

**We Set The
Standards**



Port St Lucie High School JROTC

Jaguar Battalion

Cadet Handbook

US Army Junior ROTC Instructor Group
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NAME: _____ RANK: _____

LET LEVEL: ____ CLASS PERIOD: _____ INSTRUCTOR: _____

Each cadet is required to read and abide by the contents of this publication. Ignorance of the policies outlined is no excuse. Each Cadet will sign a statement indicating that he/she has read, understands and will abide by the policies herein.

JUNIOR RESERVE OFFICER TRAINING CORPS
JAGUAR BATTALION CADET HANDBOOK
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The JUNIOR ROTC Cadet Creed

I am an Army Junior ROTC Cadet.

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

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

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

I will always practice good citizenship and patriotism.

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

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

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

SECTION 1 - GENERAL PROVISIONS

1. Authority: The Junior Reserve Officer Training Corps, usually referred to by its short title, JROTC, is an organized unit under the authority of Section 40 to 47c, National Defense Act of 1916, as amended, and under the provisions of the ROTC Vitalization Act of 1964 as amended by Public Law 93165, 1973.

Portions of this handbook are from Army Regulation 145-2; the regulation that provides for the organization, administration and support for the Junior Programs.

This handbook is in compliance with the contract between Port St. Lucie High School and the US Army.

2. Mission: It is the mission of the Junior Reserve Officer Training Corps to motivate young people to be better citizens through:

- A. Developing informed and responsible citizens.
- B. Developing their leadership potential and patriotism.
- C. Strengthening their character through teaching of values associated with service life.
- D. Acquainting them with modern Armed Forces technology.
- E. Promoting an understanding of the historical role of citizen soldiers and their service and sacrifice to the Nation.

3. Objectives: The U.S. Army JROTC Objectives are to:

- A. Develop leadership and patriotism.
- B. Develop informed and responsible citizens.
- C. Strengthen character.
- D. Promote a historical understanding of the role of the citizen soldier in a democratic society.
- E. Acquaint secondary school students with the technical requirements of the modern age.
- F. Developing the ability to effectively arrange thoughts and communicate effectively both orally and in writing.
- G. Acquaint students with selected military qualification standards.
- H. Familiarize students with the history, purpose and structure of the military services with emphasis on accomplishments of the United States Army.
- I. Develop knowledge of the educational and vocational opportunities offered by the United States Army.

- J. Develop an appreciation of the value of physical and mental fitness.
- K. Develop the basic skills necessary to work effectively as a team member.
- L. Provide the motivation and the means to graduate from high school.
- M. Develop self-discipline, responsibility and a positive response to constituted authority.

4. Army Values: Each cadet is responsible for memorizing and conforming to the following Army Values.

- A. Loyalty – Bear true faith and allegiance to the U. S. Constitution, the Army, your unit and other soldiers.
- B. Duty – Fulfill your obligations
- C. Respect – Treat people as they should be treated.
- D. Selfless Service – Put the welfare of the Nation, the Army, and your subordinates before your own.
- E. Honor – Live up to all the Army values.
- F. Integrity – Do what’s right, legally and morally.
- G. Personal Courage – Face fear, danger, or adversity (physical or moral)

SECTION 2 – JROTC DEPARTMENT ORGANIZATION

5. Port St. Lucie High School: The U.S. Army JROTC Department is organized under the provisions of the ROTC Vitalization Act of 1964 and the Senior Army Instructor is responsible for implementation of the program as well as directing and supervising all U.S. Army JROTC activities at the school. Non-commissioned Officer (NCO) personnel are assigned to the school as assistant instructors.

The Port St. Lucie High School US Army Junior ROTC was established under Department of the Army General Order # 9 dated January 1, 1993. The first students were enrolled in August 1993.

SECTION 3 – CADET ENROLLMENT

6. Conditions for Cadet Enrollment:

- A. Cadet Enrollment: To be eligible for enrollment and continuance as a member of the JROTC program, each participant must meet the following requirements:
 - 1) Educational: The student must be enrolled in and attending a full-time regular course at an institution offering JROTC instruction.
 - 2) Citizenship: The student must be a U.S. citizen or nationals of the United States.

3) Age: The student must be in the 9th grade and have their 14th birthday during the school year.

4) Academic: The student must maintain an acceptable standard of academic achievement and an academic standing that warrants at least normal progression and will merit his or her graduation on completion of all requirements.

5) Conduct/Character: The student must maintain an acceptable standard of conduct and be of good moral character, and must have integrity. The student must be honest and self-reliant and have a sense of responsibility in the performance of the course and other academic assignments. The student must show self-discipline and responsiveness to constituted authority through observance of laws, rules, and regulations; by prompt and regular attendance at instruction; and his or her general demeanor.

a) An individual who has been convicted by civil court or received an adjudication as a juvenile offender by a civil court for anything other than a minor traffic offense or minor non-traffic offense (minor misdemeanor) must be granted a waiver by the First ROTC Region Commander as a prerequisite for enrollment and continuance as a member.

b) Request for waivers must list all convictions and include circumstances and court action concerning each case.

6) Physical: The student must be physically fit.

a) He/she must be able to both stand and participate in drill for prolonged periods.

b) He/she must be willing to participate in a physical training program that will consist of push-ups, pull-ups, sit-ups, curl ups, stretches, and a one-mile run.

c) Must provide the SAI with a certificate or statement of health signed by a physician, parent, or guardian.

d) Keeping physically fit is the individual's responsibility. The curriculum of JROTC is designed to give the cadets an appreciation of the value of physical and mental fitness.

B. Attendance By Students/Observation Visits

1. Students who are or become ineligible for enrollment as a cadet may be authorized to attend JROTC instruction under the following conditions:

a) The student is in good standing and attending school full-time at a school conducting the JROTC course.

b) There is no loss in effectiveness of leadership training or instruction, and will not discredit the cadets or the program.

- c) The number of students is within the capability of the JROTC instructors.
 - d) Attendance is approved by the SAI and senior school official and by the First Region Commander if the student is an alien.
2. This paragraph does not preclude occasional visits to a JROTC class. The SAI and the senior school official will approve all visits. When appropriate, visits may be encouraged to increase appreciation for the program.
3. JROTC students who overcome the obstructions or difficulties that prevented their enrollment or caused their disqualification and who are otherwise qualified may be enrolled in JROTC.

C. Aliens Eligible To Attend JROTC Instruction

- 1) Aliens, regardless of their country or who have been lawfully admitted for permanent residence in the United States, are authorized to participate in JROTC if they –
 - a) Have in their possession Form I-151 (Alien Registration Receipt Card); or
 - b) Present to the SAI documentary evidence issued by the U.S. Immigration and Naturalization Service attesting that the individual has been admitted to the United States for permanent residence; and
 - c) Meet the requirements of paragraph 6A.
- 2) Nonresident aliens are authorized to participate as JROTC students if they meet the requirements of paragraph 6A.
- 3) Refugees still in parole, “conditional entry”, or “voluntary departure status” regardless of their country or origin must –
 - a) Have in their possession Department of Justice Form I-94 endorsed by the Immigration and Naturalization Service to reflect either they have been paroled into the United States for an indefinite period; or
 - b) Have confirmation in writing from the Immigration and Naturalization Service that they are refugees.
 - c) Meet the requirements of paragraph 6A.
- 4) The SAI will, together with the school authorities, ensure that active solicitation of nonresident alien students to the JROTC program is avoided.
- 5) Enrollment of aliens in the school is a school decision and may not preclude class MI status. Nonresident alien students may, but will not be required to –
 - a) Participate in the JROTC program.

b) Wear uniforms issued by Department of the Army for JROTC.

6) Alien students will be excluded from attending JROTC classes for the same reasons other students are excluded.

7. Enrollment: Qualified students will be enrolled as cadets in the following JROTC Leadership Education Training (LET) classes.

- | | | |
|----|---------------|------------------------------------------------|
| A. | JROTC LET – 1 | 2 semesters |
| | JROTC LET – 2 | 2 semesters (successful completion of LET – 1) |
| | JROTC LET – 3 | 2 semesters (successful completion of LET – 2) |
| | JROTC LET – 4 | 2 semesters (successful completion of LET – 3) |

B. Enrollment at the beginning of the first semester is with the understanding that two semesters will be completed (Mid-year enrollment must have prior approval of the SAI)

C. As prerequisite to enrollment in LET – 2, 3, or 4 classes, a student must first have satisfactorily completed all requirements of the previous LET course.

D. Students are not permitted to enroll in two different levels of JROTC during the same academic year.

8. Disenrollment (Conditions set forth by AR 145-2 and the Contract between the School and the US Army)

At the discretion of the SAI, a cadet will be disenrolled or excluded from attendance, as appropriate.

