brief the instructor of the flight's status.
- When addressing instructors or other cadet officers during class, cadets will sit at attention, raise their hand and wait for permission to speak. **Cadets will not speak-out unless they have permission.**
- The classroom will be called to attention by the Flight Commander or the first cadet to see the SASI / ASI or Group **Commander** enters the classroom.

**EXCEPTION:** If one of the instructors is already in the classroom, the room need not be called to attention again. If the SASI / ASI are both out of the classroom and the Group Commander enters the room, the room will be called to attention.



## Classroom Operating Procedures (cont'd)

- **Headgear** - The wear of any uniform or civilian headgear will not be worn while in the classroom. Civilian headgear must be in compliance with school dress code guidelines.
- **Food or Drinks** – No food or drinks of any kind or chewing gum in the classroom permitted unless specifically authorized by the SASI or ASI. Exception: Water bottles are authorized.
- **Classroom Cleanliness** - Trash and recyclable materials (plastics / aluminum cans) will be placed in the appropriate containers. Any trash observed outside the ROTC classroom will result in the privilege of utilizing the ROTC benches for lunch being suspended for one (1) week.

### Classroom Conduct

The following behavior is prohibited while in the AFJROTC classroom:

- **Chain of Command** – Every cadet is expected to use the chain of command at every opportunity before the issue is referred to the SASI / ASI.
- **Horseplay** – Horseplay of any kind will not be tolerated by any cadet.
- **Cell Phone / Tablets / Texting** – Cellphones are required to be turned off during class hours in accordance with district policy. Cadets violating districting will have their cellphones/tablets confiscated and a parent must retrieve the item.
- **Classroom Computers** – Cadets must have permission from the SASI / ASI to utilize sing computer / printers resources.
- **Posture** – Cadets are expected to practice good sitting posture while sitting at their desks. No slouching, lying sleeping or resting heads on desks.
- Reading and / or working on other subject material during AFJROTC class time.
- **Sunglasses** - Sunglasses of any type is not authorized while in AFJROTC classroom. (Exception: Prescription/Transition type glasses are authorized)
- Disturbing classroom teaching aids or pictures or aircraft models.
- **Restroom Visits or leaving classroom** – Cadets are not authorized to leave the classroom or be on campus during classroom hours without a pass or permission of the SASI or ASI.
- Classroom Disruption – Cadets are prohibited from engaging in or causing any classroom disruptive behavior.



## Logistics Operations

1. The logistics area / room is a **“Controlled Area”** and is **OFF LIMITS** to all cadets with the exception of Logistics personnel. The Logistics rooms lies on the other side of the instructor’s office and therefore permission is required to enter. The following procedures will be accomplished for entry to the Logistic office:

- Cadets will center themselves in the “hatch” (door) of the instructor’s office door at the “position of attention.”
- Once centered, the cadet will knock three (3) times and state “ Ma’am or Sergeant, Request permission to enter your office and proceed to Logistics.
- The cadet will “wait” for the response from the SASI or ASI for permission.  
(SASI / ASI will normally clear you to the threshold of the Logistics door.)
- The cadet will proceed to the Logistics door and accomplished the same procedures required to enter the instructor’s office at the Logistics door. i.e. knock three times, request permission to enter etc...

2. Cadets will conduct their business with Logistics and depart. No loitering. In addition, female cadets are not to be left alone with a male cadet while in Logistics (includes Logistics personnel).

1. Replica Springfield rifles and sabers are for training Color Guard, Drill and ceremonial teams only. Non team members are not authorized to handle any replica equipment unless approved by the SASI / ASI. Replica equipment will be considered actual functioning weapons and will not be pointed at anyone at any time. Any violation of the above policy will result in removal of the individual from the team and disciplinary actions taken. All replica equipment must remain on campus under the supervision of the SASI/ASI.

3. Replica rifles transported on campus will ensure that they have orange safety cap installed prior to leaving Logistics. The SASI / ASI will be responsible for transporting required replica equipment (i.e. rifles, sabers etc...) to off-campus location in the required travel cases.

# Addressing Instructors and Cadet Officers

## (THE SEVEN BASIC CADET RESPONSES)

One of the basic items that new cadets must master is how to address cadets and Active / Retired Officers and Non-Commissioned Officers by their correct titles. When addressing active-duty Officers, NCOs cadets are required to stand or sit at the Position of Attention (**standing is preferred**). The same is true for AFJROTC cadets.

- **“Yes, Sir / Ma’am.”**
- **“No, Sir / Ma’am.”**
- **“Sir / Ma’am, I do not know.”**
- **“Sir / Ma’am, I do not understand.”**
- **“Sir / Ma’am, may I ask a question?”**
- **“Sir / Ma’am, may I make a statement?”**
- **Yes / No Sergeant**

When addressing active-duty officers or NCOs orally, please use their correct military title, such as “Major” followed by their surnames, (i.e. Major Pearl). Colonels and Lieutenant Colonels will be addressed as **“Colonel.”** 1<sup>st</sup> and 2<sup>nd</sup> Lieutenants will be addressed as “Lieutenant”. You may also use **“Sir”** or **“Ma’am”** depending upon the officer’s gender.

All Non-Commissioned Officers (NCO’s) are addressed by their full title, example **“Senior Master Sergeant Barber”**, or **“Sergeant Barber”** with the exception of Chief Master Sergeants. Chief Master Sergeant may be addressed as **“Chief Master Sergeant Bradford”** or **“Chief.”** Airmen in the grades Airman Basic to Senior Airman may be addressed as **“Airman”** or use their full title.

AFJROTC cadets are addressed in the same manner however the term **“CADET”** precedes the rank or title. i.e., Cadet/ Master Jones, or Cadet/Captain Adams.

## **DID YOU KNOW?**

1. There are no military service obligations for participating in AFJROTC.
2. AFJROTC cadets have an opportunity to earn scholarships.
3. AFJROTC cadets may have an advantage when competing for appointments to U.S. military academies?
4. Cadets who complete 3 years of JROTC and enlist in the military may qualify for higher pay.
5. Membership AFJROTC unit is open to most high school students, but cadets must maintain a "C" average in while enrolled in AFJROTC to remain in the program or request a waiver from the SASI.
6. AFJROTC courses carry the same credit as other elective subjects and two years of JROTC credit will waive 1 year of Physical Education and a Science or History credit
7. Cadets earn medals, ribbons, trophies, plaques and other awards based on their participation I various AFJROTC, community and extracurricular programs / events.
8. AFJROTC uniforms, insignia, medals, ribbons and textbooks are provided at no cost to the cadet.
9. Members of the Drill Team / Color Guard teams travel to compete against other units.
10. Each summer outstanding cadets have the opportunity to participate in the Cadet Leadership Course and military academy summer programs.
11. Each semester cadets go on field trips to military bases and other points of interest.
12. Each spring cadets may attend the annual and Awards Banquet.
13. Cadets gain leadership experience and self-confidence by working in leadership positions in the cadet corps.
14. One day each week cadets participate in Physical Training (PT), which includes warm up exercises, running, and various sporting activities.

# CHAPTER 4

## General Cadet Knowledge



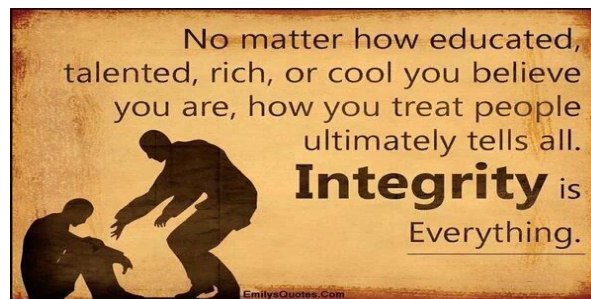
# Leadership

Leadership is the **art and science of influencing and directing people to accomplish their mission or common goal**. The balance of keeping your people happy and getting the mission done is often a hard task. A leader differs from a manager because a leader will motivate and inspire his or her people to do great work. This quality can be traced back to the Core Values. A manager simply maintains, administers, and controls people and situations. Leadership is vital to the Air Force and to our cadet wing because it is the key element that ensures mission accomplishment.

## Leadership Traits

Effective leaders have distinguishable traits, which separate them from unsuccessful leaders. Though the list is virtually endless, the qualities and characteristics of a leader should be distinguishable. Below are six vital traits a leader must have.

- a. **Integrity** - A leader must be honest and fair. The leader must create values and follow the values. Without integrity your subordinates will never follow you and



superiors will never trust you.

- b. **Loyalty** - A leader must first show his or her unquestionable loyalty before they can ever expect loyalty from the members of their unit. A leader must establish loyalty to subordinates, peers and superiors.

The greater the loyalty of a group toward the group, the greater is the motivation among the members to achieve the goals of the group, and the greater the probability that the group will achieve its goals.

- Rensis Likert

- c. **Commitment** - A leader must also demonstrate complete commitment to the Air Force, the mission and to the unit. By doing this you can set a good example for your subordinates.

Desire is the key to motivation,  
but it's determination and commitment to  
an unrelenting pursuit of your goal  
- a commitment to excellence -  
that will enable you to attain the success you seek.

*Mario Andretti*

- d. **Energy** - A successful leader must possess enthusiasm and drive to take the initiative. He or she must show perseverance and stamina to stay with the job at hand. By doing this as a leader, you will motivate your subordinates to have enthusiasm and drive in their job.

Encourage, lift and strengthen  
one another. For the positive  
energy spread to one will be  
felt by us all.

Deborah Day

- e. **Decisiveness** – A leader must have the willingness to act and the self-confidence to make timely decisions.



- f. **Selflessness** - A leader must put the tasking and his or her people before himself. He must have the courage to face and overcome difficulties. A willingness to sacrifice is a necessity in military life



# History of The Air Force Logo



In the late 1990s, Air Force senior leadership recognized the need to design an official symbol and develop a centralized theme to encourage young people to join, encourage Airmen to stay, and to build understanding, appreciation, and support for America's Air Force. They directed a commercial company, specializing in corporate branding, to research and develop a unique symbol. Company representatives traveled throughout the Air Force and to major U.S. cities to conduct research and become intimately familiar with the Air Force and its culture, environment, and heritage. The new Air Force symbol is based on the familiar World War II "Hap" Arnold wings and represents the service's heritage. The symbol's modern design represents the Air Force's present and future leading-edge capabilities defending the United States.

## Symbolism of the Air Force Logo (cont'd)

The Air Force symbol (Logo) consists of two main parts. The upper half of the logo "the stylized wings" represent the stripes of the Air Force's enlisted force.



The logo wings have been drawn with great angularity to emphasize **swiftness and power**. They are also divided into six sections which represent the distinct USAF's core capabilities of aerospace superiority, global attack, rapid global mobility, precision engagement, information superiority, and agile combat support.

The lower half of the emblem there are:

- Three diamonds
- A star,
- And a sphere

## Symbolism of the Air Force Logo (cont'd)



The sphere within the star represents the globe and reminds Air Force members of their obligation to secure the United States' freedom with Global Vigilance, Reach, and Power. The globe is also a reminder to Air Force personnel of their challenge as an expeditionary force to respond rapidly to crises and to provide decisive aerospace power worldwide.

## Symbolism of the Air Force Logo (cont'd)



The area surrounding the sphere takes the shape of a star. The star has many meanings. Its five points represent the components of the Air force family:

- our active-duty members,
- our civilian employees,
- our Air National Guard members,
- our Air Reserve members,
- and our retired Air Force members.

The star symbolizes space as the high ground of the United States' aerospace force corps which is central to the USAF's combat leadership. The star has been framed with three diamonds, which represent the Air Force' core values of:

**Integrity First,**      **Service Before Self,**      **and Excellence In All We Do.**

These elements come together to form one symbol that presents two powerful mages at once. It is an eagle, the emblem of the United States, and a medal, representing valor in service to the nation.

# AIR FORCE / AFJROTC CORE VALUES

## **“Integrity First”**

The willingness to do what is right even when no one is looking. It is the "moral compass" -- the inner voice; the voice of self-control; the basis for the trust imperative in today's world. Integrity is the ability to hold together and properly regulate all the elements of a personality. A person of integrity, for example, is capable of acting on conviction. A person of integrity can control impulses and appetites.

## **“Service Before Self”**

Service before self tells us that professional duties take precedence over personal desires. Unlike other jobs, military service is an uncommon profession that calls for people of uncommon dedication so. A leader unwilling to sacrifice individual goals for the good of the unit cannot convince other members to do so.

## **“Excellence In All We Do”**

The final core value directs us to develop a sustained passion for the continuous improvement and innovation that will propel us into a long-term, upward spiral of accomplishment and performance.

## **Standards of Accountability**

**Uniformly Known Consistently Applied**

**Non-Selectively Enforced**

## Mission of the Air Force

**AF Mission: *Fly, fight and win in air, space, and cyberspace.***



## Mission of AFJROTC

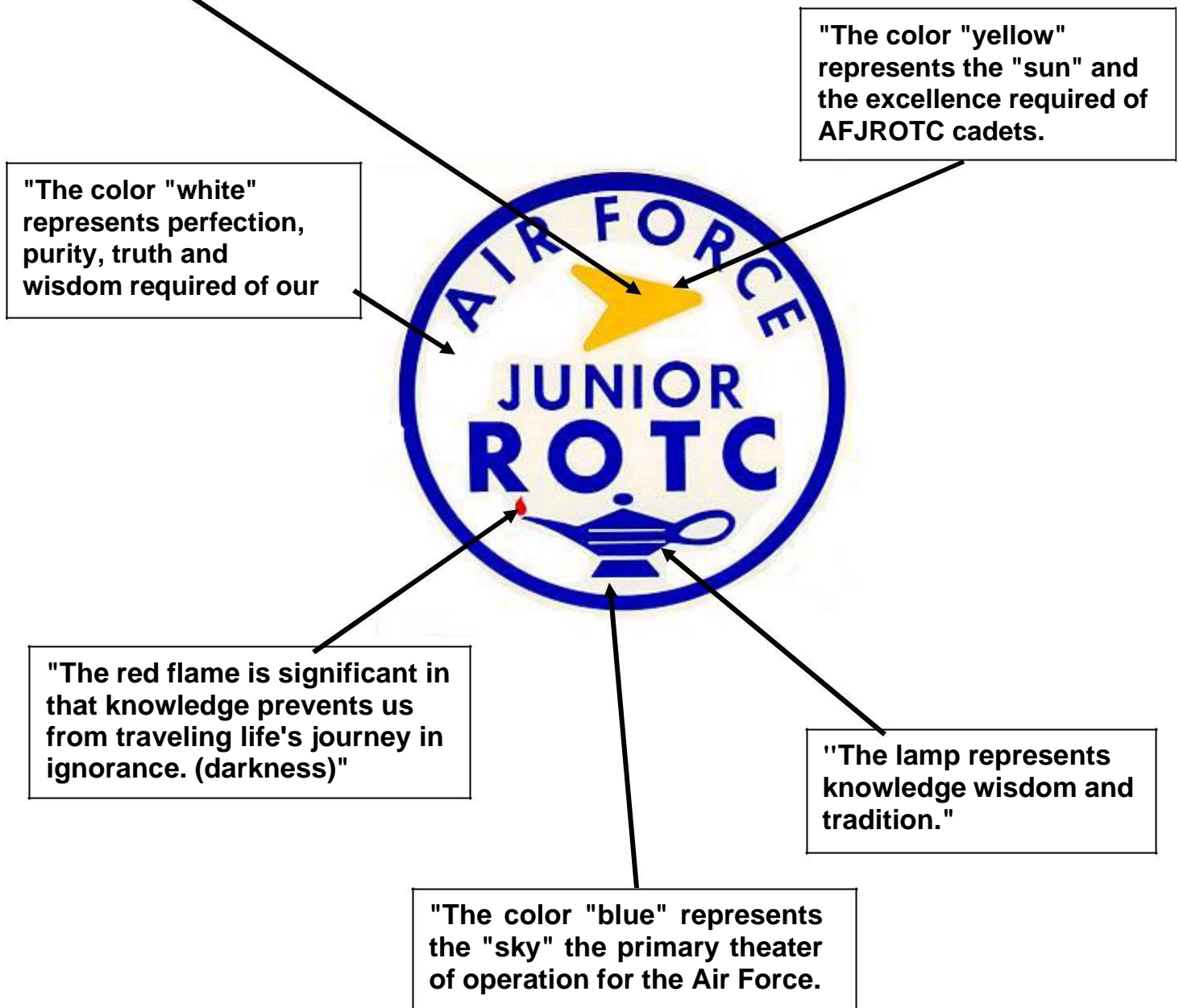
**AFJROTC Mission: *To develop citizens of character, dedicated to serving their nation and community.***



# Air Force Junior Reserve Officers Training Corps (AFJROTC)

## Shoulder Patch

The patch shown below is the national AFJROTC patch worn by "all" AFJROTC cadets. The yellow triangular arrow is a stylized aircraft. It depicts high technology, supporting the goal of aerospace education and careers in aerospace. The direction that that arrow points to is "the future".