A. In all cases, a cadet will be considered for disenrollment when he or she:

- 1) Withdraws from school.
- 2) Demonstrates ineptitude for leadership training indicated by a lack of general adaptability.
- 2) Fails to keep an acceptable standard of academic achievement, conduct, appearance, or attendance.
- 4) Exhibits undesirable character traits, such as:
 - a) Lying, cheating, or stealing
 - b) Unauthorized possession or use of illegal drugs or substances.
 - c) Conviction or adjudication as a juvenile offender for committing an offense that could lead to imprisonment.
 - d) Frequent acts of a discreditable nature with civil or school authorities or other similar acts.
- 5) Fails to maintain a requirement for enrollment

- 6) Exhibits an indifference to and a lack of interest in leadership training as demonstrated by:
- a) Frequent absences from class or drill.
 - b) Accumulation of a large number of demerits.
 - c) An established pattern of shirking responsibility or similar acts.

SECTION 4 – CREDIT TOWARD GRADUATION AND METHOD OF GRADING

9. Credits: JROTC is an elective course; one elective credit is earned for each LET level satisfactorily completed.

LET – 1 – 1 credit

LET – 2 – 1 credit

LET – 3 – 1 credit

LET – 4 – 1 credit

4 credits total (four years JROTC)

****Additional Credits** – In Addition to the four (4) JROTC Credits a cadet will receive credit for Life Management Skills (2 Years JROTC), a Performing Arts (2 years JROTC) and 0.5 credit for Elective Physical Education.

10. Grading Method:

A. GRADING PERIODS:

1. Each school year is divided into two (2) semesters, each consisting of two (2) nine - week grading periods. Each cadet will be subjected to any number of nine-week core examinations as well as non-core examinations or assignments and two (2) semesters’ examinations during the school year (SY).

B. Grade Composition:

1. Each nine-week grading period will be computed as follows:

Classwork.....	70%
Summative Assessment.....	20%
Parade/Service Projects.....	10%

2. Each semester grade will be computed as follows:

Two nine-week Grades.....	80%
Semester Examination.....	20%

(Cadets, at all levels, will be tested on their General Orders, Chain of Command, Rank Structure and Army Values several times during the course of each nine week grading period and the semester test.)

3. An explanation of each of the evaluation areas is as follows:

a. Class work (70% of nine-week grade): This evaluation will consist of personal observations by the Senior Army Instructor and/or the Army Instructor of each cadet's daily actions to include the cadet's attitude and classroom performance. Class work will consist of homework assignments, weekly uniform inspections, Physical Fitness and weekly Drill and Ceremony participation.

b. Summative Assessment (20% of nine-week grade): These grades come from the cadets overall grade on the following assignments: 9-week exams, EER's (Efficiency Evaluation Report), Cadet Challenge, and the Drill exam for that 9-week period.

c. Parade/Service Project (10% of nine-week grade): These grades will be evaluated on the cadets performance, behavior, and participation at mandatory graded events, such as parades and the service learning project .

C. COMMAND FORMAL INSPECTION: Although a grade is given for work performed each nine (9) weeks, JROTC is a progressive program whereby basic skills and fundamentals learned at one point are demonstrated by satisfactory performance during inspections, competitive drills, and ceremonies throughout the course. The Command Formal Inspection is the true final examination of the entire course of instruction.

SECTION 5 – TRAINING CERTIFICATE

11. Training Certificate: A Training Certificate, indicating the portion of JROTC training successfully completed, will be given each student upon successful termination of JROTC training.

A. The training certificate will be of value to the cadet in applying for entry in the Military Reserve and/or the Active Military. **If qualified and recommended by the SAI**, cadets completing two years of JROTC are eligible to enter either a unit of Military Service Reserve Forces or the active Military Forces as a Private E-2, or advance placement in the Senior ROTC college program.

B. Cadets completing three years of JROTC are eligible to enter either a unit of Military Services Reserve Forces or the active Military Forces as a Private First Class E-3, or advance placement in the Senior ROTC college program. **This applies to the Army, Air Force and Navy only, the Marine Corps will only permit enlistment as an E-2.**

SECTION 6 – DISCIPLINE

12. Discipline:

- A. **Discipline** comes from a Latin word, which means learning, and the dictionary defines it as "training, which corrects, molds, strengthens, or perfects."
- B. As you were growing up, you learned, or should have learned, to obey your parents and teachers, and they taught you respect for the rights of others and the laws of your country. That was discipline.
- C. "Military discipline is an outward manifestation of mental attitude and state of training which renders obedience and proper conduct instinctive under all conditions." It is founded upon respect for and loyalty to properly constituted authority. Military discipline must not be confused with punishment.
- D. Being disciplined means that you are learning to place the task of your unit - **your team** - above personal desires. It means you are learning to obey, promptly and cheerfully, the orders of your leaders so that even in their absence you will observe established rules and conduct yourself properly.
- E. In training, your leaders will insist on perfection in what may seem minor details (cleanliness, haircuts, shined shoes, marching, wearing of the uniform). Your performance will be expected to be of the highest standards on and off the school grounds. You will be expected to conduct yourself at all times in a manner which will reflect credit upon yourself, your parents, your JROTC unit, your school, your community and the United States Army.
- F. If every cadet were to question the fairness, justice, propriety, or wisdom of orders received from any authorized source, there would be no discipline, and the JROTC unit of the school would degenerate. **REMEMBER** that a cadet is to obey lawful orders first, and if aggrieved, register a complaint to the next higher superior.
- G. When necessary, the following means will be employed to enforce discipline:
1. Verbal counseling
 2. Written counseling
 3. Demerits
 4. Reduction in rank
 5. Reduction of Grade Percentage
 6. Disciplinary Board
 7. Suspension of Promotion
 8. Disciplinary Drill or Work Detail
 9. Suspension or dismissal from the JROTC Unit (by the Principle or instructor)

13. Disciplinary Board:

- A. A board composed of five (5) members will be appointed by the Cadet Battalion Commander, with the approval of the Senior Army Instructor, to investigate serious disciplinary violations/rebuttals. The board will be appointed to serve for one (1) school year. No cadet will serve on the board for more than one (1) school year without special permission from the SAI. The board

shall have no authority to award punishment or relief from punishment but will confine its actions to recommendations only.

B. When serious violations of the rules in this handbook have been committed, or a cadet feels that he/she is unjustly disciplined, the AI or SAI will refer the case to the Disciplinary Board for investigation and recommendation of punishment or relief of punishment, if appropriate.

C. Procedure to follow for Disciplinary Board Recommendation and Awarding of Demerits.

1. Orally counsel the cadet in private. (Keep a record of the date, time and subject)
2. Written counseling in private.
3. Demerits are recommended only after the written counseling has been accomplished.
4. Demotion
5. Recommendation for Disciplinary Board Action.

SECTION 7 – MERIT / DEMERIT SYSTEM

14. General: All cadets will be subject to the merit/demerit system. This system will be used for awarding merits to individuals for outstanding efficiency, exceptional performance of duty or for noteworthy achievements. Demerits will be awarded for substandard performance. Those in leadership positions will not, however, use demerits as a substitute for the exercise of good leadership principles. If a cadet may need a written counseling or demerit form, they are located in the AI classroom in the battalion box container.

15. Effect on Grades: Merits and demerits can affect the nine-week grade by a maximum of one letter grade (either up or down). Merits/demerits will be applied after all elements of the nine-week grade have been averaged. (Example: If you have a nine-week average of 86 and 5 merits, your average will then be raised to 91. If your average is 86 and you have 12 demerits, you will be penalized 10 points, giving you a grade of 76. The remaining two (2) demerits will be carried over to the next nine-week period, unless worked off.)

16. Responsibilities:

A. Cadet Officers and NCOs are responsible for the effective implementation of the Merit/Demerit System. They must ensure that **merits are only awarded for actions above and beyond normal program requirements**. Likewise, they must assess demerits only in cases where counseling and the application of other leadership principles has not been effective in correcting infractions of PSLHS JROTC rules and regulations. All individuals assessing demerits will complete PSLHS-JROTC Form 196a, Merit-Demerit Report (MDR), inform the individual to whom the demerits are being assessed of the specific charges, and ensure that the individual initials the MDR. If the individual refuses to initial, add an additional charge of "Failure to Comply" and continue to process the MDR. All MDR's will be forwarded through the appropriate Company Commander and the

Battalion Command Sergeant Major to the SAI or AI (depending upon the individuals LET level). Once reviewed by the SAI or AI the MDR's will be returned to the Battalion Command Sergeant Major for recording on the PSLHS-JROTC Form 196, Individual Disciplinary Record. On Friday of each school week, the Bn CSM will publish and post on the unit bulletin board, a list of all cadets who have merits/demerits on record. On the last day of each nine-week period the Battalion CSM will provide the SAI and AI with a current list showing all cadets with merits/demerits on record and the number of each. This list will be used in computing the individual's nine-week grade. After computing grades the SAI and AI will return the list to the Bn CSM with the appropriate annotations showing the number merits/demerits to be carried forward to the next nine-week period. The Bn CSM will post the data to the Individual Disciplinary Records.

B. Each cadet has the individual responsibility to keep abreast of his/her disciplinary record by observing the weekly merit/demerit list posted on the bulletin board. If the cadet's name appears on the list of demerits, he/she is responsible to initiate immediate action through the Bn CSM to work off the demerits through voluntary disciplinary drill, works details (after school) or other means. Any individual accumulating 20 demerits or more will be directed to appear before the Cadet Disciplinary Board. Cadets must take every precaution to avoid having demerits assessed against them and from having to appear before the Cadet Disciplinary Board as these actions reflects heavily against the individual's character and leadership potential.

17. Guide for Awarding Merits/Demerits:

A. MERITS

1. Merit points are normally awarded for volunteer accomplishments or task at other than normal school hours. Merit points are an indication of such leadership traits as initiative, cooperation, and willingness to accept responsibility.

2. Hourly Basis: One (1) merit is awarded for each hour of volunteer service in support of JROTC, school, and community activities. See paragraph (5) below for a sample listing of such activities. Cadets authorized to recommend merits will exercise caution to ensure that real effort is required to obtain the merits. The careless award of merits must not cheapen the merit system.

3. Special Projects: Three to five merits may be awarded for effective accomplishment of special projects where the effort required does not lend itself to measurement on an hourly basis. All cadets can suggest special projects for the SAI's approval. Notice of approved special projects and the number of merits to be awarded for successful completion will be posted on the Battalion Bulletin Board so that all cadets will be aware of them. The cadet who suggests a special project will have first choice at the project. Other volunteers will be assigned to these projects on a "First Come - First Served Basis".

4. Special Work Details: The normal time for earning merits for special work details will be after school or during the summer vacation period. Cadets will be awarded merits at the rate of one (1) merit per hour of work. Additional merits may be awarded if the work is extremely demanding. The SAI or AI will be responsible for recommending the merits for those cadets who are present for the work details.

5. Basis for Awarding Merits:

a. Best Drilled Cadet at each level	1 Merit
b. Best Drilled Team	1 Merit (one per member)
c. Best Drilled Squad	1 Merit (one per member)
d. Best Drilled Platoon	1 Merit (one per member)
e. Best Drilled Company	1 Merit (one per member)
f. Volunteer After-School Hours	1 Merit per hour of duty.
g. Recruiting Projects	1 Merit per hour of duty.
h. Parental Attendance at JROTC Function	1 Merit per parent, per function.
i. For EXCEPTIONALLY Outstanding Overall Appearance & General Knowledge of JROTC Subjects at Weekly Inspection	1 Merit.
j. Military Ball, or other committees	1-10 Merits.
k. Others at the discretion of the JROTC staff.	

B. DEMERITS:

1. The awarding of demerit points is a disciplinary measure used to indicate a cadet's unwillingness to respond to a reasonable degree of authority. Since demerits affect a cadet's chance for promotion and a cadet's nine-week grade, those recommending demerits must be extremely careful to recommend only a reasonable amount of demerits. They should also realize that when a demerit is given, the recommending cadet has the obligation to personally contact the cadet concerned and inform him/her why he/she has been recommended for demerits. The cadet officer or non-commissioned officer who uses the demerit form instead of helping his/her subordinates by counseling them of their shortcomings is simply not doing their job, and is avoiding his/her moral responsibility. The demerit form should only be used after oral and written counseling has failed.

2. The list of offenses, indicated below for which demerits may be given is not all-inclusive. In general, if cadets perform their duty in a satisfactory manner, wear their uniform properly when required, keep themselves well groomed, and conduct themselves as ladies and gentlemen should, they need not be concerned about receiving demerits.

3. Types Of Offenses For Which Demerits May Be Given:

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| a. Serious misconduct, such as cheating, cutting class, use of tobacco or other prohibited products, etc. | 10 Demerits*
(Discipline Referral to Dean) |
| b. Insubordination, direct disobedience | 3 Demerits* |
| c. Uniform not worn twice when required, | AUTOMATIC DEMOTION |
| d. Wearing the uniform, or part of the uniform, off campus for other than traveling to or from, school or a JROTC activity; unshined brass shoes, dirty shirt, coat unbuttoned, etc. | 2 Demerits per infraction* |
| e. Uniform not worn entire uniform day | 5 Demerits
(loss of uniform grade for the day) |
| f. Wearing unauthorized insignia, ribbons, lamps, numbers, badges, cords, etc. | 5 Demerits* |
| g. Failure to present a neat, well groomed appearance when in uniform (hair, shave, sideburns, etc.) if NCO or higher. | AUTOMATIC DEMOTION |
| h. Being disrespectful toward a faculty member, peer subordinate or superior cadet. Also making fun of others | 7 Demerits* |
| i. Making untruthful statements to a faculty member or cadet leader (Lying) | 10 Demerits* |
| j. Deliberate or careless misuse of government or school property | 10 Demerits* |
| k. Using profane or obscene language or gestures | 5 Demerits* |
| l. Eating or chewing gum in the classroom or during formation | 3 Demerits |
| m. Cheating on examinations | 10 Demerits * |
| | (plus a Zero on the exam and a Referral to the Dean) |
| n. Unsafe acts with rifle (pointing, horseplay, etc.) | 5 Demerits
(Disciplinary Board Appearance) |
| o. Use of ANY tobacco products on school grounds or while on a JROTC or school related activity plus | 10 Demerits*
(Discipline Referral) |

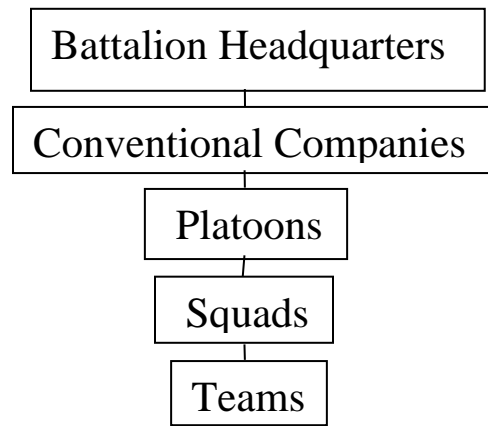
p. Use or possession of alcohol or habit forming drugs on the school grounds or while on a JROTC sponsored activity	20 Demerits* (plus Discipline Referral)
q. Talking during class or while at "Attention", "Stand-At-Ease", "Parade Rest", or "At Ease" while in ranks (formation) inside the classroom and outside the classroom	3 Demerits
r. Horseplay in ranks or in the class room	3 Demerits
s. Failure to report for scheduled duty or disciplinary board action or drill	5 Demerits*
t. Males wearing earrings at any time in the JROTC areas or during JROTC events or functions to include normal JROTC classes, and while wearing the uniform	5 Demerits
u. Improper Haircut	3 Demerits
v. Cadets that spread rumors (gossip) and/or slander other cadets. Treat others as you would like to be treated.	5 Demerits
w. Any type of suspension for fighting in/out of JROTC whether in uniform or not both verbally and physically may be accountable.	10 Demerits*
x. Out of dress code	5 Demerits*
Second offense	10 Demerits*

Demerits may also be awarded for other infractions at the discretion of the JROTC Instructors

***PLUS POSSIBLE DISCIPLINARY BOARD ACTION.**

SECTION 8 – UNIT ORGANIZATION

18. The Port Saint Lucie High School U.S. Army Junior ROTC will be organized as indicated below:



A. The battalion will have three to four letter companies and a headquarters detachment. The letter Companies will consist of at least three conventional companies, titled Alpha, Bravo, Charlie, or Delta. The headquarters will consist of 6 main staff members and at least 5 assistants.

Each Conventional Company will consist of at least two (2) platoons.

Each platoon will have a minimum of two (2) squads.

Each squad will have a minimum of six (6) cadets and will normally be organized into two teams.

The SAI may, at his option, will organize the unit into a Battalion Headquarters and three (3) Letter Companies.

B. After school teams such as the Drill Team, Raiders, Color Guard, Honor Guard, Orienteering Team and/or Rifle Team have a different organization.

C. The objective is to provide as many leadership positions, as practical, so the maximum number of cadets will be given an opportunity to exercise their leadership abilities.

19. Authorized Positions and Rank/Grades:

A. Battalion Headquarters:

The rank and the position do not come together. They are both earned.

Just as a cadet may have worked to get the position the cadet must work to get the rank. The rank listed to the right of the position is the maximum rank the cadet may be awarded while holding that position. Rank may vary on different positions.