## CA-954 Cadet Group Unit Designator Patch

The letters "CA"  
represents the state  
of activation

The numbers "95" represent the year of  
activation "1995" and the number "4"  
represents the sequence of activation  
during that year i.e. 4th unit activated in  
California in 1995.

"Wildcat" image  
represents  
school mascot.



"Whitney High School"  
Designates unit's  
permanent station of  
operation.

"AFJROTC" Higher  
Headquarters



## **AFJROTC Cadet Creed**

I am an Air Force Junior ROTC Cadet.

I am connected and faithful to every Corps of Cadets who served their community and nation with patriotism.

I earn respect when I uphold the Core Values of Integrity First, Service Before Self, and Excellence in All We Do.

I will always conduct myself to bring credit to my family, school, Corps of Cadets, community, and to myself.

My character defines me. I will not lie, cheat, or steal.

I am accountable for my actions and deeds.

I will hold others accountable for their actions as well.

I will honor those I serve with, those who have gone before me, and those who will come after me.

I am a Patriot, a Leader, and a Wingman devoted to those I follow, serve, and lead.

I am an Air Force Junior ROTC Cadet.



## **THE AIRMAN'S CREED**

**We share an unbreakable trust and the will to never give up. The Airman's Creed is our promise to country and colleagues.**

**I AM AN AMERICAN AIRMAN.**

**I AM A WARRIOR.**

**I HAVE ANSWERED MY NATION'S CALL.**

**I AM AN AMERICAN AIRMAN.**

**MY MISSION IS TO FLY, FIGHT, AND WIN.**

**I AM FAITHFUL TO A PROUD HERITAGE,  
TRADITION OF HONOR, AND A LEGACY OF VALOR.**

**I AM AN AMERICAN AIRMAN.**

**GUARDIAN OF FREEDOM AND JUSTICE, MY  
NATION'S SWORD AND SHIELD, ITS SENTRY AND  
AVENGER. I DEFEND MY COUNTRY WITH MY LIFE.**

**I AM AN AMERICAN AIRMAN. WINGMAN, LEADER,  
WARRIOR. I WILL NEVER LEAVE AN AIRMAN  
BEHIND, I WILL NEVER FALTER, AND I WILL NOT  
FAIL.**

# Code of Conduct¶



## Article 1:¶

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.¶

¶

## Article 6:¶

I will never forget that I am an American, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

## Important Historical Dates:¶

**Memorial Day** - Last Monday in May¶

**D-Day** - June 6th, 1944¶

**Flag Day** - June 14th¶

**Independence Day** - July 4th¶

**Labor Day** - First Monday in September¶

**Patriot Day** - September 11th¶

**US Air Force's Birthday/ National Security Act of 1947** - September 18th, 1947¶

**Veterans Day/ Armistice Day** - November 11th¶

**Pearl Harbor Day** - December 7th, 1941¶

# **The AFJROTC Honor Code**

**(All cadets are required to know the Honor Code)**

<b>WE PLEDGE OURSELVES TO:</b>	
<b>A</b>	<b>Act to all AFJROTC Standards</b>
<b>I</b>	<b>Ignite Esprit de Corps and unity among fellow cadets.</b>
<b>R</b>	<b>Respect all teachers, appointed officers and classmates, as well as our AFJROTC and school's property.</b>
<b>M</b>	<b>Manifest in life the high principles our school has to offer.</b>
<b>A</b>	<b>Appreciate and recognize the sacrifices our parents / guardians have made to further our education and show them all due respect and gratitude.</b>
<b>M</b>	<b>Nurture and grow as cadets throughout our high school career.</b>

# The Air Force Seal



## Description

The entire design used on the Air Force Seal is taken from an heraldic representation of the mythological thunderbolt, also termed Jupiter's thunderbolt. Jupiter was the Roman mythological God of the Heavens. At the honor point of the shield is a lightning bolt or elongated projectile-like mass, conceived of as the missile cast to earth in the lightning flash. The word thunderbolt--a single discharge of lightning with the accompanying thunder is derived from the idea that lightning was a bolt thrown to earth by a god. The pair of wings and smaller lightning flashes surrounding the bolt complete the design. The eagle's head is turned to the right and symbolizes facing the enemy - looking toward the future and not dwelling on past deeds.

# Symbols of the Air Force Seal



## Details

1. Official Colors - The official Air Force colors of ultramarine blue and Air Force silver are reflected in the Air Force Seal; the circular background is ultramarine blue, and the trim is Air Force yellow.
2. The 13 white stars represent the original 13 colonies. In addition, the 3 stars atop the eagle represent the first three (3) departments created under the new "Department of Defense" in 1947 (Air Force, Army and the Navy).
3. The Air Force yellow numerals under the shield stand for 1947, the year the Department of the Air Force was established.
4. The band encircling the whole design is white edged in Air Force yellow with black lettering reading "Department of the Air Force" on the top and "United States of America" on the bottom.

# Symbols of the Air Force Seal



## Details

5. Centered on the circular background is the “Air Force Coat of Arms”. The Coat of Arms consists of two parts, The Crest and Shield”.
6. The crest consists of the eagle, wreath, and cloud formation.
  - The American bald eagle symbolizes the United States and its air power and appears in its natural colors.
  - The wreath under the eagle is made up of six alternate folds of metal (white, representing silver) and light blue. This repeats the metal and color used in the shield.
  - The white clouds behind the eagle show the start of a new sky.



# Symbols of the Air Force Seal



## Details

7. **The shield** - Located directly below the eagle and wreath, is divided horizontally into two parts.
- The bottom portion of the shield contains a nebular Line which represents clouds.
  - The top portion of the shield is blue representing the sky and bears an Air Force yellow thunderbolt with flames in natural color. The thunderbolt represents the striking power through the use of air and space. The thunderbolt consists of an Air Force yellow vertical twist with three natural color flames on each end crossing a pair of horizontal wings with eight lightning bolts. The background of the top part is light blue representing the sky. The lower part is white representing metal silver.



# ***Flag Etiquette***



In uniform and outdoors, but not in formation, all personnel will come to attention, face the flag and salute. If the flag is not in view, personnel will come to attention, face the music, and salute. The salute is always held until the music has stopped. If in formation, the commander of the formation will give the appropriate orders for rendering respect.

When indoors, no salute is given. Instead, when the music is played, all personnel will come to attention and face the flag or music. No military salute is rendered.

In civilian clothing, indoors or outdoors, personnel will come to attention, face the flag or music. No military salute is rendered. The right hand may be placed over the heart. Civilian hats, if worn should be always removed and placed in the right hand to cover the heart.

**Outdoors to an Escorted Flag** – If you are at an outdoor event in uniform and an uncased flag is escorted past you, face the flag, stand at attention, and render a salute. The salute is rendered six paces before the flag reaches you and is held until the flag has passed six paces past you.

**By Vehicles Passengers** – When on a military base all vehicles must come to a complete stop at the first sound of “***To The Colors***” or the ***National Anthem***. All occupants should sit at attention until the music stops.

**Flags on a Stationary Flag Staff**- Are not saluted except during reveille (raising the flag in the morning) and retreat (lowering the flag in the evening).

**Disrespect to the Flag** – The flag is never dipped in salute, displayed with the union stars down or permitted to touch the ground under any circumstances. If the flag is to be used as a casket cover, nothing is to be placed on top of it.

**Disposal of the Flag** – When a national flag is worn out it should be destroyed with respect by first cutting the blue field from the flag, and then cremating the two pieces. The ceremony should be done privately.



# The Phonetic Alphabet

1. Each one of us has a distinct accent and a particular way of pronouncing words. The English community pronounce things differently from the Americans and the Australians, and the Indians have a pronunciation system that though closely similarly to the English, the accent can give rise to complications.
2. The phonetic alphabet was first created by the North Atlantic Treaty Organization (NATO) allies in the 1950s. The intent was to develop a system to ensure all command communications were intelligible and understandable in the midst of battle. This system of communication method required words to be spelt out by their letters, for example, **Mary** would be spelled out as follows: **Mike, Alpha, Romeo, Yankee**. The phonetic alphabet was created to clarify parts of a message that could lead to confusion. For instance, letters like **N** and **M** sound similar, as do **B**, **D** and **P**. Early 20th century radios were prone to lots of static which sometimes made voice recognition distorted and unrecognizable during critical situations.
3. The NATO Phonetic Alphabet, though not the only one in existence, is the most popular and used universally. As aviators the phonetic alphabet is used extensively by commercial and military aircrews when informing and receiving vital information to Air Traffic Controllers. Here is the list of alphabet letters and their phonetic pronunciations:

<b>A - Alpha</b>	<b>H - Hotel</b>	<b>O - Oscar</b>	<b>V - Victor</b>
<b>B - Bravo</b>	<b>I - India</b>	<b>P - Papa</b>	<b>W - Whiskey</b>
<b>C - Charlie</b>	<b>J - Juliet</b>	<b>Q – Quebec (Q-Beck)</b>	<b>X - X-ray</b>
<b>D - Delta</b>	<b>K – Kilo (Key-Low)</b>	<b>R - Romeo</b>	<b>Y - Yankee</b>
<b>E - Echo</b>	<b>L – Lima (Lee-Ma)</b>	<b>S - Sierra</b>	<b>Z - Zulu</b>
<b>F - Foxtrot</b>	<b>M - Mike</b>	<b>T - Tango</b>	
<b>G - Golf</b>	<b>N - November</b>	<b>U - Uniform</b>	

## The Phonetic Alphabet (cont)

Cadets are expected to know how to spell their surname (last name) using the phonetic alphabet. Cadets may be asked to spell any word using the phonetic alphabet during routine flight inspections. **See example below:**

Last Name	T	W	E	L	T	R	I	D	G	E
	A	H	C	I	A	O	N	E	O	C
	N	I	H	M	N	M	D	L	L	H
	G	S	O	A	G	E	I	T	F	O
	O	K			O	O	A	A		
		E								
		Y								

# Leadership

Leadership is the **art and science of influencing and directing people to accomplish their mission or common goal**. The balance of keeping your people happy and getting the mission done is often a hard task. A leader differs from a manager because a leader will motivate and inspire his or her people to do great work. This quality can be traced back to the Core Values. A manager simply maintains, administers, and controls people and situations. Leadership is vital to the Air Force and to our cadet wing because it is the key element that ensures mission accomplishment.

## Leadership Traits

Effective leaders have distinguishable traits, which separate them from unsuccessful leaders. Though the list is virtually endless, the qualities and characteristics of a leader should be distinguishable.

Below are six vital traits a leader must have.

- d. **Integrity** - A leader must be honest and fair. The leader must create values and follow the values. Without integrity your subordinates will never follow you and superiors will never trust you.
- e. **Loyalty** - A leader must first show his or her unquestionable loyalty before they can ever expect loyalty from the members of their unit. A leader must establish loyalty to subordinates, peers and superiors.
- c. **Commitment** - A leader must also demonstrate complete commitment to the Air Force, the mission and to the unit. By doing this you can set a good example for your subordinates.
- e. **Energy** - A successful leader must possess enthusiasm and drive to take the initiative. He or she must show perseverance and stamina to stay with the job at hand. By doing this as a leader, you will motivate your subordinates to have enthusiasm and drive in their job.
- f. **Decisiveness** - A leader must have a willingness to act and the self-confidence to make timely decisions.
- g. **Selflessness** - A leader must put the tasking and his or her people before himself. He must have the courage to face and overcome difficulties. A willingness to sacrifice is a necessity in military life.



## **The Air Force Song Lyrics**



**Off we go into the wild blue yonder,  
Climbing high into the sun;  
Here they come zooming to meet our thunder,  
At 'em now, Give 'em the gun!  
Down we dive, spouting our flame from under,  
Off with one helluva roar!  
We live in fame or go down in flame. Hey!  
Nothing'll stop the U.S. Air Force!**

### **(Verse II)**

**Brilliant minds fashioned a crate of thunder,  
Sent it high into the blue;  
Valiant hands blasted the world asunder;  
How they lived God only knew!  
Boundless souls dreaming of skies to conquer  
Gave us wings, ever to soar!  
With scouts before and bombers galore. Hey!  
Nothing'll stop the U.S. Air Force!**





## The Air Force Song Lyrics



### **(Verse III)**

**Here's a toast to the host  
Of those who love the vastness of the sky,  
To a friend we send a message of the brave who serve on high.  
We drink to those who gave their all of old,  
Then down we roar to score the rainbow's pot of gold.  
A toast to the host of those we boast, the U.S. Air Force!**

### **(Verse IV)**

**Off we go into the wild sky yonder,  
Keep the wings level and true;  
If you'd live to be a grey-haired wonder  
Keep the nose out of the blue!  
Fly to fight, guarding the nation's border,  
We'll be there, followed by more!  
In echelon we carry on.  
Oh, nothing'll stop the U.S. Air Force!**



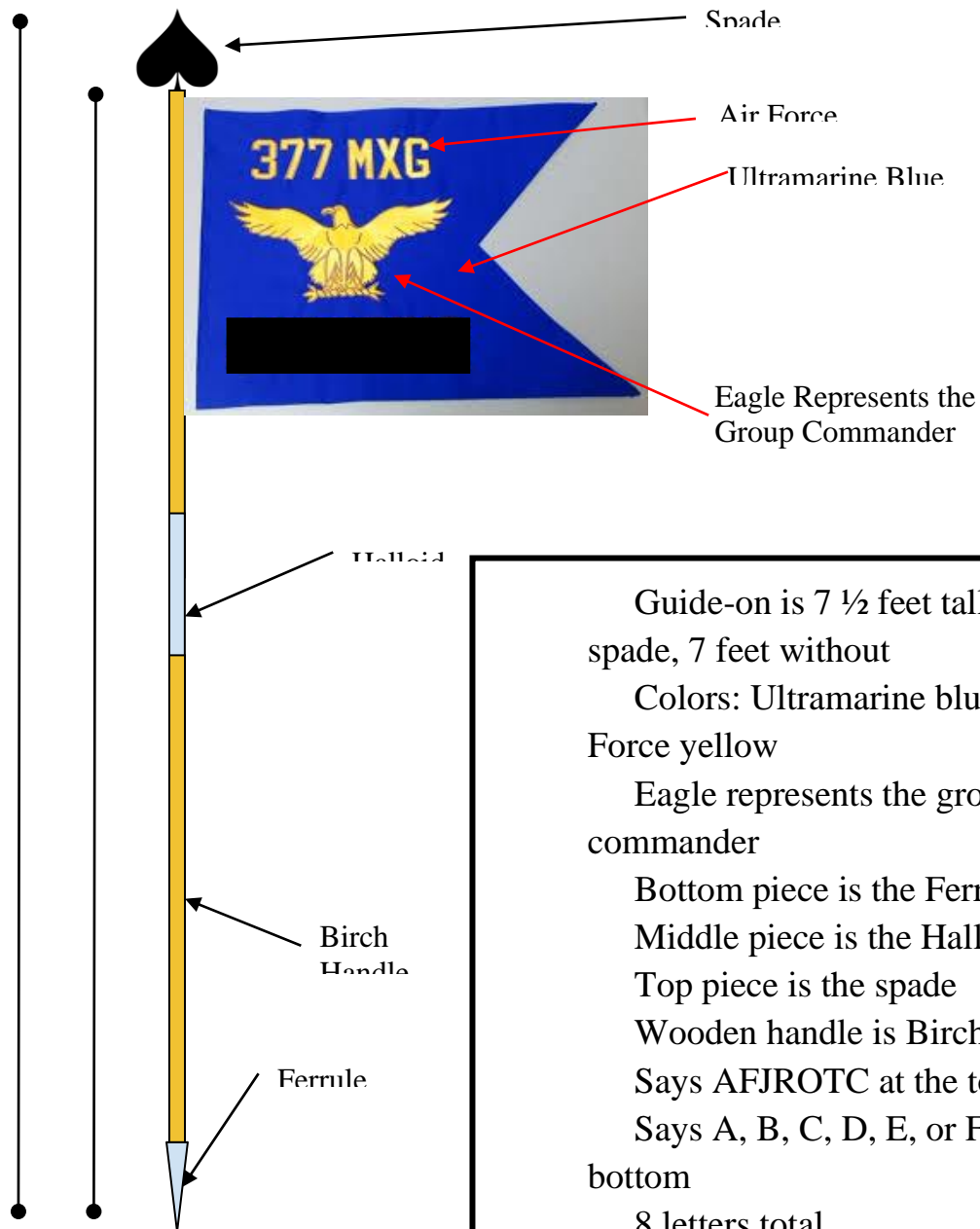
Lyrics printed with permission from Carl Fischer, LLC.