<u>POSITION</u>	<u>RANK</u>
Battalion Commander	LTC
Battalion Executive Officer	MAJ
Battalion S-1 (Adjutant Officer)	CPT
Battalion Adjutant NCO *	MSG
Battalion S-2 (Security Officer)	CPT
Battalion Security NCO *	MSG
Battalion S-3 (Training Officer)	CPT
Battalion Training NCO *	SGM
Special Projects Officer	MAJ
Battalion S-4 (Supply Officer)	CPT
Battalion Supply NCO *	MSG
Battalion S-5 (Public Affairs Officer)	CPT
Battalion Public Affairs NCO *	MSG
Automation Management Officer S-6	CPT
Command Sergeant Major	CSM
National Color Bearer **	
Battalion Color Bearer **	
State Color Bearer **	
Color Guards **	

* These positions will be filled on an "as required" Basis

** No specific rank structure will be designated for the Color Guard

B. Conventional Letter Companies

<u>POSITION</u>	<u>RANK</u>
Company Commander (1 per company)	CPT
Company Exec Officer (1 per company)	1LT
Platoon Leader (1 per platoon)	2LT
First Sergeant/Company Supply NCO (1 per company)	1SG
Platoon Sergeant (1 per platoon)	SFC
Squad Leader (1 per squad)	SSG
Fire Team Leader (1 per team)	SGT
Guidon Bearer	SGT
Company Armor (2 per company)	(no certain rank)

Balance of cadets in the conventional company will be Corporal, Private First Class, or Privates.

The company First Sergeant is the company supply NCO or his designated representative.

The grade shown for the positions above will be the highest grades authorized. The SAI will determine the individual cadet's qualifications and the degree of responsibility each position carries within the unit in arriving at the rank in which appointments should be made. The grades indicated above are AUTHORIZED grades, NOT REQUIRED GRADES. A cadet of a lower grade may be placed in position until such time as he/she demonstrates the ability to perform in the higher grade. As a guide, cadets should be required to advance through each grade even though only a short period may be required in each.

Specific duties will be assigned to cadet leaders and staff members and each will be required to know and carry out those duties as required. See Annex A for Duties and Responsibilities.

In order to be promoted to the higher grade the cadet **MUST** know the responsibilities for that position to include drill for the next higher position above that for which he/she is recommended. For example, if you are recommended for Staff Sergeant, normally a squad leader, you should be able to conduct not only squad drill but also platoon drill.

SECTION 9 - APPOINTMENT, PROMOTIONS AND DEMOTIONS

20. Leadership:

A. Leadership ability is the most important attribute of the JROTC cadet. It is evidenced and exercised in many ways. In the final analysis, leadership is the ability of one person to impress their will on other. Good leaders must have or must develop attributes, which earn them the respect and admiration of others.

Before you can lead you must first learn to follow.

Among these attributes are:

- 1) A well-developed sense of responsibility
- 2) Initiative
- 3) Cheerfulness in the face of hardship
- 4) Loyalty to those in higher positions as well as to subordinates
- 5) An active sense of humor that doesn't demonstrate a cadet being immature
- 6) Concern for the comfort and welling-being of subordinates
- 7) Self-discipline

8) An unfailing sense of duty and integrity

9) The ability and willingness to make decisions and require compliance with them.

B. For the newer cadets, leadership consists of promptness, precision, and preparedness in class and drill, neatness in appearance, strict compliance with orders and directives, cooperation with superiors and equals in rank, alertness to changing situations and loyalty to all members of the unit and the Corps.

C. Leadership, for a cadet officer or non-commissioned officer, is involved in every contact with subordinates, equals and superiors in rank. It means being aware of everything that pertains to him/her and those under his/her supervision; being fully prepared; being firm, fair, just, and loyal being honest and being a person, who others admire, respect, and strive to follow.

21. Appointments, Promotions and Demotions:

A. GENERAL: The holding of rank in JROTC is an honor and a serious responsibility. For that reason, only the best-qualified cadets will be considered for promotion.

B. Appointments: Selections for appointments to cadet officer rank will be on the basis of the best qualified; taking into consideration leadership ability, academic and military proficiency, appearance and bearing, combined with character qualifications, as well as extra-curricular activities and relative class standings. Appointment orders for cadet officers are published by the SAI. Upon appointment to officer grade, the SAI will select the appropriate time and place to award the promotion.

C. Promotions: The following policies are established to provide an equitable system of promotion and to provide an orderly flow of experienced personnel.

1) Promotions are based on leadership ability, military bearing, appearance, attitude, knowledge and scholastic standing.

2) A promotion must be given in conjunction with a leadership position. For example, a squad leader may be a Corporal, Sergeant, etc. However, a squad member cannot be above the rank of Private First Class. All Officers and NCOs must hold a leadership position, Team Leader and above.

3) The Grade Authorization Table shown in Section VIII of these operating procedures will govern promotions.

D. Promotions are not automatic; they must be earned. Cadets that have met the above requirements, for promotion to Staff Sergeant and first time officers, must be recommended by their chain of command and additionally appear before a promotion board to determine if promotion is warranted. The Boards will normally be conducted once each quarter. Once a cadet has attained the rank of officer already, the promotion will be based solely on merit and appearance, the promotion board is not necessary.

1. LET - 1 cadet may be promoted to the grade of Private (E-2) during the first nine weeks except for those cadets that demonstrate unusual ability or promise. Exceptional cadets may be promoted to Private First Class. Cadets demonstrating outstanding ability and effort may be promoted to Corporal at the end of the first semester. Those cadets who continue to demonstrate exceptional ability may be promoted to Sergeant after the end of the third nine weeks-grading period. Cadets may also be promoted to Private First Class by executing 3 honor guards.

2. LET - 2 cadets will have the rank of Corporal or Sergeant, except for those cadets selected for non-commissioned officer or junior commissioned officer positions authorized within the unit. Cadets selected for officer positions must be exceptional and must be occupying an authorized vacancy. Cadet officer vacancies must first be filled by LET - 3 or LET - 4 cadets (providing qualified LET - 3 and 4 cadets are available) before LET - 2 cadets can be appointed to fill a vacancy. LET - 2 cadets will be appointed to fill company grade (2LT through Captain) vacancies only and normally will not be appointed in a grade higher than Cadet First Lieutenant.

3. Qualified LET - 3 and LET - 4 cadets will normally fill the senior officer and staff positions.

4. When enrollment of qualified personnel in LET - 3 and LET - 4 exceeds the commissioned and/or non-commissioned vacancies outlined in 21-2 above, additional assignments may be made to the Cadet Battalion Staff for outstanding cadets.

(Any exceptions to the above grade requirements will be made by the SAI)

E. Qualifications For Promotion

1. Cadet must have clearly demonstrated the qualities of leadership in JROTC and in other phases of school and private life.

2. Cadet must have demonstrated the qualities necessary for the next higher grade and his/her capacity to assume the responsibility of such grade. The cadet must set the example in all areas.

3. Cadet must have demonstrated high standards of discipline, efficiency and demeanor.

4. Be eligible for promotion to the next higher rank, the cadet must have achieved the JROTC grade as incited below. All cadets are eligible for PVT E-2 providing they successfully complete one semester (1/2 a credit) of JROTC. To be eligible for promotion to PFC E-3 the cadet must have a minimum of a 2.0 GPA for the previous 9 weeks grading period and must have successfully completed one semester of JROTC. To be eligible for promotion to Corporal and above the cadet must have a minimum of a 2.0 GPA for the previous grading period and must have successfully completed one semester of JROTC. All cadets promoted to the grade of Second Lieutenant and above must meet the JROTC grade requirements and not have a failing grade in ANY subject.

5. SAI may waive the time and grade requirements indicated in sub-section 4 above for clearly outstanding cadets.

6. FOR PROMOTION TO:	JROTC GRADE MUST BE:
PV1 or PV2	76 or above
PFC	78 or above
CPL	80 or above
SGT & SSG	85 or above
SFC, MSG, 1SG	90 or above
SGM, CSM, 2LT, 1LT, CPT	95 or above
MAJ, LTC, COL	95 or above

*The cadet **MUST** be recommended for promotion through the chain of command.

F. Promotion Procedures

1. Recommendations for promotions will be made through the chain of command and submitted to the SAI for approval on or before the end of each month and will be submitted at the same time the Personnel Status report is turned-in.
2. The platoon leader will give the Company Commander the recommendations for promotion (use the PSLHS Recommendation for Promotion Form for CPL and above) for his or her platoon. The Company Commander will consolidate the list and give it to the Battalion Commander. The Battalion Commander will indicate his/her approval or disapproval and endorse the recommendations through the AI or SAI. The Battalion Commander and the AI may add any recommendations of their own or delete any that they feel are not deserving of a promotion. Statements will be made, on the recommendation, as to why the cadet should or should not be promoted.
3. The Battalion Executive Officer will consolidate recommendations for all primary and special staff officers/NCOs and submit these to the Battalion Commander for endorsement through the AI to the SAI as prescribed in paragraph 2 above.
4. When recommendations for promotion are approved by the AI and SAI, promotion orders will be published.

G. Demotions: In general, demotions in rank will be made when any officer or non-commissioned officer fails to measure up to the standards expected of a leader. Bad conduct, poor leadership, inefficiency and poor attitude are the common causes for demotion, followed closely by the cadet's repeated failure to maintain a well-groomed appearance and wear the uniform (properly counts). A demotion will also be processed if a leader fails to attempt or complete sequence drill.

The Instructor Group will reduce personnel of all ranks and grades in grade for offenses deemed serious enough.