## **History of the Air Force Song**

In 1937, after the U.S. military had been developing airplanes for more than a decade, the Assistant Chief of the Air Corps, Brigadier General Henry Arnold, thought the Army Air Corps needed a fight song similar to the Army, Navy, and Marine Corps.

In 1938, Liberty Magazine offered a \$1,000 prize in a contest for composers to come up with a suitable song for the Air Force. A committee of Army Air Force wives selected Robert MacArthur Crawford's composition, which was officially introduced at the Cleveland Air Races in 1939. The Air Force actually did not exist as a separate branch of the U.S. military until 1947.

## Guidon Information¶



Guide-on is 7 ½ feet tall with the spade, 7 feet without

Colors: Ultramarine blue, Air Force yellow

Eagle represents the group commander

Bottom piece is the Ferrule

Middle piece is the Haloed

Top piece is the spade

Wooden handle is Birch

Says AFJROTC at the top

Says A, B, C, D, E, or F at the bottom

8 letters total

12 Screws Total




## CHAPTER 5






### The Air Force Grooming Standards

# Cadet Grooming Guidelines - Female



Appearance and Grooming. When a cadet wears the uniform, he/she is responsible for presenting a neat, clean, and professional military image. Appearance and grooming standards help cadets present the image of disciplined cadets who can be relied upon to do the job they are called on to do. A professional military image has no room for the extreme, the unusual, or the faddish. The standards for wearing the uniform consist of five elements: neatness, cleanliness, safety, uniformity, and military image. The first four are absolute, objective criteria for the efficiency, health, and well-being of the force. The fifth standard, military image is also very important, military appearance is subjective, but necessary. People, both military and civilian, draw conclusions as to the military effectiveness of the Air Force by how they perceive those in uniform.

	Item	Female Hair Guidelines
1		<b>General</b> - Female hair will be clean, well-groomed, and present a professional appearance. Hair will <i>not</i> contain excessive amounts of grooming aids (e.g. gel, mousse, pomade, or moisturizer), appear lopsided, touch either eyebrow, or end below an imaginary line across the forehead at the top of the eyebrows that is parallel to the ground.
2	Hair Color	<b>Hair Color</b> - If applied, dyes, tints, bleaches, and frostings must result in natural hair colors. Examples of natural hair colors are brown, blonde, brunette, natural red, black, or grey. Prohibited examples ( <i>not</i> all inclusive) are burgundy, purple, orange, fluorescent or neon colors.
3	Hair Styles (Females)	<b>Bulk / Styles</b> - There is no minimum length for female hair, however there is a maximum bulk of 3 ½ inches from the scalp and allows for proper wear of headgear. Hair will end above the bottom edge of collar and will not extend below an invisible line drawn parallel to the ground, both front to back and side to side. Bangs, or side-swiped hair will not touch either eyebrow, to include an invisible line drawn across eyebrows and parallel to the ground. See hair styles below. When in doubt, assess correct length of hair with Airman standing in the position of attention. Exception: While wearing the Physical Training Gear (PTG), long hair will be secured but may have loose ends and may extend below the bottom edge of the collar <div data-bbox="321 1108 1523 1560">  </div>
4	Hair Styles Locs, Braids, Twists	Locs, braids, twists, micro-braids, french braids, dutch braids and cornrows are authorized hair styles for female cadets. <b>Locs</b> – Locs are defined as portions of hair that have been intentionally or unintentionally fused together to form a loc or locs. <b>Braid or Twist</b> – Braids or Twists are two or more portions of interwoven hair. If adding additional hair, it must be a natural-looking color, similar to the individual's hair color. It must be conservative (moderate, being within reasonable limits; not excessive or extreme) and not present a faddish appearance. Hair must not exceed bulk and length standards and must not extend below the bottom of the collar. Headgear must fit properly.

## Cadet Grooming Guidelines – Female (cont'd)

	Item	Female Hair Guidelines
5	<p style="text-align: center;">Hair Styles Locs, Braids, Twists (Cont)</p>	<p>All locs, braids and twists, when worn will be of uniform dimension, no wider than one inch, with natural spacing between the locs, braids, and twists and must be tightly interwoven to present a neat, professional, and well-groomed appearance. When worn, multiple locs, braids, or twists shall be of uniform dimension, small in diameter (approximately ¼ inches), show no more than ¼ inch of scalp between the locs, braids, or twists and must be tightly interwoven to present a neat, professional appearance.</p> <p>Braids / Twists must continue to the end of the hair without design and following the contour of the head and may be worn loose or in a secured style within hair standards describe in the paragraphs above. <b>Exception:</b> Micro-braids or twists are not required to continue to the end of the h</p> <div style="text-align: center;">  <p>Braids</p> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 20px;"> <div style="text-align: center;">  <p>Twists</p> </div> <div style="text-align: center;">  <p>Locs</p> </div> </div>
6	<p style="text-align: center;">Unauthorized Hair Styles</p>	<p>Mohawk, mullets or etched designs are not authorized hair styles.</p>

## Cadet Grooming Guidelines – Female (cont'd)


	Item	Female General Grooming Guidelines
1	Bracelets (Ankle)	Ankle bracelets are not authorized.
2	Bracelets (Standard)	Cadets may wear one bracelet around their wrist. If worn, the bracelet will be conservative (moderate, being within reasonable limits; not excessive or extreme) (which is defined as plain, not drawing attention or faddish) in design, no wider than ½ inch, gold or silver in color, and will not have any inappropriate pictures or writing. Bracelets espousing support for cause, philosophy, individual or group are <i>not</i> authorized ( <b>Exception:</b> Traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or gold, remain authorized). <b>Colored/rubber bracelets that support a cause are not allowed to be worn in uniform.</b>
3	Bracelets (Medical)	Medical alert/identification bracelets are authorized; however, if worn, they will be conservative (moderate, being within reasonable limits; not excessive or extreme) (which is defined as plain, not drawing inappropriate attention or faddish).
4	Cosmetics	<b>Cosmetics</b> – If female cadets decide to wear cosmetics it must be conservative (moderate, being within reasonable limits; not excessive or extreme) and in good taste. Female cadets will not wear shades of lipstick that distinctly contrast with their complexion, that detract from the uniform, or that are extreme colors. Some examples of extreme colors include but are not limited to, purple, gold, blue, black, bright (fire-engine) red, and fluorescent colors.
5	Earrings	Female cadets may wear small (not exceeding 6 mm in diameter) conservative (moderate, being within reasonable limits; not excessive or extreme) round or square white diamond, gold, white pearl, or silver earrings as a set with any uniform combination. If member has multiple holes, only one set of earrings are authorized to be worn in uniform and will be worn in the lower earlobes. Earrings will match and fit tightly without extending below the earlobe unless the piece extending is the connecting band on clip earring.
6	Hair (Accessories)	<p>If worn, hair accessories (e.g., fabric scrunches, hairpins, combs, clips, headbands, elastic bands, barrettes, etc.) must match hair color. Black hair accessories are authorized regardless of hair color. Hair must still comply with bulk and appearance standards.</p> <p>Headgear must fit properly. Headbands or fabric scrunchies will not exceed one inch in width. Ornaments are <i>not</i> authorized (i.e., ribbons, beads, jeweled pins).</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p><b>Scrunchie</b></p> </div> <div style="text-align: center;">  <p><b>Hair Clips</b></p> </div> </div>
7	Head Scarves (Bandanas)	Bandanas and other similar headscarves / headgear are not authorized for wear during Physical Training activities.
8	Jewelry	While in uniform will be plain and conservative (moderate, being within reasonable limits; not excessive or extreme) as determined by the SASI.
9	Necklaces	Necklaces will not be visible at any time. If worn, they will be concealed under a collar or undershirt.
10	Rings	Cadets may wear a total <b>of no more than three rings</b> (wedding sets count as one ring when worn as a set). Rings will be worn at the base of the finger and will not be worn on the thumb.

## Cadet Grooming Guidelines – Female (cont'd)

	Item	Female General Grooming Guidelines
11	Nail Polish	If worn by females, nail polish will be a single color that does not distinctly contrast with the female Airman's complexion, detract from the uniform, or be extreme colors. Some examples of extreme colors included, but are not limited to, purple, gold, blue, black, bright (fire engine) red and florescent colors. Do not apply designs to nails or apply two-tone or multi-tone colors; however, white-tip French manicures are authorized. Fingernails must not exceed ¼ inch in length beyond the tip of the finger and must be clean and well groomed
12	Piercings	Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear (other than authorized in para 7.9.7), nose, tongue, or any exposed body part (including anything that might be visible through the uniform). Cadets may not cover any of these articles with make-up, band aids, or wearing clear post pins to hide body piercings.
13	Tattoos (or Brands)	Whether you are in or out of uniform, tattoos, or brands anywhere on the body are not allowed if they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination. Tattoos or brands that might harm good order and discipline or bring discredit upon the Air Force are also barred, whether you are in or out of uniform. The SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance.
14	Undergarments	Female cadets are required to wear the appropriate undergarments (Includes bra and underpants) with all AFJROTC uniform combinations. A white V-neck or athletic style tank top undershirt may be worn when wearing the opened collar service uniform combination only. The undershirt will not have pockets and will be tucked in the slacks at all time,



## Cadet Grooming Guidelines - Male

Item	Male Hair Guidelines
1	<p><b>General</b> – Male hair will be clean, well-groomed, and present a professional appearance. Hair will <i>not</i> contain excessive amounts of grooming aids (e.g. gel, mousse, pomade, or moisturizer), appear lopsided, touch either eyebrow, or end below an imaginary line across the forehead at the top of the eyebrows that is parallel to the ground.</p>
2	<p><b>Hair Color</b> - If applied, dyes, tints, bleaches, and frostings must result in natural hair colors. Examples of natural hair colors are brown, blonde, brunette, natural red, black or grey. Prohibited examples (<i>not</i> all inclusive) are burgundy, purple, orange, fluorescent or neon colors.</p>
3	<p><b>Bulk / Styles</b> – Male hair style will have a tapered appearance on both sides and the back of the head, both with and without headgear. A tapered appearance is one that when viewed from any angle outlines the member's hair so that it conforms to the shape of the head, curving inward to the natural termination point without eccentric directional flow, twists or spiking.</p> <p><b>Block Cut</b> - A block-cut is permitted with tapered appearance. Hair will <i>not</i> exceed <b><u>1¼ inch in bulk</u></b>, regardless of length <b><u>and ¼ inch at natural termination point</u></b>; allowing only closely cut or shaved hair on the back of the neck to touch the collar. Hair will not touch the ears or protrude under the front band of headgear.</p> <p><b>Clean Shaven Hair Styles</b> - Cleanly shaven heads, military high-and-tight or flat-top cuts are authorized. Prohibited Hairstyles - Examples of unauthorized hairstyles include (<i>not</i> all inclusive) Mohawks, mullets, cornrows, dreadlocks or etched design. Men are <i>not</i> authorized hair extensions. See below for approve hairstyles.</p> <div style="text-align: center;">  </div>

## Male Cadet Grooming Guidelines - Male (cont.)

	Item	Male General Grooming Guidelines
1	Bracelets (Ankle)	Ankle bracelets are not authorized.
2	Bracelets (Standard)	Cadets may wear one bracelet around their wrist. If worn, the bracelet will be conservative (moderate, being within reasonable limits; not excessive or extreme) (which is defined as plain, not drawing attention or faddish) in design, no wider than ½ inch, gold or silver in color, and will not have any inappropriate pictures or writing. Bracelets espousing support for cause, philosophy, individual or group are <i>not</i> authorized ( <b>Exception:</b> Traditional metal POW/MIA/KIA bracelets, which come in colors besides silver, bronze, or gold, remain authorized). <b>Colored / rubber bracelets that support a cause are not allowed to be worn in uniform.</b>
3	Bracelets (Medical)	Medical alert / identification bracelets are authorized; however, if worn, they will be conservative (moderate, being within reasonable limits; not excessive or extreme) (which is defined as plain, not drawing inappropriate attention or faddish).
4	Cosmetics	Not authorized for male cadets.
5	Earrings	Male cadets in uniform may not wear earrings or any other type of facial piercings.
6	Fingernails	Fingernails will be clean and well groomed. Fingernail lengths will not exceed <u>¼ inch</u> beyond the tip of the finger.
7	Head Scarves (Bandanas)	Bandanas and other similar head-scarves / headgear are not authorized for wear during Physical Training activities.
8	Jewelry	While in uniform will be plain and conservative (moderate, being within reasonable limits; not excessive or extreme) as determined by the SASI.
9	Nail Polish	Not authorized for male cadets.
10	Necklaces	Necklaces will not be visible at any time. If worn, they will be concealed under a collar or undershirt.
11	Piercings	Cadets in uniform are not allowed to attach or display objects, articles, jewelry, or ornamentation to or through the ear, nose, tongue, or any exposed body part (including anything that might be visible through the uniform). Cadets may not cover any of these articles with make-up, band aids, or wearing clear post pins to hide body piercings.
12	Shaving	All male cadets will be cleaned shaven (ensure stubble, shadows, and “peach fuzz” and hair on neck are removed) while wearing the AFJROTC uniform.  <b>Beards</b> – Beards are not authorized unless for medical reasons, when authorized by a SASI on the advice of a medical official. The SASI will submit waiver requests for review by HQ AFJROTC Waiver Review board. If approved for wear, cadets will keep all facial hair trimmed not to exceed ¼ inch in length. Individuals granted a shaving waiver will not shave or trim any facial hair in such a manner as to give a sculptured appearance.
13	Tattoos (or Brands)	Whether cadets are in or out of uniform, tattoos or brands anywhere on the body are not allowed if they are obscene or if they advocate sexual, racial, ethnic, or religious discrimination. Tattoos or brands that might harm good order and discipline or bring discredit upon the Air Force are also barred, whether you are in or out of uniform. The SASI may exercise discretion if a new cadet arrives with a tattoo that may not be in full compliance with the above guidance.
14	Undergarments	All cadets are required to wear the appropriate undergarments with all AFJROTC uniform combinations. A white V-neck or athletic style tank top undershirt authorized for wear when wearing the opened collar service uniform.

# **CHAPTER 6**

## **The Air Force Uniform Wear Standards**





## The Air Force Uniform Wear Philosophy

Each CA-954 cadet is issued a complete AFJROTC uniform at no cost to them. AFJROTC directives require cadets to wear their uniform at least once a week. The uniform will be worn for the entire school day (physical education or after-school activities are not included). Throughout the year, cadre members will direct the weekly wear of various combinations of the uniform based upon the weather, and as prescribed by the SASI / ASI. Wearing the incorrect uniform combination is treated as a non-dress and the cadet will receive a ZERO for a grade

**Basic Philosophy** - The Air Force philosophy is that the uniform will be plain, distinctive, and standardized. This standardization includes a minimum and maximum number of authorized badges, insignia, and devices.

Pride in an Airman's personal appearance and wearing of the uniform greatly enhances the esprit-de-corps essential to an effective military force. Therefore, it is most important for all Airmen to maintain a high standard of dress and personal appearance. The five elements of this standard are **neatness**, **cleanliness**, **safety**, **uniformity**, and **military image**. The first four are absolute, objective criteria needed for the efficiency and well-being of the Air Force. The fifth, military image, is subjective, but necessary. Appearance in uniform is an important part of military image. Judgment on the proper image differs in and out of the military. The American public and its elected representatives draw certain conclusions on military effectiveness based on the image Airmen present. The image must instill public confidence and leave no doubt that Airmen live by a common standard and respond to military order and discipline. The image of a disciplined and committed Airman is incompatible with the extreme, the unusual,

and the faddish. Every Airman has a responsibility to maintain an “acceptable military image,” as well as the right, within limits, to express individuality through his or her appearance.

Airmen project a military image, and make an impression on those around them, in large part by how they wear their uniforms. The Air Force emphasizes, a neat, clean, and professional image. Members are responsible for knowing authorized uniform combinations and correct placement of ribbons, insignia, badges and other uniform items.

# AFJROTC Cadet Uniform Guidelines

Our AFJROTC cadets wear the same basic uniform as the active-duty Air Force, and they are expected to honor and wear the uniform properly and with pride. This study guide provides the latest guidance for wear of the AFJROTC uniform for both cadets and instructors. It also provides the latest appearance and grooming standards for cadets.

**Appearance and Grooming.** When a cadet wears the uniform, he / she is responsible for presenting a neat, clean, and professional military image. Appearance and grooming standards help cadets present the image of disciplined cadets who can be relied upon to accomplish the tasks they've been assigned. A professional military image has no room for the extreme, the unusual, or the faddish. As previously mentioned, the standards for wearing the uniform consist of five **elements: neatness, cleanliness, safety, and military image.**

The uniform standards in AFI 36-2903 are influenced to some extent by military tradition, and they reflect the image the Air Force desires to project to the civilian community. AFJROTC Operational Instructions further supplement the wear of the active-duty uniforms to reflect AFJROTC specific accessories. Like the basic concepts of the Air Force uniform it is that it is designed to be plain but distinctive with an absolute minimum number of badges, insignia, and devices authorized for wear.