1. Cadet leaders may recommend demotion in rank at any time by following the same general procedure outlined above for promotion. The Battalion Commander, AI, and SAI must approve all recommendations for demotion in rank.
2. The following situations will automatically result in a one (1) rank/grade reduction.
 - a. Failure to receive a passing grade in JROTC during any nine-week period.
 - b. Failure to maintain a minimum of 2.0 GPA during a nine weeks grading period.
3. Any of the following situations will result in an IMMEDIATE DEMOTION of one rank/grade or more as determined by the SAI.
 - a. Insubordination to ANY faculty member.
 - b. Flagrant insubordination to any Cadet Officer or NCO, members of the Instructor Group, or members of the staff of Port St. Lucie High School. This applies to ALL ranks; punishment will be more severe if you are a cadet officer or NCO. As Cadet Leaders, **You Must Set The Example**.
 - c. LET 2's or above that fail to wear the uniform two (2) times during a nine (9) week period.
 - d. Any action that would bring discredit to the uniform of the United States Army, the Corps of Cadets, or the St. Lucie County Public School System.

H. Cadet officers will be expected to successfully pass all subjects. Failure to do so will result in being placed in a probationary status or demotion to enlisted cadet status.

I. Inefficiency: Cadets of all ranks may be demoted for inefficiency. A cadet that is unable to perform at the level to which he/she is assigned will be demoted for inefficiency and reassigned to a position of less responsibility. Examples are:

- a. Failure to conduct drill correctly at the level to which they are assigned, examples are squad, platoon, company and battalion drill with and without weapons.
- b. Failure to turn in required paperwork on time, i.e., efficiency reports, recommendations for promotion, counseling statements, organization charts, etc.
- c. Failure to present an outstanding appearance when wearing the uniform, the cadet leaders should set the example to the cadets of lower ranks. Failure to do so will result in a demotion and removal from the leadership position. This will be strictly enforced.

- d. One cannot expect the cadets of lower rank to wear their uniform if there is a failure to wear the uniform by the senior cadets when required. This will not be tolerated and will result in demotion and removal from the leadership/staff position that the cadet holds.
- e. Staff members that are not up-to-date with their specific area, i.e., training, supply, administration, cadet newspaper, etc.

Prior to a cadet being demoted for inefficiency in his or her job performance, the cadet will be counseled, through their chain of command, first orally (keep a written record of the oral counseling, when, where, subject, etc.) and then in writing. The cadet will be offered suggestions and the means to improve his/her performance and given a period of time (not more than two weeks) to correct the deficiencies that have been noted. If the cadet does not respond to the counseling and the period of time that he/she has to improve he/she will be demoted to the last grade (rank) that he/she performed successfully.

SECTION 10 - COMMAND AND STAFF

22. Command and Staff: Authority to exercise command within the battalion is vested in the cadet officers and non-commissioned officers. They establish and uphold the standards of performance. Abuse of this responsibility will not be tolerated and should immediately be reported to the SAI/AI.

A. Cadet Non-commissioned officers:

1. Cadet non-commissioned officers are assistants to the JROTC instructors and cadet officers placed over them.
2. Those of lower grade must obey all lawful orders of cadet non-commissioned officers without question.
3. Cadet non-commissioned officers, who fail to discharge their responsibilities or report misconduct or infraction of rules and regulations, may be reduced to the grade of private.

B. Cadet Officers:

1. Cadet Officers will normally be senior cadets, from the 11th and 12th grades, who have clearly demonstrated their competence and leadership ability as cadet noncommissioned officers. They must be qualified to assist the JROTC instructors and to act as instructors in any JROTC duty or class.
2. Cadets lower in grade are required to receive and obey all lawful orders from cadet officers.
3. Cadet Officers who fail to comply with JROTC regulations or who passively allow other cadets to violate rules or regulation may be reduced and/or dismissed from the Corps.

23. Responsibilities: Normally, the responsibilities of cadet officers and non-commissioned officers cease when they leave the school grounds; however, they are authorized to and are held strictly responsible for enforcement of regulation pertaining to the proper wearing of the uniform off the school grounds.

A. All cadet officers and non-commissioned officers will be responsible to the JROTC Instructor Group for the appearance, discipline, and efficiency of their units. The Battalion Commander will arrange meetings with his/her officers as required.

B. Command and staff duties may be rotated frequently during the early part of each school year before permanent duty assignments are made.

SECTION 11 - ORDERS

24. Orders: Orders may be oral or written. They will, in some cases, be sent to the training area or classroom in the form of notices or announcements.

A. Obey orders from the principal, teachers and staff of Port St. Lucie High School and those cadet officers and non-commissioned officers that are a superior rank than you.

B. If every subordinate were to question the fairness, justice, propriety or wisdom of orders received from any authorized source, there would be no discipline and the Cadet Corps would degenerate. Remember that a cadet is to obey lawful orders first and, if aggrieved, register a complaint through their Chain of Command afterwards.

C. One of the main purposes of JROTC training is to develop leadership ability and the capacity to command. To command, one must first have learned to obey. This is something to remember if one expects promotion. The well-trained cadet is receptive to the orders of his/her superiors, regardless of how informally they may be expressed. The ideal cadet is one who finds no task too small to be faithfully performed.

25. General Orders: The US Army has three General Orders that must be memorized by all cadets, those General Orders are:

A. I will guard everything within the limits of my post and quit my post only when properly relieved.

B. I will obey my special orders and perform all my duties in a military manner.

C. I will report violations of my special orders, emergencies, and anything not covered in my instructions, to the commander of the relief.

SECTION 12 - CONDUCT AND MILITARY COURTESY

26. Conduct and Courtesy: All members of the Corps of Cadets are expected to conduct themselves at all times, both on and off school grounds, in a manner which will reflect credit upon themselves, their parents, their school, the Corp of Cadets, their community, and the United States Army.

A. Courtesy is nothing more than good manners and politeness in dealing with other people. The only distinctions between military and civilian courtesy are the forms of courtesy, which have become customs and traditions of the service.

1. The hand salute is one of the most important traditions of the JROTC courtesies and is simply the JROTC way of saying "Hello". It is also customary to exchange greetings when saluting. As members of the Jaguar Battalion the following greeting is exchanged: "Good Morning (Afternoon, etc.), Sir / Ma'am" when greeting a superior officer; the officer is expected to respond. Cadets in uniform will salute cadet officers, officer members of the Instructor Group, and members of the Armed Forces of the United States entitled to a salute, both on and off school grounds.

2. Upon the entrance of the instructor or a visiting NCO or officer into the classroom, the cadet to see him/her will call "Attention" and all cadets will stand at attention until directed otherwise. If the visitor enters the room after the instruction has started, the instruction will continue and the class will not be called to attention.

3. Cadets will come to attention and state their cadet rank and last name when asking a question or when called upon to recite in class. They will remain standing until the instructor directs them to be seated.

4. Cadets, when addressing other cadets in uniform or in JROTC classes or functions, will address them using their cadet rank and last name.

SECTION 13 - CLASSROOM PROCEDURE

27. Classroom Entry

A. Cadets will enter the classroom with a minimum amount of noise or other activity; cadets are to be prepared for instruction as soon as they enter the classroom.

B. If a cadet does not have a pencil, pen, or paper, and all other required items for class, in accordance with the posted weekly training schedule, he or she may receive demerits. All cadets should be physically and mentally prepared for instruction.

C. It is every cadet's responsibility to check the training schedule daily for the following day.

28. Behavior Prior To The Tardy Bell:

A. Cadets are to stand at the position of parade rest by your desk or check the bulletin board quietly. Noise should be held to a minimum before the tardy bell rings.

B. Make sure that all materials are ready for the day's instruction. BE PREPARED.

29. Roll Call And Class Period Introduction:

A. At the sound of the tardy bell the senior company NCO will promptly command all cadets come to the position of "Attention" (next to their desk) to "Face The Flag" and then to "Present, Arms". The senior NCO will lead the class in the "Pledge of Allegiance". Upon completion of the "Pledge"

The senior cadet/class leader will command "Order, Arms" and the Cadet Creed will be stated along with the US Army General Orders. The roll will be called by the JROTC Cadre member presenting the Instruction. Cadets that are approved by the instructor group are allowed to take roll. Cadets will answer, in the following manner, "Here Sir" or "Here Sergeant", as their name is called. After a cadet's name has been called and he/she has responded the cadet will assume the position of "Parade Rest", and await further instructions from the JROTC Cadre member by not moving around, fidgeting, and/or talking.

B. No talking whatsoever unless you are called upon. Unnecessary talking will not be tolerated.

30. Conduct During The Class Period:

A. Only one person will talk at any time. The INSTRUCTOR is in charge and all cadets will remain quiet until the instructor acknowledges another person, who will then have "the floor".

B. When a cadet has a question, he/she will raise their hand to be recognized. The instructor will recognize the cadet. Then the cadet will ask a question, answer a question or make a comment pertaining to the lesson.

C. When an instructor calls upon a cadet for an answer or comment, the same procedure in 24A above will be followed. Cadets will not ask or answer questions while seated unless the instructor so directs.

D. Cadets that violate the established classroom procedures will be corrected "on the spot" and be given the opportunity to demonstrate the correct behavior. If the violations continue to occur, the instructor will, at his discretion, direct one of the following:

1. Assign demerits.
2. Ask the cadet to stand at the rear of the classroom.
3. Refer the cadet to Dean's office with a Discipline Referral.

E. At the end of the class period, the instructor, not the bell, will terminate the class.

31. Miscellaneous Procedures:

A. There will be no gum, or other materials, chewed during any JROTC activity or class.

B. Food will not be consumed in the JROTC Classrooms.

C. Pencils or other extraneous materials will not be held in the mouth, or chewed upon during the class.

D. Visitors will not be brought to class without prior permission of the Instructor and the Port St. Lucie High School Administration.

E. Extraneous materials, such as toys, stuffed animals, batons, cards, radios, and other sound producing devices, to include games, or any other item, which does not pertain to JROTC instruction, will not be brought to class.

F. Absences and/or tardiness will be treated in accordance with the established school policy. All tardy or absence excuses, must be given to the instructor at the BEGINNING of the class period.

G. Defacing of any materials, equipment, furniture, etc., will not be tolerated.

H. Person-to-person contact, i.e., touching, etc.... is prohibited. See Section 7, Paragraph B, subsection 3 for demerits on person-to-person contact.

I. If it is not yours keep your hands off!

J. An attitude of mutual respect and courtesy will be demonstrated at all times.

K. Classroom instruction will be conducted with all students "At Ease." Cadets will not slouch in their seats, put their feet on other desk or chairs, or be inattentive to instruction. Cadets will be required to sit at ease, erect and with both feet on the floor beneath their desk.

L. Should a cadet be requested to report to the JROTC office he/she will ensure they knock and be recognized; after the cadet has been recognized he/she will state their rank and last name and the purpose of the visit. If a cadet should have something they may need to speak to the Instructors about then the same procedures will be followed. Unless a cadet can follow the procedures they are not permitted into the Instructor's office.

M. The Instructor's office is not a hang-out for anyone. Unless a cadet is retrieving company level paper work, speaking to an Instructor, BC or the CSM they are not permitted beyond the point of the metal that divides the classroom from the office. Also cadets are not permitted into the staff office unless they are staff or an assistant of a staff member.

THE JROTC INSTRUCTOR OFFICE IS OFF LIMITS

THE STAFF AREA IS FOR MEMBERS OF THE STAFF AND COMMANDERS ONLY, UNLESS YOU HAVE BEEN REQUESTED TO REPORT TO THE STAFF OFFICE - IT IS OFF LIMITS!

SECTION 14 – GENERAL APPEARANCE

32. Haircuts General: Each male cadet will be required to have his hair cut in such a way as to maintain a neat military appearance. It is the duty of each cadet to take pride in his or her appearance at all times. A neat and well-groomed cadet is fundamental to JROTC and contributes to building discipline, pride and the spirit essential to an effective program.

33. Policy: There are many hairstyles which are acceptable in the JROTC Program so long as the cadet's hair is kept in a neat and orderly appearance. The following is the JROTC Haircut Policy for cadets:

A. The length and/or bulk of the hair for males will not be excessive or present a ragged, unkempt, or extreme appearance. Hair will present a tapered appearance and when combed, not extend past the bottom edge of the collar.

**MALE CADETS WILL NOT WEAR "TAILS", "PUFFS", BOWL CUTS, ETC.,OR
HAVE DESIGNS CUT INTO THEIR HAIR.**

FEMALE CADETS WILL NOT HAVE SEVERE TYPE HAIRCUTS, I.E. SHAVED SIDES ETC.

B. The face will be clean-shaven except that mustaches are permitted. If a mustache is worn, it will be kept neatly trimmed and tidy; no portion may extend beyond the corners of the mouth or fall below a line parallel with the bottom of the lower lip. Goatees and beards are not authorized. Sideburns will not extend below the lower ear opening.

C. Female cadets, when in uniform, will arrange their hair so that it does not fall over the ears, eyes, or the bottom of the collar of the uniform, and so that the headgear fits properly. (Folding of the cover is not wearing the item properly.) If possible female cadets will use black hair ties to put the hair in bulk. If a female may need to use a beret they will be clear only.

*****NOTE***** Male cadets will not wear earrings or fingernail polish at any time during JROTC classes, activities, while in uniform, or in JROTC area. There is **NO** exception to this policy.

D. Male cadets that have their ears pierced after becoming aware of the JROTC Policy stated above will be in violation of class conduct rules, failure to comply with JROTC Policy and disrupting the class and will result in a referral which will be forwarded to the Dean's office. The cadet will remain in violation and sent to the Dean each day until the earring is removed. Tape or a Band-Aid over the ears will not suffice and the excuse "I can't remove it for two weeks because it will close" will not be accepted nor will a Doctor's note.

E. No cadet will have visible body parts pierced other than those indicated for females below.

F. When in uniform, female cadets may only wear clear nail polish and "stud" type earrings no larger than ¼ of an inch; only one earring may be worn in each ear. Colored hair clips, ribbons, etc., will not be worn with the uniform.

G. Ropes, strings, etc. will not be worn with the uniform. Chains or necklaces of religious type, medical or military issue, when worn with the uniform, will not be visible. Only one ring may be worn on each hand when in uniform and one watch and/or ID type bracelet may be worn in uniform.

H. You have been made aware of the policy and accept and understand the policy by virtue of your signature indicating that you have read and understand the contents of this handbook as indicated on

a form provided by your instructor. Additionally, your parents/guardians must sign the form indicating that they have read and understand the contents of this handbook.

SECTION 15 - UNIFORMS AND EQUIPMENT

34. Uniforms:

- A. The uniform of the United States Army is more than a mere suit of clothes. It is a symbol of honor, tradition, and achievement. Smart appearance and proper conduct of a cadet in uniform is an indication of self-respect, pride, alertness, and loyalty to one's school and one's country.
- B. The cadet will be issued a uniform, regulation equipment and insignia, ON A LOAN BASIS, according to current Department of the Army allowances. Uniforms will be worn on days announced by the Weekly Training Schedule.
- C. Wednesday or Thursday OF EACH WEEK IS UNIFORM DAY UNLESS OTHERWISE INFORMED BY AN INSTRUCTOR; THE COMPLETE UNIFORM WILL BE WORN, FOR THE ENTIRE SCHOOL DAY, NOT JUST DURING YOUR JROTC CLASS PERIOD.
- D. Any violations of this policy will result in a zero for the uniform grade for the day and a possible demotion in rank. This does not preclude the cadet participating in PE, shop, or art classes; the uniform will be worn to class, if required to change to PE or other type clothing the cadet will put the uniform back on at the end of the PE class period. At no time is the cadet to wear half or part of the uniform. If this action is taken demerits and a zero on a weekly grade may be received.
- E. Cadets that are a LET 2 or above that has not properly worn the uniform two (2) times during a nine (9) week period will be demoted and removed from their position.
- F. You will not pass JROTC if you do not wear the uniform on the required day.
- G. Cadets who work after school will not wear their uniform, including shoes and belt, on the job.

35. Proper Wearing Of The Uniform: Remember that you are always judged by your appearance, and the way you look in your uniform reflects credit or discredit on you. The following are some of the "do's and don'ts" regarding proper wear of the uniform:

- A. No portion of the uniform is ever worn as part of civilian attire. i.e. nametag or pin on ranks on civilian clothing.
- B. Mixed items of the uniform will not be worn. i.e. ACU with Class A
- C. No article of outer civilian clothing will be worn with the uniform. i.e. half ACU with civilian clothing.
- D. Keep the coat, shirt and all pockets buttoned and wear the cap when outside.
- E. Do not loosen the tie. The top button of the shirt will be buttoned when the tie is worn.

F. Proper wear of the cap: The Garrison Cap will be worn with the front vertical crease of the cap in the center of the forehead, in a straight line with the nose. The males will have it tilted slightly to right but in no case will the side of the cap rest on the top of the ear. The cap will be placed on the head in such a manner that the front and rear vertical creases and top edge of the crown form an unbroken line in silhouette. The crown of the cap will not be crushed or shaped to form peaks at the top front or top rear of the cap. The cap will not be folded to place hair on top of head. Furthermore no hair shows from under the front of the cap (male or female). If there is cover above the cadet, the Garrison cap is not to be worn. Only when there is visible sky directly above the wearer should the cap be worn.

G. Trousers should be long enough to completely hide your socks when standing up and the bottom hem will meet to the middle hole on the black issued shoes. Male cadets wear the belt so the metal tip faces to your left and females wear the tip of the belt to the right so that it will align with the zipper flap and shirt.

H. Arcs are to be worn on the wearer's right pocket below the pocket flap. They will be centered from the bottom of the flap and the bottom pocket seam, and from side to side. No more than 7 arcs will be worn per row, and no more than 3 rows in total. Once 8 arcs are attained, there will be two rows of four. Once 15 are attained, there will be 3 rows of 5.