# The AFJROTC Male / Female Uniforms

The CA-954th male and female cadets wear two (2) combinations of the AFJROTC uniform. The Class A dress uniform and the Class B uniform (weekly cadet uniform dress) are described in detail below. The weekly cadet "Uniform of the Day" will be posted prominently in the AFJROTC classroom senior cadet corps "Cadre" personnel. The uniform wear will also be briefed each time cadets meet for their Aerospace or Leadership courses. If cadets are absent, it is the cadet's responsibility to learn what uniform combination is required for that week's Leadership day and wear.

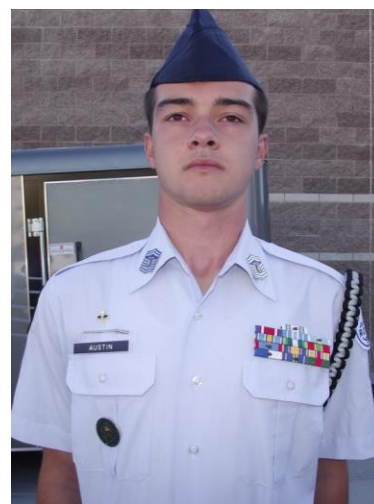
## a. Male Class A - Service Uniform

- Garrison Cap
- Service Coat
- Service Coat Name Tag
- Ribbons / Badges
- Undershirt - White V-Neck or tank top T-shirt.
- Blue short sleeve dress shirt
- Blue plastic name tag
- Tie
- Blue Dress Trousers
- Belt / Buckle
- Socks - Black
- Shoes - Black Oxfords

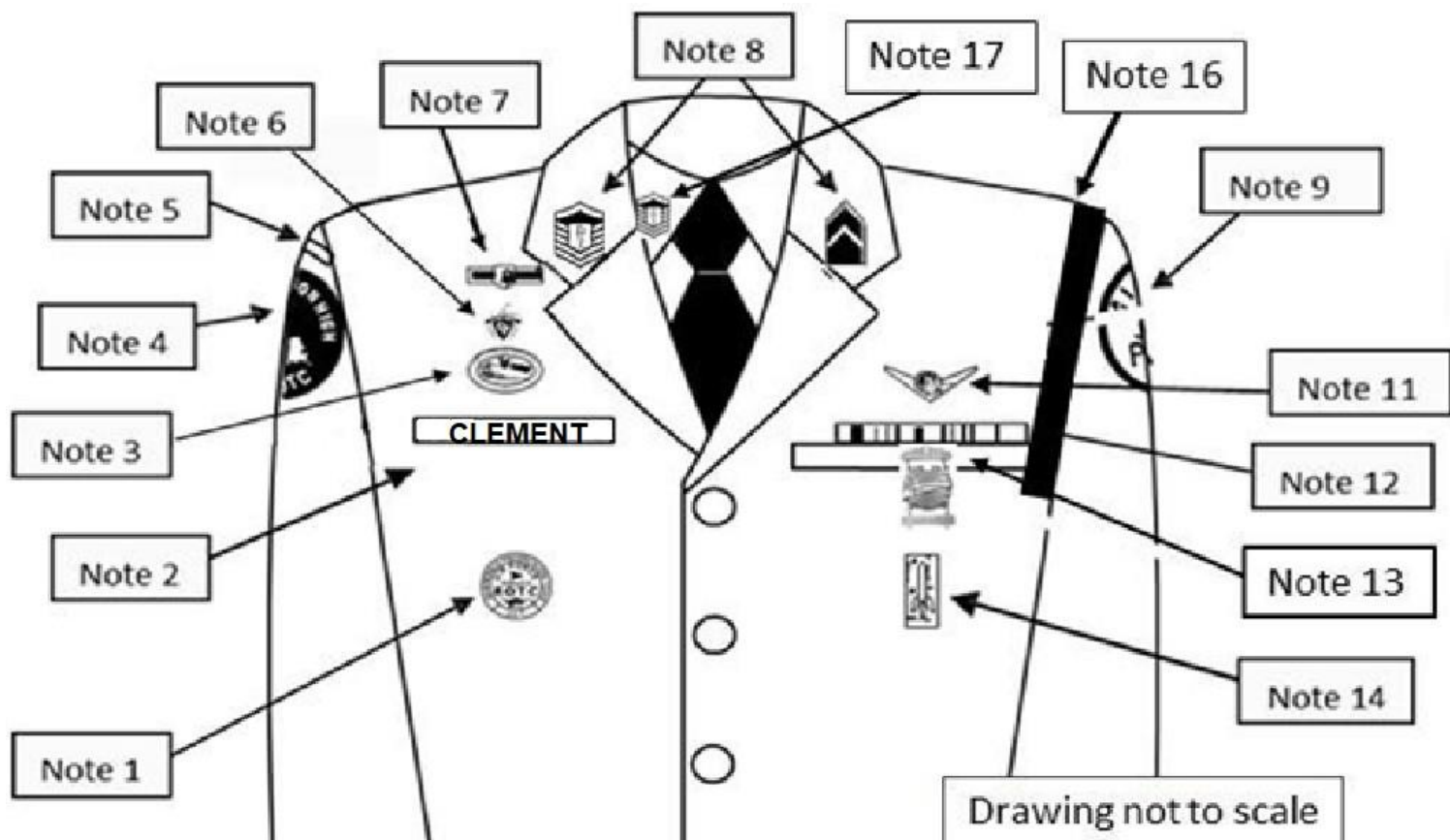


## b. Male Class B Combination uniform

- Garrison Cap
- Blue short sleeve dress shirt -
- Tie (Optional) -
- Undershirt - White V-Neck or tank top T-shirt.
- Plastic blue name tag

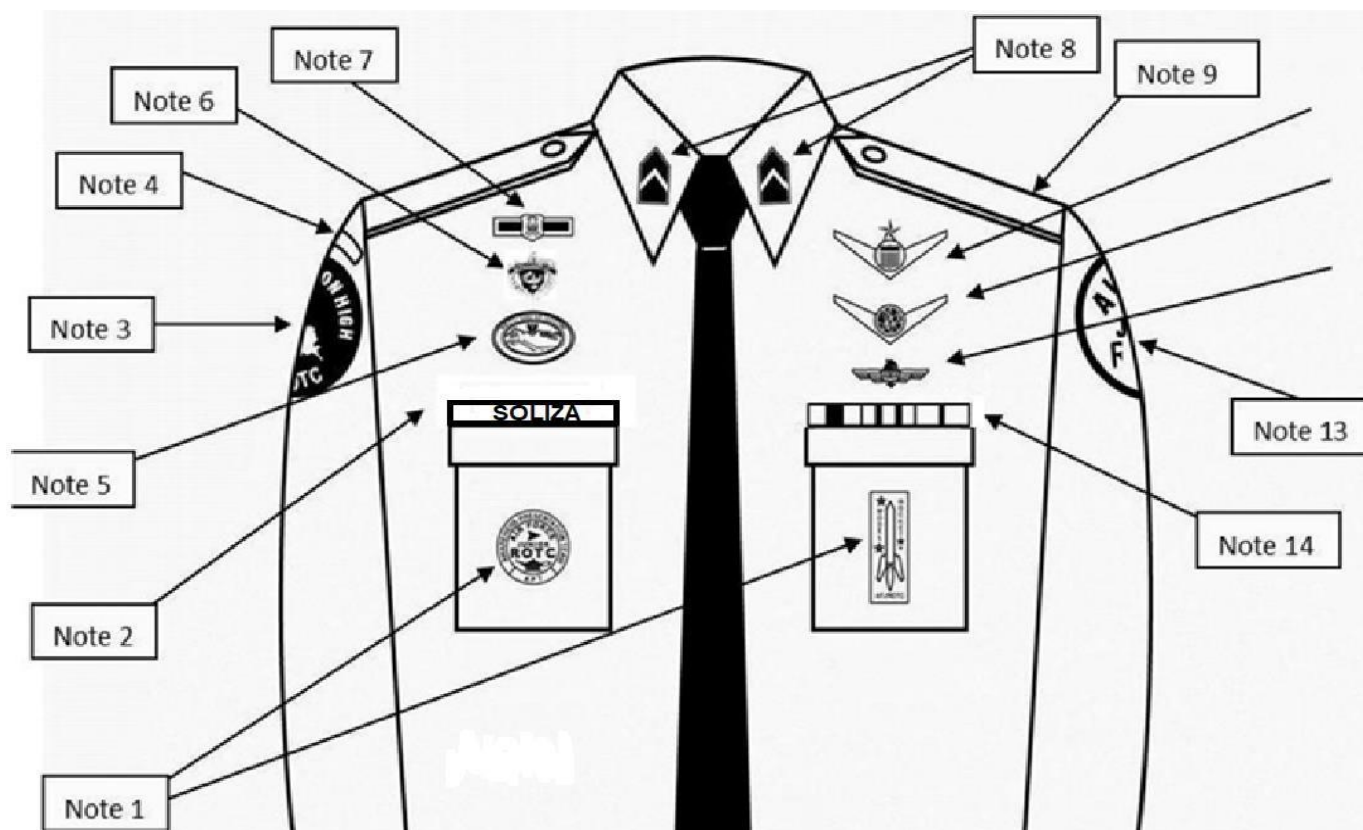


## Male Class A Service Uniform (Cadet Service Coat)



1. Awareness Presentation Team (APT) Badge. Centered 3 inches below the bottom of the silver name tag.
2. Silver Name tag, mandatory. Center on the right side between arm seam and lapel with bottom edge parallel to top of welt pocket.
3. Kitty Hawk Badge. See Note 15 below.
4. Unit patch. Place  $\frac{1}{2}$  to 1 inch below shoulder seam and centered.
5. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder the seam.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center  $\frac{1}{2}$  to 1 inch below left shoulder seam.
10. Flight Solo or Flight Certificate Badge. See Note 15 below.
11. Ground School Badge. See Note 15 below.
12. Ribbons, mandatory. Centered, on but not over edge of pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
13. Academy of Model Aeronautic (AMA) Wings. Worn 1 inch below pocket.
14. Model Rocketry Badge. Worn 2 inches below AMA Wings or 3 inches below pocket if no AMA Wings are worn.
15. First badge placed  $\frac{1}{2}$  inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed  $\frac{1}{2}$  inch above previous badge.
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. Cords may be solid or multi-colored.
17. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the service dress.
18. Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may

## Male Class B Service Uniform (Cadet Dress Shirt)



1. Awareness Presentation Team (APT) and Model Rocketry Badge: Centered on the pockets on the appropriate sides as displayed above.
2. Name Tag: Mandatory wear. Blue Plastic with white letters. Must be grounded and centered over wearer's right pocket.
3. Unit Patch: Centered ½ to 1 inch below the shoulder seam.
4. Shoulder Tab: Centered between unit patch and shoulder seam. If no patch, then place 1 inch below shoulder seam.
5. Kitty Hawk Badge: **See Note 15.**
6. Aerospace Education Foundation (AEF) Badge: **See Note 15.**
7. Distinguished Cadet Badge: **See Note 15.**
8. Grade Insignia: Mandatory. (officer and enlisted) Worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet / Airman Basic have no insignia of any kind on the collar.
9. Officers only: When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use larger male epaulets only).
10. Flight Solo or Flight Certificate Badge. **See Note 15.**
11. Ground School Badge: **See Note 15.**
12. Academy of Model Aeronautic (AMA) Wings: **See Note 15.**
13. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam.
14. Ribbons are optional. Wear all, some or no ribbons earned. If worn, ribbons will be centered, resting on, but not over the edge of the pleated pocket on the wearers left.
15. Badges: First badge placed ½ inch above name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge.
16. Shoulder Cord: No wider than 1 inch and will be grounded to the seam of the left shoulder under epaulet. May be solid or multi-colored.
17. **59Medals (regardless of what type) are not authorized for wear on this uniform.**

# **Female Class A Service Uniform Combination (Cadet Service Coat)**

## **a. Female Class A Service Dress**

- Female Garrison Cap
- Service Coat
- Service Coat Name Tag
- Ribbons / Badges
- Undershirt - White V-Neck or tank top T-shirt
- Blue short sleeve tuck-in dress shirt
- Blue plastic name tag
- Tab
- Blue Dress Slacks
- Belt / Buckle
- Socks - Black / Blue Hose
- Shoes - Black Oxfords



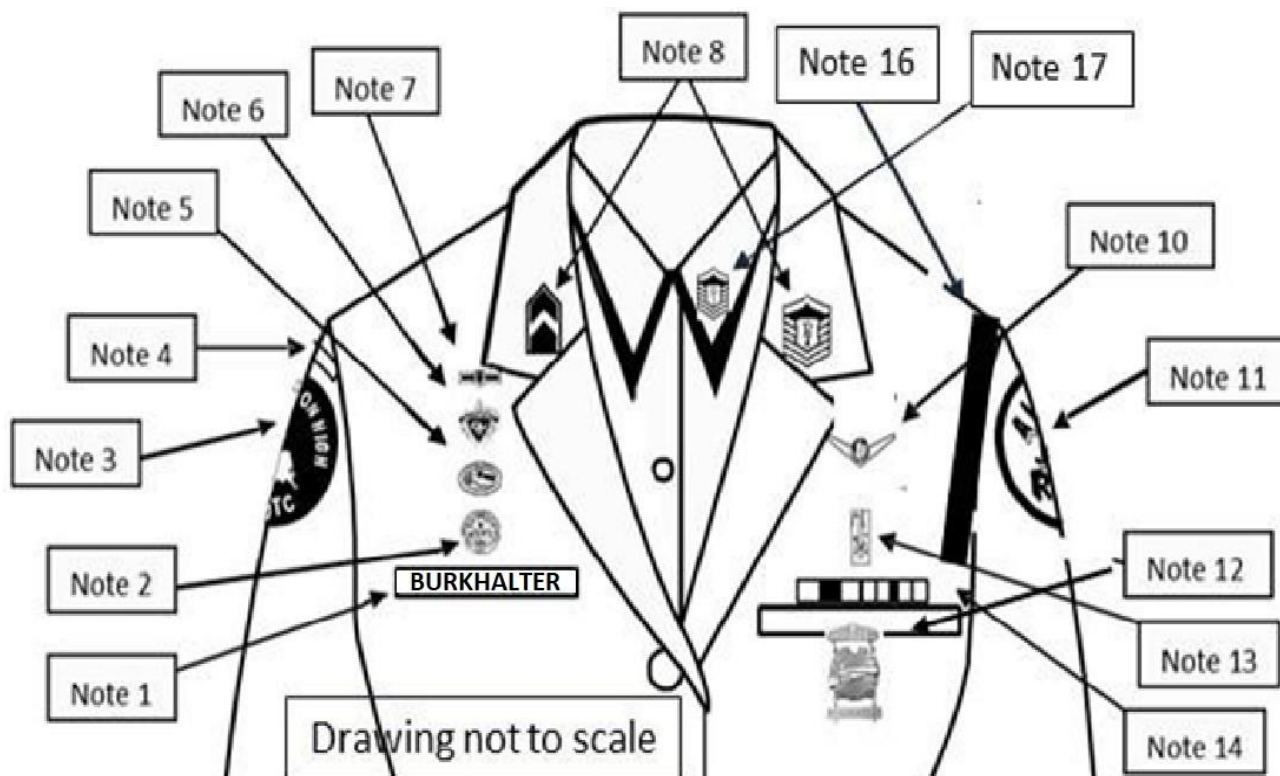
## **b. Female Class B Combination uniform**

- Female Garrison Cap
- Blue short-sleeve tuck-in dress shirt
- Tab (Optional)
- Undershirt - White V-Neck or tank top T-shirt
- Plastic blue name tag
- Ribbons / Badges
- Belt / Buckle
- Blue Dress Slacks
- Socks - Black / Blue Hose
- Shoes - Black Oxfords
- Windbreaker (Optional)