I. See Annex C for proper wearing of the uniform, shoulder patch, and insignia.

36. Responsibilities and Maintenance:

A. Before a student can be formally enrolled in JROTC the parent/guardian must assume financial responsibility for loss or damage for all items of issue. This is done by endorsing the Statement of Financial Responsibility. In this connection, the cadet in checking clothing and/or equipment (issue or turn-in) should take care, before placing their signature on the supply issue form, since the signature is verification that the transaction is correct.

READ THE SUPPLY ISSUE FORM TO ENSURE THAT YOU HAVE THE ITEMS THAT YOU ARE SIGNING FOR.

B. The cadet is responsible for the cost of cleaning while the uniform is in their possession and will pay laundry, and normal maintenance cost of the uniform(s).

C. Items of issue WILL NOT be replaced by the Military Property Custodian (MPC), the Instructor Group or any other member of this organization because they become dirty or soiled during the course of the day or if the items are being worn soiled because the cadet did not clean the clothing. It is the cadet's responsibility to maintain the items, not the Instructor Group.

D. Cadets WILL NOT be issued items to wear that they have forgotten or "left at home", in other words, no borrowing.

E. Lost or misplaced items issued to the cadet will be accounted for in the procedure indicated in Section 17.

F. Shirts issued to the cadets are "wash and wear."

G. The uniform trousers, coat, slacks and windbreakers are DRY CLEAN ONLY. These items may not be cleaned by normal cleaning methods (washing machine and dryer). The use of “Woolite” or like products is not a substitute for dry cleaning. Should a cadet clean his/her uniform items in this manner they will be responsible for the replacement cost of the items as indicated in Section 17.

H. Uniforms will not be altered without permission of the Instructor Group.

37. Texts: The Junior ROTC Manuals, Army Field Manuals, Port St. Lucie High School Junior ROTC Cadet Guide and Leadership Booklets will be issued to each cadet on a loan basis. Other authorized publications are on file and available for use in the JROTC Reference Library (JROTC Office). Cadets will bring the appropriate manual, as indicated in the Training Schedule, to all classes. Textbooks not turned in must be paid for by the student.

SECTION 16 – CLOTHING ISSUE AND TURN-IN

38. Clothing Issue and Turn-In:

A. Under NO circumstances will a cadet be issued any type of clothing or equipment until he or she has a properly completed Statement of Responsibility on file with the Military Property Custodian (MPC)

B. The MPC is responsible for and will issue items to cadets utilizing the computer-generated form approved by Cadet Command.

C. Authorized Issue

1. Female Cadets

Belt, Web, Black	1
Buckle, Brass	1
Cap, Garrison	1
Coat, AG – 489 (as required)	1
Windbreaker, Black	1
Shirt, Tuck-in, AG-415	1
Shoes, Black	1 pair
Slacks, w/ belt loops, AG – 489	1 pair
Socks, Black, Dress	2 pair
Neck Tab, Black	1

2. Male Cadets

Belt, Web, Black	1
Buckle, Brass	1
Cap, Garrison	1
Coat, AG – 489 (as required)	1
Windbreaker, Black	1
Shirt, AG-415	1
Shoes, Black	1 pair

Slacks, AG – 489	1 pair
Socks, Black, Dress	2 pair
Tie, Black, 4 in hand	1

D. Rank – Insignia – Awards – Decorations: All cadets will be issued rank, insignia, awards, and decorations as required.

E. Turn-In

1. All items that become unserviceable due to Fair Wear and Tear (FWT) will be replaced by the MPC. Unserviceable items will be disposed of utilizing the current disposal procedure as prescribed by Cadet Command.
2. The cadet must pay for all items of clothing and/or equipment that are lost or damaged from other than FWT. Funds will be collected on a Cash Collection Voucher (DD 1131). The MPC will, upon receipt of the DD 1131 and a Money Order from the cadet (payable to the Treasurer of the United States), forward the DD 1131 and Money Order to the appropriate Finance Office for credit.
3. It is the responsibility of the MPC and the cadet’s primary instructor to ensure that cadets, when dropped during the school year, or at the end of the school year, turn-in all clothing and/or equipment.
4. Should a cadet not turn-in the clothing and/or equipment issued the following procedures will be followed:
 - a. The cadet’s parents or guardian will be notified by telephone.
 - b. A registered letter will be sent to the parent/guardian after five (5) days notifying them that the items must be turned-in.
 - c. If the above procedures for the turn-in of clothing and/or equipment (for those students under the age 18) fail, the MPC will notify the School Resource Officer (SRO) and enlist his help in recovering the items; if this fails the District Attorneys office will be notified and a warrant may be issued to recover the property.
 - d. A student is 18 years of age and has dropped out of school the District Attorney will be notified and a warrant sworn on the individual for return of the items.
5. Cadets will be issued a replacement on a burrow basis. If the cadet fails to pay for the lost item or fails to retrieve it, the cadet will be placed on the obligation list.

SECTION 17 - INSPECTIONS

39. Inspections:

A. Weekly inspections will be scheduled for each uniform day, either Wednesday or Thursday, depending on when you have the class, to ensure that high standards of personal appearance are

being maintained and to enable the JROTC staff to observe the condition of the clothing/equipment issued to the cadet.

B. Representatives of Sixth ROTC Brigade, First ROTC Region and/or Cadet Command may make periodic inspection and/or visits throughout the school year.

C. 6th Brigade, U.S Army Cadet Command will conduct a Command Formal Inspections (CFI/AFI) every three years. Cadets must be extremely careful in preparing for this inspection since the results will determine whether or not the Honor Unit or Honor Unit with Distinction status is awarded.

D. Included in the Formal Inspection is a check of preventive maintenance policies and procedures to ensure that the highest standards are maintained throughout the school year.

40. Uniform Day:

A. Uniform Day is every Wednesday or Thursday (Depending on your Class schedule), unless you are informed otherwise. The uniform must be worn on the specified day and for the entire day. Failure to do so may result in a reduction in rank, loss of grade and/or demerits. The excuse "I didn't have time to put it on" is **NOT** a valid excuse.

B. If a cadet is present, but not in uniform, they will have the chance to make-up the grade by wearing the uniform on a non-uniform day. Cadets will not receive full credit on their uniform makeup grade. Uniform makeups will receive a zero if worn on a Sports Day.

C. Cadets that have absences for the designated Uniform Day will wear the uniform on the next day they are in school, and may receive full credit if there are no deficiencies.

D. Cadets holding a Platoon Sergeant or above position must be in uniform every Uniform Day. Failure to comply will result in an automatic demotion and removal from position.

SECTION 18 - WEAPONS

41. General: U.S Army demilitarized M1903 rifles are obtainable in the armory. These weapons will only be assigned for regulation drill or extra-curricular activities pertaining to JROTC. The rifles will be kept in numbered racks in the JROTC armory. When issuing out rifles, the senior cadet must sign the Security Container Check Form. After this is done, he/she can then start issuing rifles according to the Weapons Issue Log. Each weapon will be accounted for by the weapons issue log. When returning the rifles, they should be placed back in their correct spots.

42. Responsibility: The cadet is responsible and accountable for the weapon assigned to him/her during drill or any other time that the weapon is in his/her possession. Cadets will be required to keep the weapons clean at all times. Under no circumstances will a cadet try to repair or replace any broken part of his/her weapon. Any broken or missing parts will be reported to the S-2. The cadet, at the prevailing price for the parts, will pay for any damaged or missing parts of the weapon due to carelessness or neglect on the part of the cadet. Cadets will not exchange weapons without the prior approval of the JROTC cadre.

Cadets **Will NOT** leave their weapon unattended at any time. You must have physical contact with the weapon at all times unless the Instructor grants permission.

SECTION 19 - AWARDS AND DECORATIONS

43. General: Awards and decorations are presented to individual cadets and units who excel in certain areas of military achievement and in JROTC sponsored extra-curricular activities. Awards are given to recognize the distinguished, heroic, meritorious, and other commendable acts of the individual cadet or units.

44. Types of Awards: JROTC cadets, in accordance with AR 145-2, may wear the following types of awards, decorations and badges.

A. Department of the Army Awards:

Medal for Heroism: A medal and ribbon awarded to any JROTC Cadet who shall distinguish him or herself by an act of heroism.

Legion of Valor Bronze Cross: A medal and ribbon awarded to outstanding LET 3 cadets for achievement and scholastic excellence. Only one (1) award is authorized for each 4,000 cadets enrolled nationwide.

Superior Cadet Decoration: A medal and ribbon awarded annually to one outstanding cadet, at each LET level, who is in the upper four of his/her class in JROTC and academic standing and recommended by the SAI and principal. The award is approved by Region and presented by the SAI.

U.S. Army Recruiting Command Award for JROTC: A medal and ribbon awarded to an LET 3 who is in the top 25% of his/her academic class, has high academic performance, is involved in a varsity sport at the high school, may be rewarded to a male and female, and has not previously received the award.