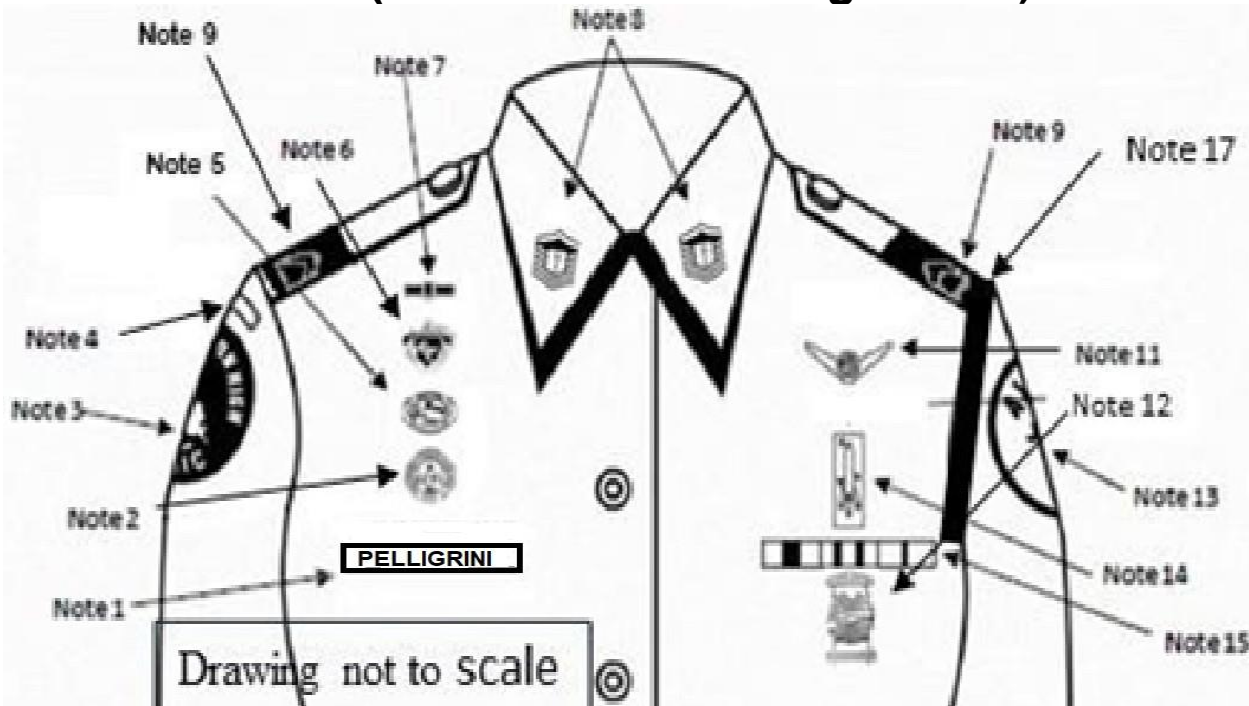
## Female Class A Service Combination (Service Coat Configuration)



1. Silver Name tag, mandatory. Center on the wearer's right between the sleeve seam and lapel and the bottom of the name tag will be parallel with the bottom of ribbons.
2. Awareness Presentation Team Badge. See Note 15 below.
3. Unit patch. Center  $\frac{1}{2}$  to 1 inch below shoulder seam
4. Shoulder tab: Center between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam
5. Kitty Hawk Badge. See Note 15 below.
6. Aerospace Education Foundation (AEF) Badge. See Note 15 below.
7. Distinguished Cadet Badge. See Note 15 below.
8. Grade insignia (officer and enlisted) worn on both lapels, mandatory. Place insignia halfway up the seam, resting on but not over it. Bottom of insignia is horizontal with the ground.
9. Deleted
10. **Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School, and Flight Certificate Badge. See Note 15 below.**
11. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center  $\frac{1}{2}$  to 1 inch below left shoulder seam.
12. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
13. Model Rocketry Badge. See Note 15.
14. Ribbons, mandatory. Center ribbons resting on but not over edge of welt pocket. Wear 3 or 4 in a row. Wear all or some ribbons earned.
15. Except marksmanship badge. Wear first badge placed  $\frac{1}{2}$  inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed  $\frac{1}{2}$  inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge, then the Awareness Presentation Team Badge and lastly the CyberPatriot National Finalist Badge. **No more than one Flight badge is authorized.**
16. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder. May be solid or multi-colored.
17. Enlisted rank insignia **MUST** be worn on the blue shirt while wearing the service dress.
18. **Medals are not authorized for wear on this uniform with ribbons. Ribbons and medals may not be mixed.**

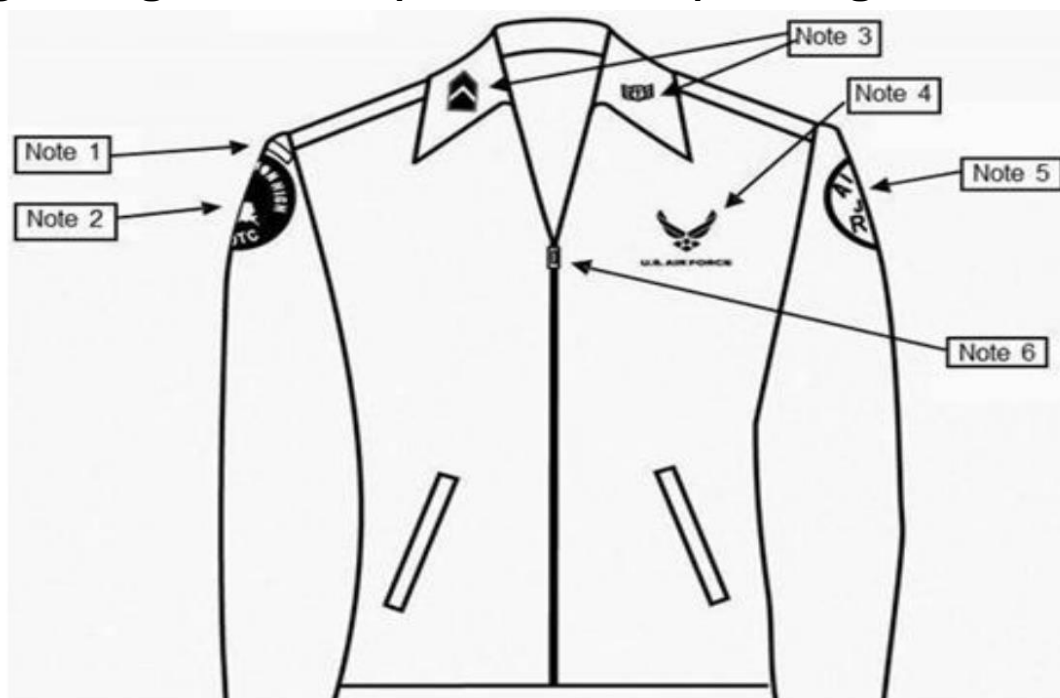


## Female Class B Service Uniform (Dress Blouse Configuration)

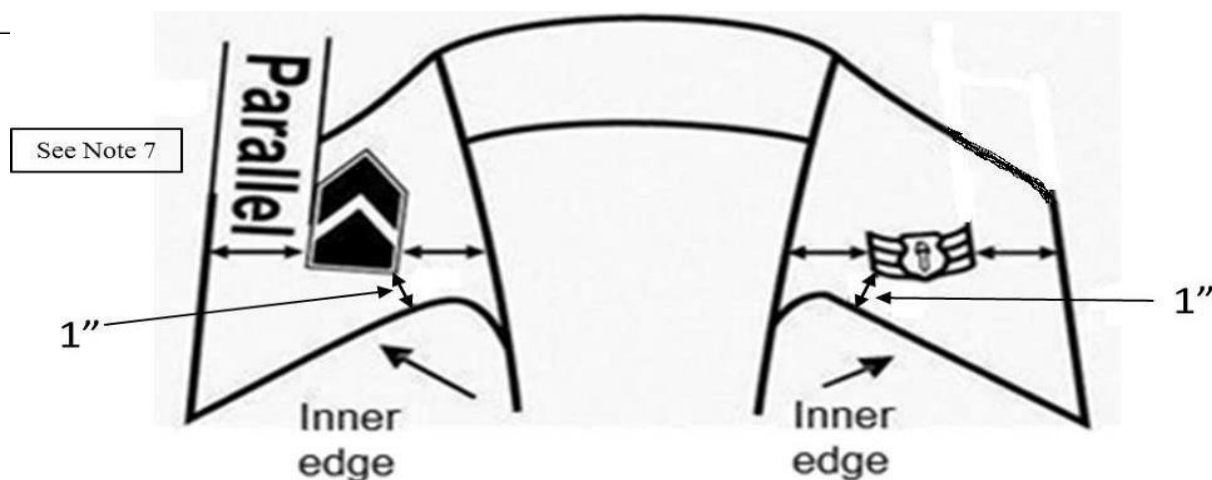


1. Name Tag: Mandatory wear. Blue Plastic with white letters. Without ribbons: centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button. With Ribbons: Even with bottom row of ribbons, centered on right side, parallel to ground and within 1 ½ inches higher/lower than topmost exposed button.
2. Awareness Presentation Team (APT) Badge. See Note 16
3. Unit Patch. Centered on sleeve and ½ to 1 inch below shoulder seam.
4. Shoulder Tab (Metal or cloth). Centered between unit patch and shoulder seam. If no patch, then 1 inch below shoulder seam.
5. Kitty Hawk Air Society Badge. See Note 16.
6. Aerospace Education Foundation (AEF) Badge. See Note 16.
7. Distinguished Cadet Badge. See Note 16.
8. Grade insignia, mandatory (officer and enlisted) worn on both left and right collar, centered side to side and top to bottom. Enlisted rank's bottom point of torch points towards the point of the collar. Officer top point of rank aligned with point of collar. Cadet/Amn Basic have no insignia of any kind on the collar
9. Officers only. When using officer cloth rank on epaulets versus miniature metal rank on collar, place as close as possible to shoulder seam. (Use smaller female epaulets only)
10. Deleted.
11. Cadets will only wear one of the following badges, Flight Solo Badge, Unmanned Aircraft Badge, Aviation Ground School, and Flight Certificate Badge. See Note 16 below.
12. Marksmanship Badge - Marksmanship competition awards/badges may be worn on the AFJROTC uniform. Males and females will wear the badge (may only wear one) below the ribbons on the blue shirt or service dress uniform. **Marksmanship badges will not be worn with medals.**
13. AFJROTC Patch (white, Lamp of Knowledge), mandatory. Center ½ to 1 inch below left shoulder seam
14. Model Rocketry Badge. See Note 16.
15. Ribbons are optional. Wear all, some or no ribbons earned. If worn, center ribbons on wearer's left, parallel with ground. Align bottom of the ribbons with the bottom of the name tag.
16. Except marksmanship badge. Wear first badge placed ½ inch above silver name tag or ribbons and is centered horizontally. Additional badges are placed ½ inch above previous badge. Order of precedence for badges are as show on the diagram. Distinguished Cadet Badge, then the AEF Badge, then the Kitty Hawk Badge, then the Awareness Presentation Team Badge and lastly the CyberPatriot National Finalist Badge. **No more than one Flight badge is authorized.**
17. Shoulder Cord. No wider than 1 inch and will be grounded to the seam of the left shoulder under the epaulet. May be solid or multi-colored.
18. **Medals (regardless of what type) are not authorized for wear on this uniform.**

## Lightweight Jacket (Windbreaker) Configuration (All)



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



**NOTE:** The epaulet rank is no longer authorized on the lightweight blue jacket.

## **Accessories**

**Accessory Pack** – All cadets are provided with an Accessory Pack that contains the following items to properly configure their uniform.

Belt - 1ea \*

Buckle (Chrome) - 1ea

Socks (Black) - 2pair

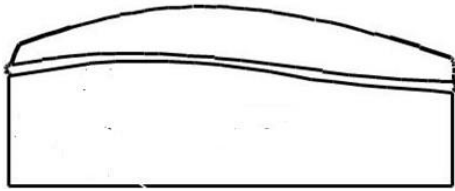
Tab (Females) - 1ea

Tie (Males) - 1ea

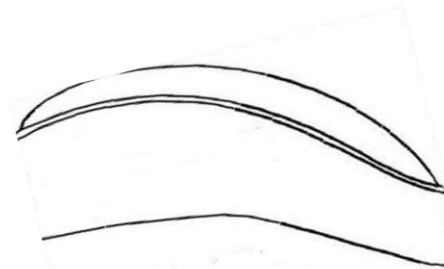
Undershirts (White) - 2ea

\* - Belt must be trimmed down (cut) by the cadet to properly fit their waist. Belts will not be worn "double Looped" on trousers / slacks.

**Head Gear** – An Air Force Garrison Cap (Flight Cap) will be issued to each cadet for wear with the cadet uniform. There is a male and female version



Male Garrison Cap



Female Garrison Cap

**Name Tags** – All cadets are provided with (2) Air Force (Blue / White) uniform name tags during initial uniform issue. Lost or damaged will be replace at cadet's expense.



**Shoes** – Each cadet is provided a pair of new leather oxford dress shoes during initial uniform issue. There is a "break-in" period required for your shoes to fit properly. Your shoes must be properly cared for to bring them up to a high shine and inspection standards.

**Care of shoes** - Shining shoes always starts with a good heavy base of wax on the leather. Once a base has been established, a small amount of moisture mixed with the wax, buffed by a soft cloth, will result in a high gloss. To obtain a brilliant shine, moisten a cotton ball with water, dab the ball on the wax, and apply to the shoes in small circular motions. To get the dust and dirt out of the cracks and seams of the shoe, use an old toothbrush, it will make all the difference during an inspection!!

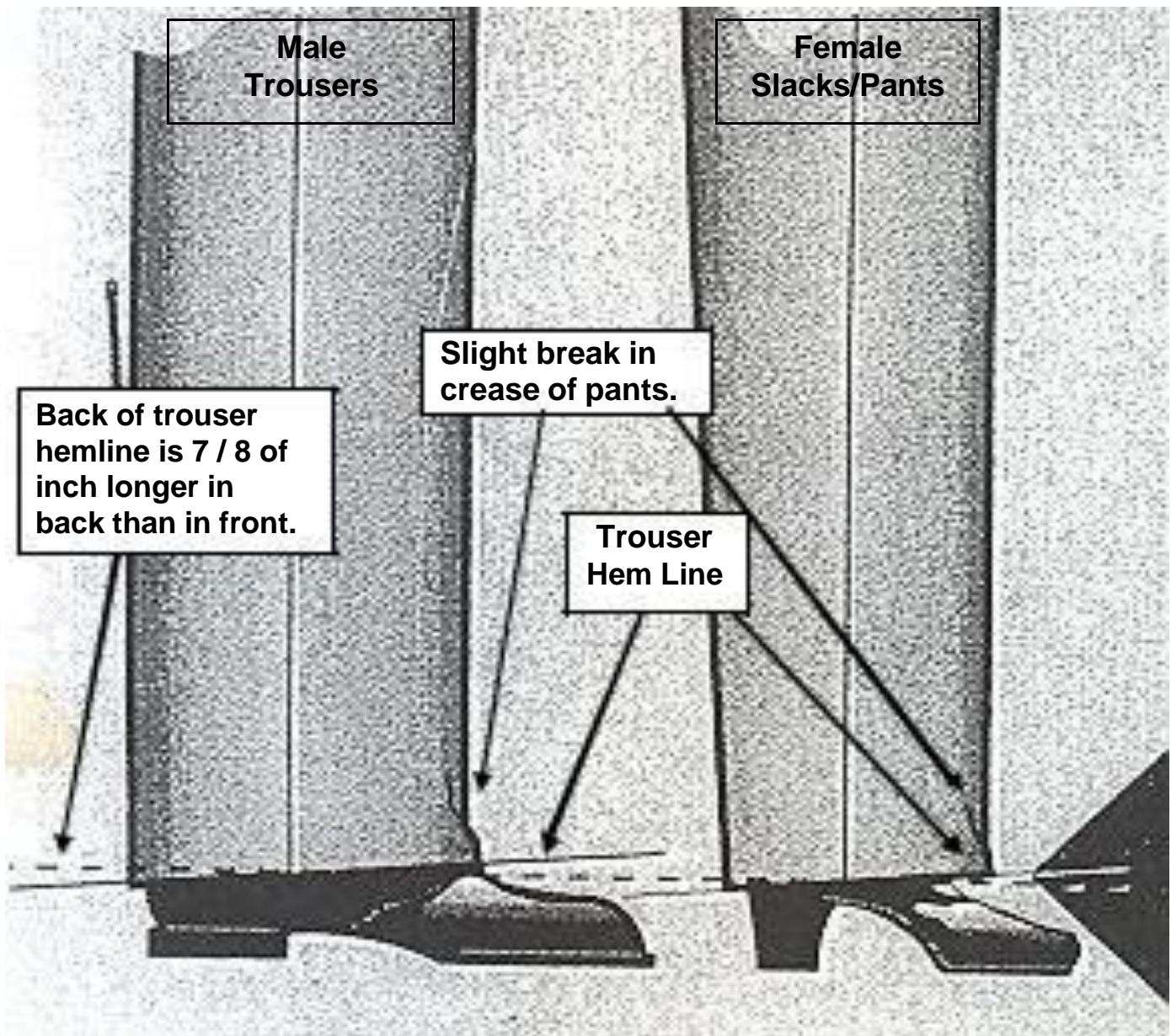
**Tie / Tabs** – Females will be issued a velcro tab (female Tie) to wear with their uniform combinations. Males will be issued a standard Air Force blue tie. An illustration has been provided for male cadets to assist in properly configuring their tie.

## Uniform Items / Care¶

Dry Clean¶	Machine Wash¶	Polish/Shine¶
Trousers - 1ea¶	Black Dress Socks - 2pair¶	Name Tag - 2ea¶
Flight Cap - 1ea¶	White V-Neck Undershirt - 2pair¶	Belt Buckle - 1ea¶
Windbreaker - 1ea¶	Light Blue Shirt/Blouse -1ea¶	Black Shoes - 1ea¶
Service Dress Coat ¶ *Only provided to those on a special team¶	¶	Hat Brass/Insignia - 3ea¶



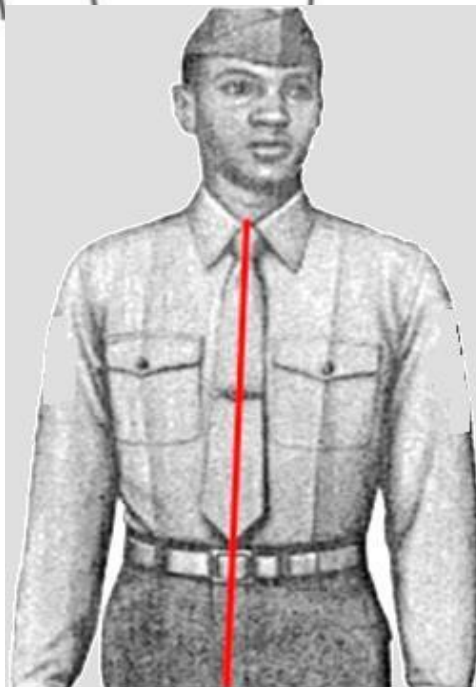
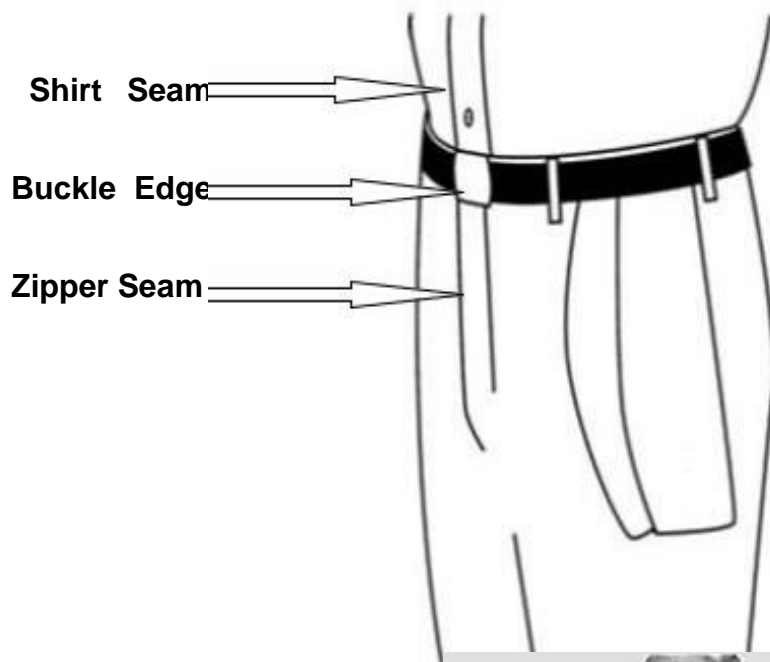
## Trouser / Slack Alteration Guidelines



**The Military Tuck** – The “Military Tuck” is a term used by service members to describes a technique to tuck the shirt / blouse into the trousers / slacks so that all the excess material is gathered at the back of the trousers to present a professional appearance.

To form the military tuck - The shirt is pulled tight across the stomach and across the back with the excess material tucked back at each hip.

**The GIG-line** – The gig line standard applies to all cadets at all times. The gig line is the imaginary line that runs straight down the center of your body from your neck to the bottom of your crotch. Everything should line up to it — the buttons on your shirt, your tie, your belt buckle, and the zipper on your trouser / slacks. The gig-line must be straight at all times. (see image below)

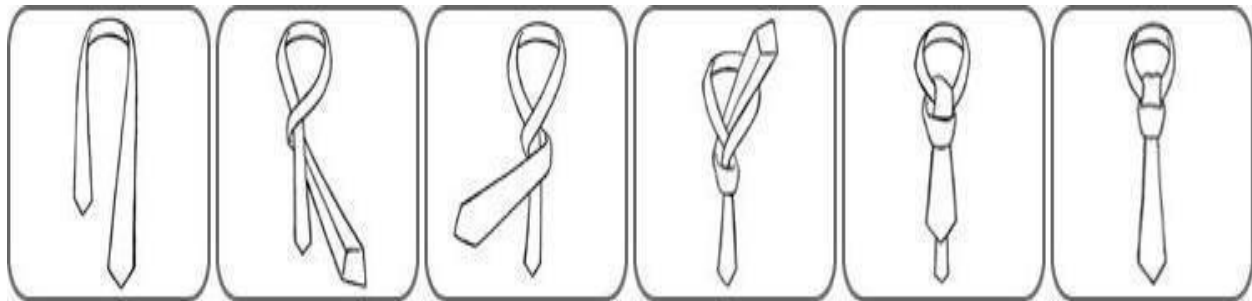


# How to Tie a Tie

## The Four-in-hand Knot:

Take the wide end of the tie that is laying over your left shoulder, bring it under and over the thin side of the tie, pull the wide side up through the neck whole of the knot, now pull it down and through the overlapping knot of the tie, lastly, pull it tight and make sure the end of the tie does not hang lower or shorter than the middle of your belt buckle

Four-in-hand Knot Diagram (as appears looking in a mirror):¶



## The 20-Minute Checklist

The 20-Minute checklist is an aid created by cadets to help prepare them for their weekly uniform Inspections. The design and flow of the checklist is to check specific uniform and accessory items from head to toe. Prior planning and preparation on the part of the cadet will preclude minor uniform infractions from occurring.

Investing “20 Minutes” prepping the uniform will ensure that you can maximize your inspection scores for each one of your inspection opportunities. The intent is for every cadet to run the checklist the night prior to an inspection.

Flight Cap¶	Ensure it fits properly, has no loose threads, and is not soiled.¶
Hat Brass (If Applicable)¶	Officers - Ensure it is not smudged or scratched¶
Windbreaker (If Applicable)¶	Ensure the jacket is clean, lint-free, and has no loose-threads. Wear it zipped to the air force logo and tuck in the zipper. Wear rank insignia according to windbreaker standards.¶
Shirt¶	Ensure it has been laundered and is not soiled or stained, wrinkles are ironed out, creases are pressed, and there are no “bullet holes” or loose threads. Officers place rank insignia on epaulettes as close as possible to the shoulder seam. Enlisted wear rank insignia according to standards.¶
Tie/Tab (If Applicable)¶	<b>Men:</b> Tie should be clean, unwrinkled, tied neatly, and the correct length (between the top and bottom of the belt buckle). ¶ <b>Women:</b> Tab should be centered on collar.¶ **Back of tie/tab should be covered by the collar and no top button exposed.**¶
Name Tag¶	Clean with no scratches and plastic covering removed. Worn according to male/female standards.¶
Ribbons (If Applicable)¶	Ribbons should be clean with no loose threads or metal backing showing. Know the color configuration and requirements for earning them. Placed according to male/female standards.¶
Badges (If Applicable)¶	Clean, no smudges, and placed according to standards.¶
Belt & Buckle¶	Belt is cut to the proper length with no loose threads and properly threaded through each belt loop. Buckle should be polished and have no smudges or scratches.¶



Pants¶	Ensure they are clean, wrinkle-free, properly creased, have no loose threads, and are hemmed according to standards. ¶
Socks¶	Tall, black socks only. Lint-free and no decorative pattern or color.¶
Shoes¶	Ensure shoes are highly polished, free of scuff-marks, and clean. Excess shoestring will be tucked in. Issued shoes only.¶
GIG Line ¶	Ensure shirt line, edge of belt buckle, and pants zipper are in-line.¶



# Promotions¶



Promotions provide recognition and motivation to all members of an organization, whether military or civilian. All members should be enthusiastically striving to improve themselves and to —reap the rewards¶ of their hard work and dedication. An organization or unit is usually as spirited and successful as its leaders and managers. ¶

There are two types of grades / rank cadets may hold. The following provisions apply: ¶

















## PERMANENT RANKS¶

- Enlisted ranks Airman (E-1) through Chief Master Sergeant (E-9) are considered Permanent promotions in the CA-954th are based on academic and leadership grades in addition to the 10 promotion factors listed on the Promotion Factors Sheet, The SASI, ASI and cadet staff are looking for quality cadets for promotion to the Non-Commissioned Officer (NCO) ranks, as they are the leaders of this organization. Cadets must continually strive to be and do their best in order to attain a higher grade and rank. Promotion boards for next semester advancement are held at the end of every semester. The date for turning in all promotion request letters will be prominently posted in the classroom well before the promotion board meets. Promotion requests letters are mandatory for all promotions to the next permanent grade. Failure to turn in a letter will result in a non-consideration for promotion¶

















## TEMPORARY RANKS¶

- Cadet Officer Ranks: Temporary ranks will be assigned. Temporary ranks can and will be taken away if abused. Officer ranks can only be achieved through requesting and receiving a position in the cadet group / squadron. The temporary position and rank will be awarded / issued based on the Unit Manning Document (UMD) at the time the cadet assumes the position. Positions are available at the beginning of every semester. Information regarding letters of request will be posted within the classroom. You must remember that you are in control of whether or not you get a job / position within the Cadet Corps.¶

## AFJROTC RANKS

Pay Grade ¶	Rank¶	AFJROTC Insignia Description¶	Active Duty Insignia	AFJROTC Insignia¶	Abbreviation ¶
E-1¶	(C/) Airman Basic¶	None¶	None¶	None¶	(C/) AB¶
E-2¶	(C/) Airman¶	A gold torch with a red flame on a blue shield, centered on one chevron.¶			(C/) Amn¶
E-3¶	(C/) Airman First Class	A gold torch with a red flame on a blue shield, centered on two chevrons.¶			(C/) A1C¶
E-4¶	(C/) Senior Airman¶	A gold torch with a red flame on a blue shield, centered on three chevrons.¶			(C/) SrA¶
E-5¶	(C/) Staff Sergeant¶	A gold torch with a red flame on a blue shield, centered on four chevrons¶			(C/) SSgt¶
E-6¶	(C/) Technical Sergeant¶	A gold torch with a red flame on a blue shield, centered on five chevrons.¶			(C/) TSgt¶
E-7¶	(C/) Master Sergeant¶	A gold torch with a red flame on a blue shield, centered on five chevrons and one inverted chevron.¶			(C/) MSgt¶
E-8¶	(C/) Senior Master Sergeant¶	A gold torch with a red flame on a blue shield, centered on five chevrons and two inverted chevrons.¶			(C/) SMSgt¶
E-9¶	(C/) Chief Master Sergeant¶	A gold torch with a red flame on a blue shield, centered on five chevrons and three inverted chevrons.¶			(C/) CMSgt¶

## OFFICER RANKS & INSIGNIA

Pay Grade	Rank	AFJROTC Insignia Description	Active Duty Insignia	AFJROTC Insignia	Abbreviation
O-1	(C/) Second Lieutenant	Blue pentagon with a thin, inverted chevron			(C/) 2nd Lt
O-2	(C/) First Lieutenant	Blue pentagon with two thin, inverted chevrons			(C/) 1st Lt
O-3	(C/) Captain	Blue pentagon with three thin, inverted chevrons			(C/) Capt
O-4	(C/) Major	Blue pentagon with a thick, inverted chevron			(C/) Maj
O-5	(C/) Lieutenant Colonel	Blue pentagon with a thick, inverted chevron and a thin, inverted chevron			(C/) Lt Col
O-6	(C/) Colonel	Blue pentagon with a thick, inverted chevron and two thin, inverted chevrons			(C/) Col
O-7	Brigadier General	N/A		N/A	Brig Gen
O-8	Major General	N/A		N/A	Maj Gen
O-9	Lieutenant General	N/A		N/A	Lt Gen
O-10	General	N/A		N/A	Gen

# US. AIR FORCE

## ACTIVE DUTY ENLISTED / OFFICER RANK INSIGNIA

## AND

## PAY GRADES

### Enlisted Pay Grades

E-1	E-2	E-3	E-4	E-5	E-6	E-7		E-8		E-9			E-9
Air Force													
no insignia													
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM Sgt)	Chief Master Sergeant of the Air Force (CMSAF)

### Officer Pay Grades

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	
Air Force										
										
2nd Lieutenant (2nd Lt.)	1st Lieutenant (1st Lt.)	Captain (Capt.)	Major (Maj.)	Lieutenant Colonel (Lt. Col.)	Colonel (Col.)	Brigadier General (Brig. Gen.)	Major General (Maj. Gen.)	Lieutenant General (Lt. Gen.)	General (Gen.)	General of the Air Force (reserved for wartime only)

# Decorations¶



Numerous distinctive awards and decorations are authorized for AFJROTC cadets, to recognize outstanding performance in academics and leadership or for a specific display of valor. Medals, insignia, badges, ribbons, certificates and in some cases prizes are awarded in the following categories:¶

- Special Awards¶
- National Level Awards¶
- AFJROTC Awards¶
- Devices¶
- Civil Air Patrol Ribbons¶
- Medals¶



## HOW DO YOU GET YOUR DECORATIONS?¶

Each cadet must submit a Request letter to the Cadet Awards and Decorations Officer near the end of the academic semester (dates will be announced regularly), stating the awards¶ and / or decorations he/she believes he / she has qualified for. It is each cadet's responsibility to submit their own letter; failure to do so will result in the cadet not receiving their decorations. Decorations will not be given retroactively, so ensure you plan accordingly to ensure you are recognized for your efforts. Decorations Request letter due dates are projected far enough in the future for all cadets to gather the necessary documentation to validate their request for an award. This is a lesson in responsibility!¶



## ORDER OF PRECEDENCE FOR RIBBONS: ¶

Ribbons will be worn over the left breast pocket from top / right to bottom left of the wearer in descending order of importance. (See ribbon chart for correct placement of ribbons).¶



## **DEVICES: ¶**

Additional awards of ribbons initially without devices are indicated by the addition of clusters. A maximum of four devices are worn on each ribbon. Silver devices are placed to the wearer's right of bronze devices. The bronze device is replaced with a silver device after receipt of the fifth bronze device. Clusters are placed horizontally and tilted slightly downward to the wearer's right to allow a maximum of clusters and other devices on the ribbon. All devices should be tilted or none. If all devices do not fit on a single ribbon, a second ribbon should be worn. When future awards reduce devices to a single ribbon, the second ribbon is removed. ¶

¶

## **SHOULDER CORDS: ¶**

Cadets are authorized to wear one shoulder cord on the left shoulder. The cord is worn only on the short – or long sleeved light blue shirt and the service dress coat. Colors to denote different honors may be used. ¶

¶



# Ribbon Chart





# CHAPTER 7

## BASIC DRILL PROCEDURES



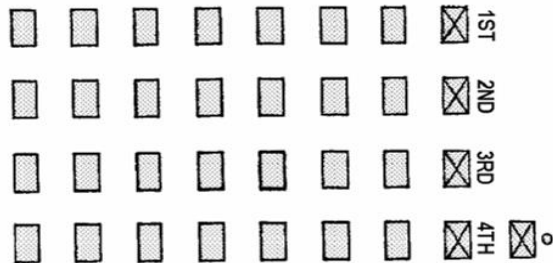
**The price of admission is “Basic Drill”**

Drill and ceremonies are an important part of AFJROTC training. All Aerospace Science cadets are required to learn basic drill procedures in order to increase their leadership abilities. A basic tenant of that training is learning how to follow and execute drill commands when directed. We will spend a significant amount of time on the “**Drill Pad**” developing and perfecting your knowledge of drill movements and developing an aptitude to command and drill a flight. The primary reference document for this phase of leadership training is **Air Force Manual (AFMAN) 36-2203 - Drill and Ceremonies**. The following terms and definitions are provided to assist you in mastering the basic rigors of drill. Your upper class cadets are eager to assist you in your quest to become the best. Our reputation as one of the premier drilling units in Northern California all starts with learning the basics. If you want to be part of our elite Drill Teams, “Learn and Master the Basics”!!!!

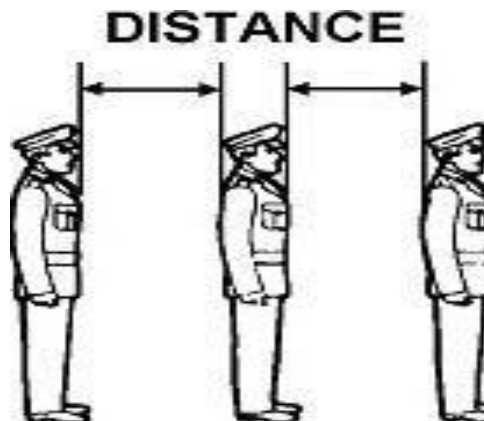
# Basic Drill Terms

1. **Alignment** – Dress or Cover.
2. **Base** – The element on which a movement is planned, regulated, or aligned.
3. **Cadence** - The uniform step and rhythm in marching; that is the number of steps marched per minute. Cadence is given sets pf two; for example, **HUT, TOOP, THREEP, FOURP; HUT, TOOP, THREEP, FOURP.**

4. **Column Formation** – The arrangement of units side by side with guide and element leaders at the head.

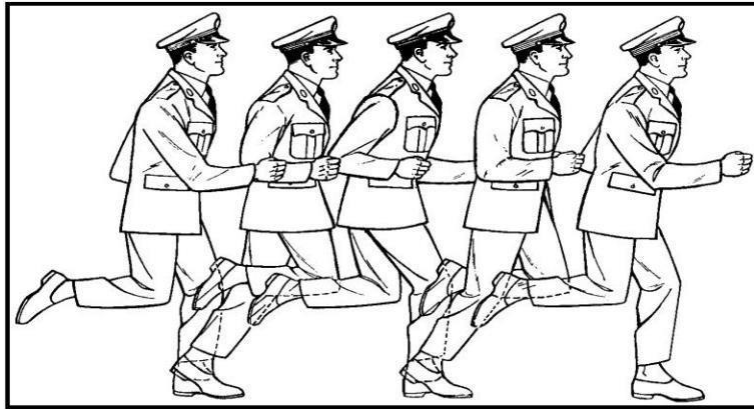


5. **Command of Execution** - The command of execution follows the preparatory command and explains **when the movement will be carried out.**
6. **Cover** – Individuals aligning themselves **directly behind the person to their immediate front** while maintaining proper distance.
7. **Depth** – The total space from front to rear of any formation. The depth of an individual is considered to be 12 inches.
8. **Distance** – The space from front to rear between units. The distance between individuals in formation is 40 inches (normally one-arm's length) as measured from their chests to the backsof the individuals directly in front of them. Flight commanders, guides, and others whose positions in formation are 40 inches from a rank are themselves considered a rank.



## Drill Terms (cont'd)

9. **Double Time** – The rate of marching at 180 steps (30 inches in length) per minute.

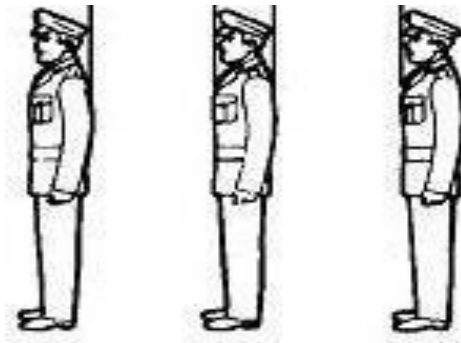


10. **Dress** – Alignment of elements side by side or in line maintaining proper interval.

11. **Drill Command** - A drill command is an oral order and most drill commands have two parts.

12. **Element** – An element is the basic drill unit. It is comprised of at least 3, but usually 8 to 12 individuals, one of whom is designated the element leader.

13. **File** – A single column of persons placed one behind the other.



14. **Flank** – The extreme right or left (troops right or left) side of a formation in line or in column.

15. **Flight** – A unit that consist of least two, but not more than four, elements.

16. **Formation** – An arrangement of units.

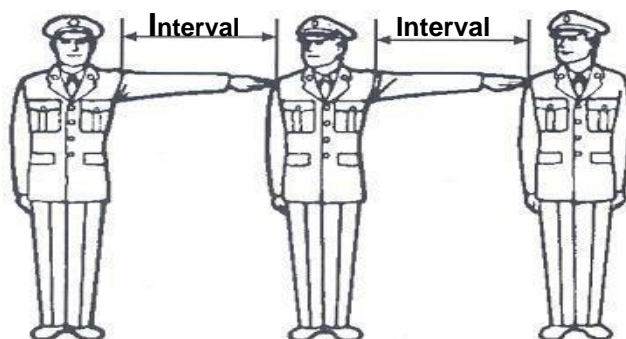
17. **Guide** – The Airman who is designated to regulate the direction and rate of march of a formation. This individual is also designated to carry the unit " Guidon" as part of their duty as a Guide.



## Basic Drill Terms (cont'd)

18. **In Line** – The arrangement of units one behind the other with the guide and element leader to the extreme right flank.

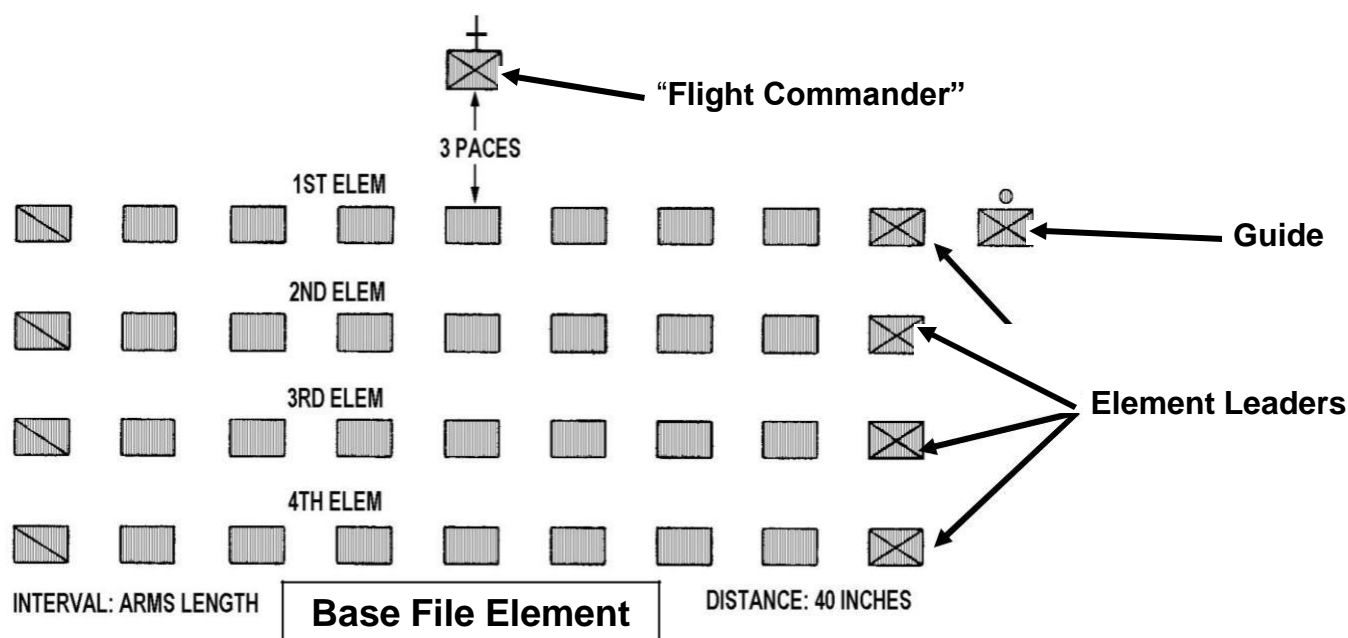
19. **Interval** – The space between individuals placed side by side. A normal interval is an arm's length. A close interval is 4 inches.



20. **Inverted Column** – The arrangement of units side by side with guide and element leaders to the rear.

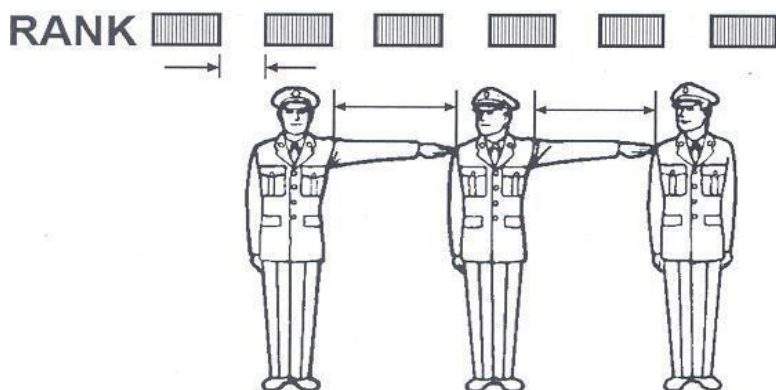
21. **Inverted Line** – The arrangement of units one behind the other with the guide and elements leaders to the extreme left flank.

22. **Line Formation** - This is the initial formation formed when the command "Fall In" is given. The element leaders and guide will position themselves to the extreme right of the formation and the remaining members will fall-in and align themselves off the element leaders.



## Basic Drill Terms (cont'd)

23. **Mark Time** – **Marching in place** at a rate of 100 to 120 steps per minute.
24. **Pace** – A step of 24 inches. This is the length of a full step in quick time.
25. **Post** – The correct place for an officer, noncommissioned officer (NCO), or Airman to stand while in formation.
26. **Preparatory command** - The preparatory command explains what the movement will be and mentally prepares the cadet to execute the movement.
27. **Quick Time** – The rate of marching at 100 to 120 steps (12 or 24 inches in length) per minute.
28. **Rank** – a single line of persons placed side by side.



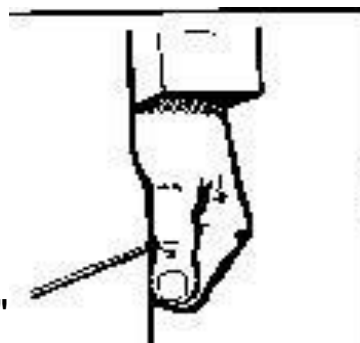
29. **Step** – the distance measured from heel to heel between the feet of an individual marching.
30. **Unit** – any portion of a given formation, i.e. element, flight, file, rank etc.

# Basic Drill Commands

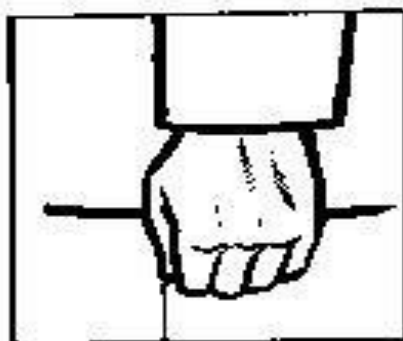
1. **Flight, ATTENTION ("TENCH-HUT")** - To attain the "Position of Attention" cadets will bring their heels together smartly and on line. Place the heels as near each other as the conformation of the body permits, and ensure the feet are turned out equally, forming a 45-degree angle. Keep the legs straight without stiffening or locking the knees.

The body is erect with hips level, chest lifted, back arched and shoulders square and even. Arms hang straight down alongside the body without stiffness and wrists are straight with the forearms. Place thumbs, which are resting along the first joint of the forefinger, along the seams of the trousers / slacks. Hands are cupped (but not clenched as a fist) with palms facing the leg. The head is kept erect and held straight to the front with the chin drawn in slightly so

the axis of the head and neck is vertical; eyes are to the front with the line of sight parallel to the ground. The weight of the body rests equally on the heels and balls of both feet, and **silence and immobility are required.**



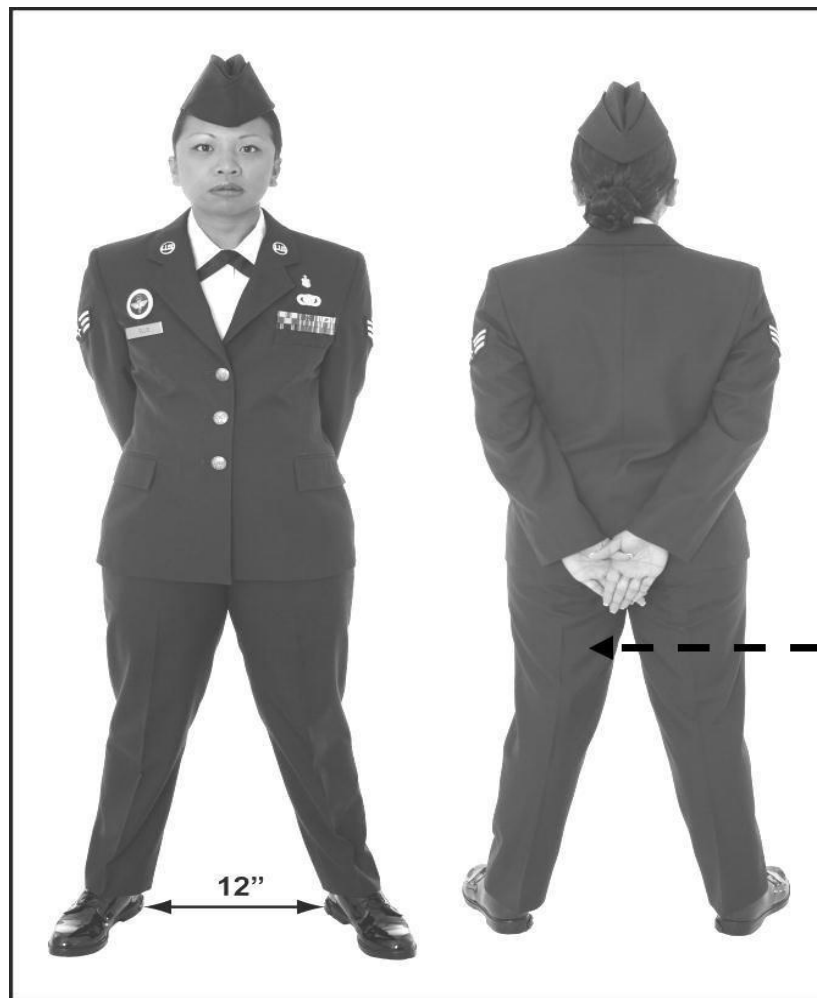
" Hands cupped by side"



" Hands cupped by side along seam of trousers / slacks."

## Basic Drill Commands (cont'd)

2. **Parade, REST**. - The command is **Parade, REST**. On the command **REST**, the airman will raise the left foot from the hip just enough to clear the ground and move it smartly to the left so the heels are 12 inches apart, as measured from the inside of the heels. Keep the legs straight, but not stiff, and the heels on line. As the left foot moves, bring the arms, fully extended, to the back of the body, uncapping the hands in the process; and extend and join the fingers, pointing them toward the ground. The palms will face outwards. Place the right hand in the palm of the left, right thumb over the left to form an “X” (see figure below). Keep head and eyes straight ahead, and remain silent and immobile.



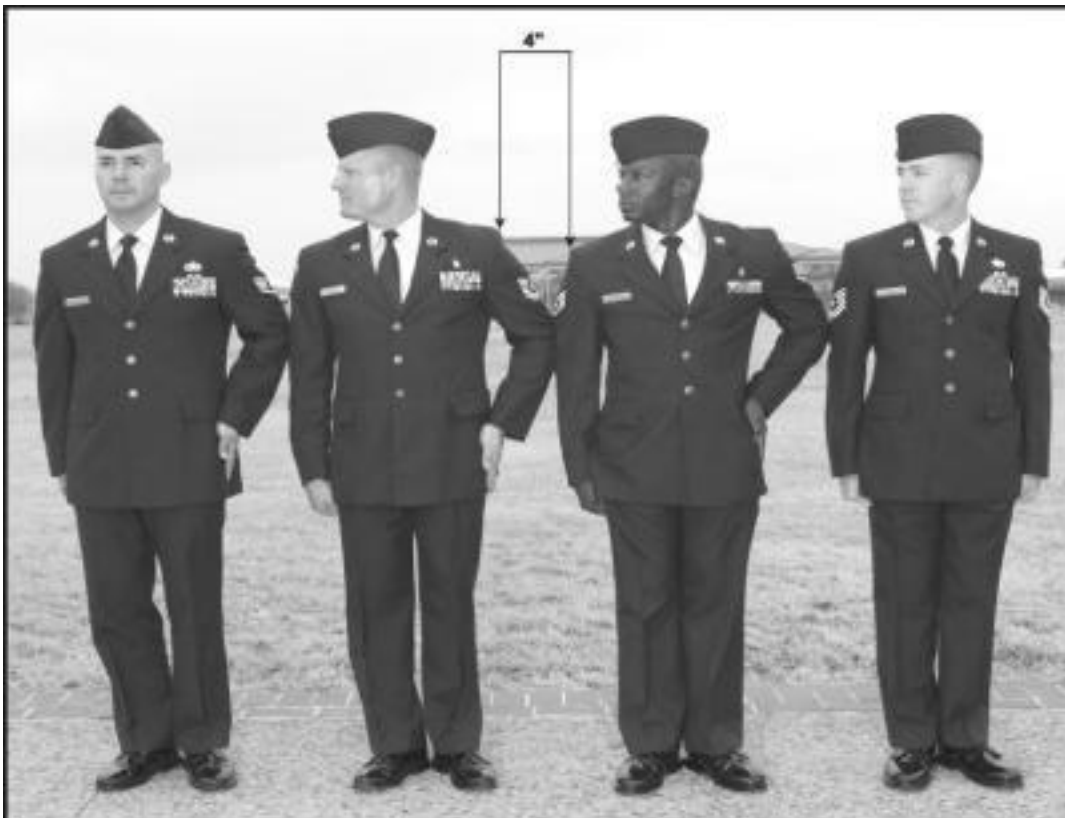
**“Right foot remains stationary and left foot moves approximately 12 inches from right heel.”**

**PARADE REST**

## Basic Drill Commands (cont'd)

3. **At Ease / Rest**. At ease / rest is called from the position of attention. This is a relaxed, casual position but the right foot remains planted in place, ensuring the formation stays intact. At the position "at ease" cadets may not speak without permission. At the position "rest" cadets may speak softly. The flight commander should signify the return to the position of attention by saying "standby." When the flight commander calls "**Attention**," immediately in cadence, resume the position of attention.

4. **Close Interval**. The command is **At Close Interval, Dress Right, DRESS**. On this command, all airmen except the last one in each element will raise their left hand so the heel of the hand rests on the left hip, fingers are extended and joined, thumb is along the forefinger, fingertips point toward the ground, and the elbow in line with the body (**figure 4.4**). At the same time the left hand is raised, all airmen except the guide and second, third, and fourth element leaders will turn their head and eyes 45 degrees to the right. First element airmen establish the interval by ensuring their upper right arm touches the extended elbow of the individual to their right. The same procedures used to establish dress, cover, interval, and distance for normal interval will be used for close interval. The command "**At Close Interval, Dress Right (Left), DRESS**" is not given to a flight at normal interval, and **Dress Right (Left), DRESS** is not given to a flight at close interval.



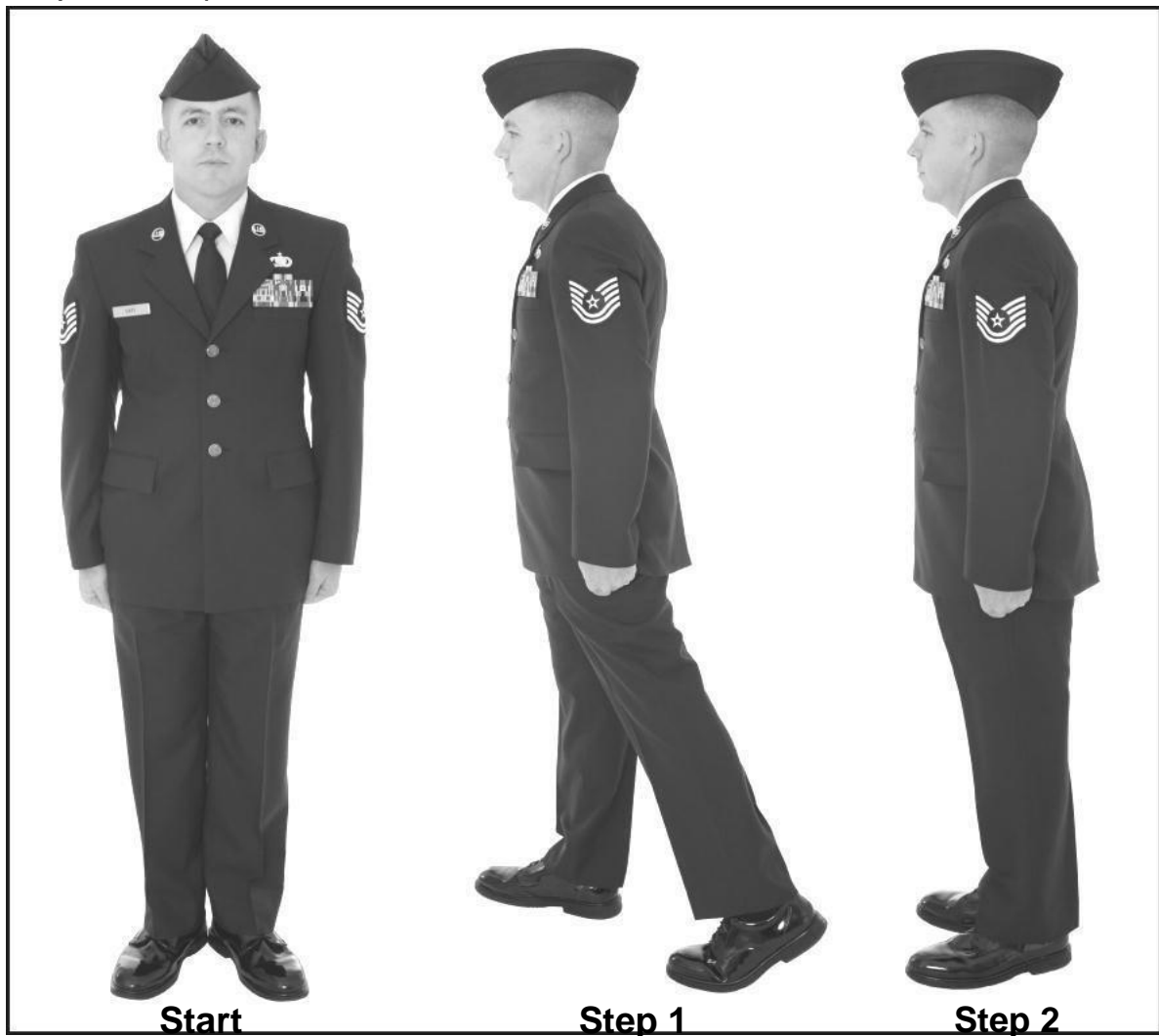
**CLOSE INTERVAL, DRESS**



## Basic Drill Commands (cont'd)

5. – **Stationary Facings Movements**. Facing movements are executed while halted (stationary) and at the position of attention. Each command is performed in quick time in two counts.

- **Right (Left) Face**. The commands are **Right / (Left), FACE**. On the command **FACE**, raise the right (left) toe and left (right) heel slightly and pivot 90 degrees to the right (left) on the ball of the left (right) foot and the heel of the right (left) foot, assisted by slight pressure on the ball of the left (right) foot. Keep legs straight, but not stiff. The upper portion of the body remains at attention. This completes count one of the movement. Next, bring the left (right) foot smartly forward, ensuring heels are together and on line. Feet should now be forming a 45-degree angle, which means the position of attention has been resumed (**see figure below**) This completes count two of the movement.

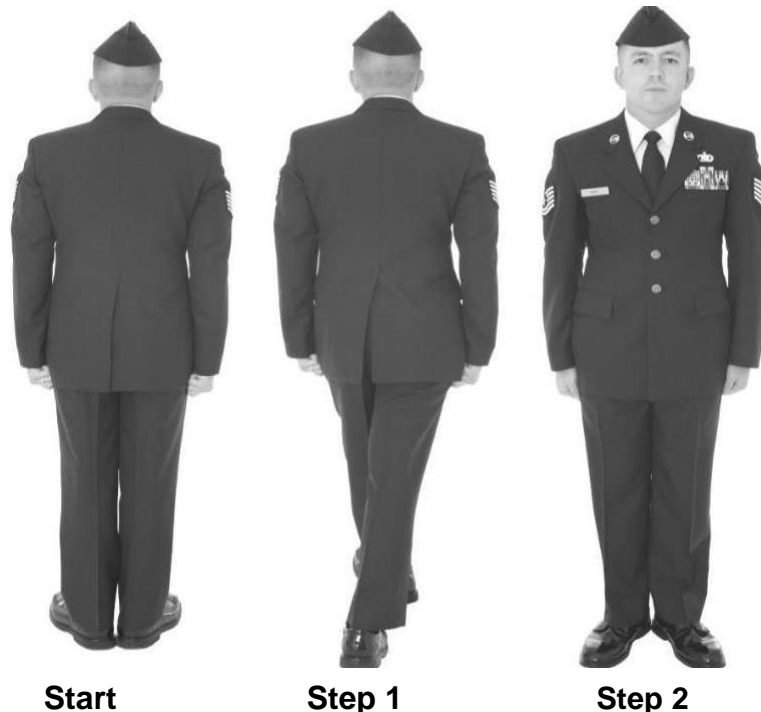


**"RIGHT / LEFT FACE"**

## Basic Drill Commands (cont'd)

6. **Forward, MARCH and Halt**. At the command “Forward March” step off with their left foot, taking a 24-inch step in the forward direction. While marching, your hands still remain cupped and a coordinated arm swing (6 inches to the front and 3 inches to the back) should be maintained. The left hand moves forward with the right foot, and the right hand moves forward with the left foot. On the command to “halt”, take one more step forward and bring your heels together into the position of attention.

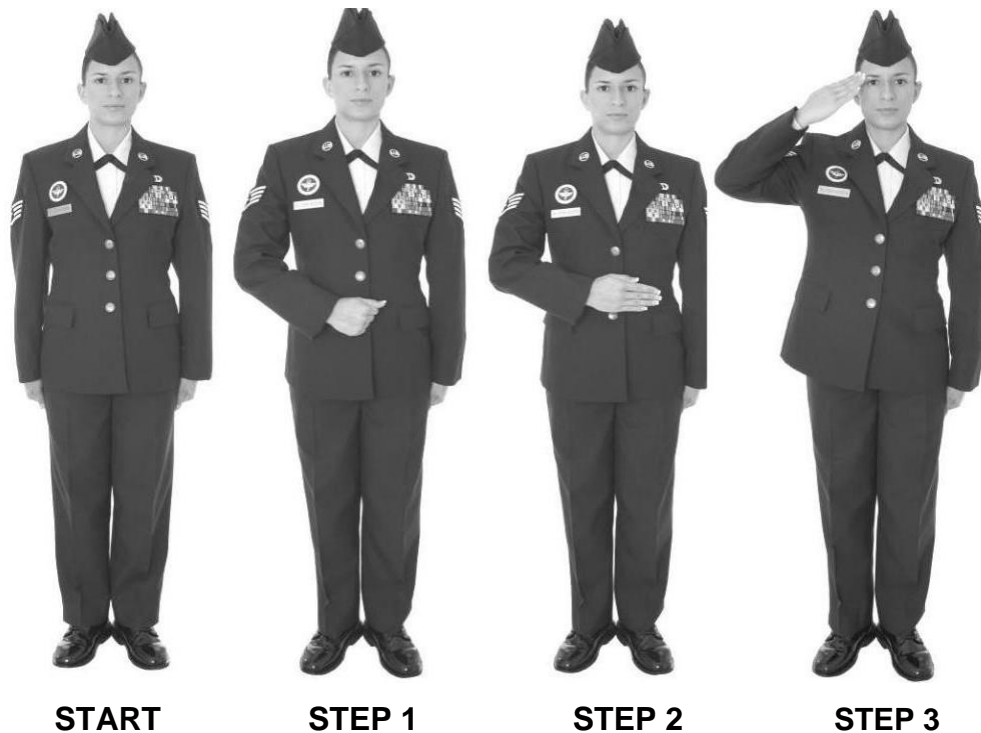
7. **About, FACE**. The command is **About, FACE**. On the command **FACE**, lift the right foot from the hip just enough to clear the ground. Without bending the knees, place the ball of the right foot approximately half a shoe length behind and slightly to the left of the heel. Distribute the weight of the body on the ball of the right foot and the heel of the left foot. Keep both legs straight, but not stiff. The position of the foot has not changed. This completes count one of the movement. Keeping the upper portion of the body at the position of attention, pivot 180 degrees to the right on the ball of the right foot and heel of the left foot, with a twisting motion from the hips. Suspend arm swing during the movement and remain as though at attention. On completion of the pivot, heels should be together and on line and feet should form a 45-degree angle. The entire body is now at the position of attention (see figure below). This completes count two of the movement.



**About, FACE**

## Basic Drill Commands (cont'd)

8. **Hand, SALUTE**. The hand is used for training purposes only. The command is **Hand, SALUTE**, and it is performed in two counts. On the command **SALUTE**, the individual raises the right hand smartly in the most direct manner while at the same time extending and joining the fingers. Keep the palm flat and facing the body. Place the thumb along the forefingers, keeping the palm flat and forming a straight line between the fingertips and elbows (see figure below). Tilt the palm slightly toward the face. Hold the upper arm horizontal, slightly forward of the body and parallel to the ground. Ensure the tip of the middle finger touches the right front corner of the headdress. If wearing a non-billed hat, ensure the middle finger touches the outside corner of the right eyebrow or the front corner of glasses. The rest of the body will remain at the position of attention. This counts as one of the movements. To complete count two of the movement, bring the arm smoothly and smartly downward, retracing the path used to raise the arm. Cup the hand as it passes the waist and return to the position of attention.



**Hand, SALUTE**

## Basic Drill Commands (cont'd)

9. **Present, ARMS / Order, ARMS** - On the command **Present, ARMS** the individual raises the right hand smartly in the most direct manner while at the same time extending and joining the fingers. Keep the palm flat and facing the body. Place the thumb along the forefingers, keeping the palm flat and forming a straight line between the fingertips and elbows (figure present arms). Tilt the palm slightly toward the face. Hold the upper arm horizontal, slightly forward of the body and parallel to the ground. Ensure the tip of the middle finger touches the right front corner of the headdress. If wearing a non-billed hat, ensure the middle finger touches the outside corner of the right eyebrow or the front corner of glasses. The rest of the body will remain at the position of attention. On the command **Order, ARMS**, individuals will bring their arm smoothly and smartly downward, retracing the path used to raise the arm. Cup the hand as it passes the waist and return to the position of attention.



### "Present, ARMS"

**Hand, SALUTE** - Same procedures as Present, ARMS except you accomplish all procedures without commands while not in a formation and approaching an officer.

## Basic Drill Commands (cont'd)

**10. – Open Ranks Inspections (ORIs).** The open ranks formation command is used to open up a formation so that inspectors can inspect the flight. The flight commander will give the command **“Open Ranks, MARCH.”** When the command is given each element of the flight will execute the following procedures:

- The first element will take two steps forward, stop and put their left arm up (a mental count of step, step, stop, pop will help), straight and parallel to the ground with the palm of the hand facing slightly backward and thumb tucked in. Excluding the first element, if the cadet next to you prevents the full extension of your arm, extend your arm behind their shoulder. For everyone but the first rank, heads turn right at a 45-degree angle up, stopping. If no one is standing to your left, your left arm remains pinned to your side.
- The second element does the same movement except they take one step forward (a mental count of step, stop, pop). The third element remains in place and puts their left arm up and turns their head (“stop, pop”).
- The flight commander will then ensure the flight is aligned. If they are out of alignment, he or she will fix them with the proper commands. To make the flight assume the position of attention again, the flight commander will give the command **“Ready, Front.”** At the command **“Close Ranks, MARCH”** the second element takes one step forward, and the third takes two steps forward, and the flight is once again at regular interval spacing.



## Flight Drill Sequence (The 30-Count Drill Card)

This sequence card is be used by all Flight Staff to train AS-1 cadets in close order drill. It will be a requirement for “**All**” flights to perform this drill sequence for a grade during the semester annual Spring Intra-mural Drill Meet. Cadet Commander will **report in** after the command fall-in is given.

**Example:** "Sir / Ma'am, Alpha Gold Flight is prepared to execute the  
30 Count Drill Card and is requesting permission to  
utilize your drill pad Sir / Ma'am!"

- 
- |                         |                         |
|-------------------------|-------------------------|
| 1. Fall in              | 16. To the Rear, MARCH  |
| 2. Open Ranks, MARCH    | 17. To the Rear, MARCH  |
| 3. Ready, FRONT         | 18. Column Right, MARCH |
| 4. Close Rank, MARCH    | 19. Forward, MARCH      |
| 5. Present, ARMS        | 20. Eyes, Right         |
| 6. Order, ARMS          | 21. Ready, Front        |
| 7. Parade, REST         | 22. Column Right, MARCH |
| 8. Attention            | 23. Forward, MARCH      |
| 9. Left , FACE          | 24. Change Step, MARCH  |
| 10. About, FACE         | 25. Column Right, MARCH |
| 11. Forward, MARCH      | 26. Forward, MARCH      |
| 12. Right flank, MARCH  | 27. Flight, Halt        |
| 13. Left flank, MARCH   | 28. Left, Face          |
| 14. Column Right, MARCH | 29. Right Step, MARCH   |
| 15. Forward, MARCH      | 30. Flight, Halt        |

Cadet Commander will **report out** after the command flight halt is given.

Example: Sir / Ma'am, Alpha Gold Flight has completed the "30 count  
drill card and is requesting permission to exit your drill pad,  
Sir / Ma'am!



# **Rocklin Unified School District**

**Integrity First**

**Service Before Self**

**Excellence In All We Do**