Honor Star: Each member of a unit designated as an Honor Unit with Distinction (Gold), Honor Unit (Blue) or Meritorious Unit (White) will be awarded the Honor Star as appropriate.

B. Civic Organization Awards: A variety of Civic Organization Awards are available for outstanding cadets. The awards currently available, and their criteria, are indicated below.

THE DAUGHTER'S OF THE AMERICAN REVOLUTION AWARD

The criteria are:

Must be a member of the graduating class.

Be in the top 25% of the class in JROTC and academic subjects.

Have demonstrated qualities of dependability and character, adherence to military discipline, leadership ability, and the fundamental and patriotic understanding of the importance of JROTC training.

Submariners Association

The award recipient must be in the top 25% of the class in JROTC subjects.

Have demonstrated qualities of dependability and good character, adherence to military discipline, leadership ability, and the fundamental and patriotic understanding of JROTC.

THE SON'S OF THE AMERICAN REVOLUTION AWARD

The criteria are:

Be in good standing militarily and scholastically at the time of selection and presentation of the award.

Show a high degree of merit with respect to leadership qualities, soldierly bearing, and excellence. Excellence is defined as all around excellence in the JROTC program studies and activities.

Must be in the third year (LET 3) of a three or four year program.

Must not have previously received the award.

THE MILITARY ORDER OF THE PURPLE HEART

The criteria are:

Must be an underclassman.

Must be in the top 25% of his/her class in JROTC subjects

Must have demonstrated outstanding qualities of leadership, discipline, character, and citizenship.

Must not have received the award previously.

THE AMERICAN LEGION SCHOLASTIC EXCELLENCE AWARD

The criteria are:

Must be in the top 10% of his/her high school class.

Must begin the top 25% of his/her class in JROTC subjects.

Must have demonstrated qualities of leadership and have participated in related school activities, such as student organizations, constructive activities or sports.

THE AMERICAN LEGION MILITARY EXCELLENCE AWARD

The criteria are:

Must be in top 25% of his/her class in JROTC subjects.

Have demonstrated qualities of leadership and have participated in related school activities, such as student organizations, constructive activities, or sports.

UNITED STATES ARMY SPECIAL FORCES ASSOCIATION AWARD

The criteria are:

Must be a member, in good standing, of the Junior ROTC Program

Must have a GPA of 3.0 or better, and in the top 25% of his or her JROTC class.

Must be a member of the JROTC Unit's Adventure Training Team.

Must score a 250 or better on their Cadet Challenge.

Must present themselves in a positive military image.

82nd AIRBORNE DIVISION ASSOCIATION AWARD

The criteria are:

Top 25% of his/her class in JROTC subject; have demonstrated qualities of military leadership, discipline, character, and citizenship.

Evidence of a high order of loyalty to unit, school, and country.

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

BG IRZYK ACADEMIC AWARD

The criteria are:

Must be a LET 3 or above

VETERANS OF FOREIGN WARS AWARD

The criteria are:

Evidence a high order of loyalty to unit, school, and country.

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the awards.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

The recipient must have demonstrated outstanding qualities of leadership, discipline, character, and citizenship.

THE RETIRED OFFICER'S ASSOCIATION AWARD

The criteria are:

Must be a member of the Junior Class.

Must be in good academic standing.

Top 25% of class in JROTC subjects; have demonstrated outstanding qualities of military leadership, discipline, character, and citizenship.

Must be of high moral character.

Evidence a high order of loyalty to unit, school, and country.

THE AMERICAN VETERAN'S AWARD

The criteria are:

Top 25% of the class in JROTC subjects.

Have demonstrated outstanding qualities of military leadership, discipline, character, and citizenship.

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.

Have shown marked improvement in both military and scholastic grades at the time of selection and presentation of the award.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

Must not have received the award previously.

MILITARY ORDERS OF THE WORLD WARS

The criteria are:

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.

Have shown marked improvement in both military and scholastic grades at the time of selection and presentation of the award.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

Must not have received the award previously.

NATIONAL SOJOURNERS AWARD

The criteria are:

Must be in the second or third year of JROTC.

Must be in the top 25% of his/her academic class.

Have encouraged and demonstrated the ideals of Americanism by deed or conduct or both.

Have demonstrated potential for outstanding leadership.

ASSOCIATION OF THE UNITED STATES ARMY AWARD

The criteria are:

Top 25% of class in JROTC subjects; have demonstrated outstanding qualities of military leadership, discipline, character, and citizenship.

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the awards.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

THE RESERVE OFFICER'S ASSOCIATION AWARD

The criteria are:

Must be in good academic standing.

Top 25% of class in JROTC subjects; have demonstrated outstanding qualities of military leadership, discipline, character, and citizenship.

Must be of high morale character.

Evidence a high order of loyalty to unit, school, and country.

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

AIR FORCE SERGEANTS AWARD

The criteria are:

Must be in good academic standing.

Must be a cadet Non-Commissioned Officer

Top 25% of class in JROTC subjects; have demonstrated outstanding qualities of military leadership, discipline, character, and citizenship.

Must be of high morale character.

Evidence a high order of loyalty to unit, school, and country.

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

NON-COMMISSIONED OFFICERS ASSOCIATION (NCOA) AWARD

The criteria are:

Must be in good academic standing.

Must be a cadet Non-Commissioned Officer.

Top 25% of class in JROTC subjects; have demonstrated outstanding qualities of military leadership, discipline, character, and citizenship.

Must be of high morale character.

Evidence a high order of loyalty to unit, school, and country.

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

SCOTTISH RITE OF FREE MASONRY

The criteria are:

Have contributed the most among the cadets on campus to encourage and demonstrate Americanism, by deeds or conduct during participation in extracurricular activities or community projects.

Have demonstrated academic excellence by being in the top 25 percent of his or her academic class.

Have demonstrated a potential for outstanding leadership by exhibiting qualities of dependability, good citizenship, and patriotism.

Be in the second year of a three or four year program.

Not have been previously selected for this award.

KOREAN WAR VETERANS AWARD

The criteria are:

Top 25% of the class in JROTC subjects.

Have demonstrated outstanding qualities of military leadership, discipline, character, and citizenship.

Must be in good standing in all military aspects and scholastic grades at the time of selection and presentation of the award.

Have shown marked improvement in both military and scholastic grades at the time of selection and presentation of the award.

Have indicated by military and scholastic grades, extracurricular activities, or individual endeavor a desire to serve their country.

Must not have received the award previously.

C. JROTC AWARDS:

1) Academic Awards:

N-1-1 Distinguished Cadet Award for Scholastic Excellence.

Awarded annually to one cadet who exhibits the highest degree of excellence in scholastics.

N-1-2 Academic Excellence Award.

Awarded annually to one cadet in each LET level for maintaining the highest school academic grades.

N-1-3 Academic Achievement Ribbon.

Awarded annually to those cadets who maintain a grade of "A" in all academic subjects.

N-1-4 Perfect Attendance Ribbon.

Awarded to those cadets with no unexcused absences during each semester.

N-1-5 Student Government Ribbon.

Awarded to those cadets elected to a student government office.

N-1-6 LET Service Ribbon.

Awarded to cadets successfully completing one semester of JROTC training with a C or above.

N-1-7 National Honor Society Ribbon.

Awarded to cadets for being inducted into the National Honor Society or Spanish Honor Society.

N-1-8 Instructor Ribbon.

3rd or 4th year cadets who teach at least three (3) successful classes.

N-1-9 Honor Graduate - Leadership Course.

Awarded to cadets who graduated from the Honor Company at JCLC.

N-1-10 Commandant's List - Leadership Course.

Awarded to the cadets who graduated successfully from the Raider Platoon at JCLC.

2. Athletic Awards

N-2-1 Varsity Athletic Ribbon.

Awarded annually to cadets who excel in Varsity Sports for the whole season.

N-2-2 Physical Fitness Ribbon.

Awarded annually to cadets who maintains excellent physical fitness. Cadets must receive 85 percent or better in each of the 5 events in the Cadet Challenge.

N-2-3 ROTC Athletic Ribbon.

Awarded annually to cadets who maintains decent physical fitness. Cadets must receive 50 percent or better in each of the 5 events in the Cadet Challenge.

N-2-4 FCAT Excellence Ribbon

Awarded to cadets who successfully complete all FACT graduation requirements.

N-2-5 COPE/ ROPES Ribbon

Awarded to cadets each time they participate in COPE/ ROPES.

3. Military Awards

N-3-1 Senior Army Instructor Leadership Ribbon.

Awarded annually to one cadet per LET level who displays the highest degree of leadership.

N-3-2 Personal Appearance Ribbon.

Awarded to cadets who consistently present an outstanding appearance.

N-3-3 Proficiency Ribbon

Awarded to those cadets who demonstrated an exceptionally high degree of leadership, academic achievement, and performance of duty.

N-3-4 Drill Team Ribbon

Awarded annually to Drill Team Members for competing at a qualifying drill meet. Cadets must also demonstrate faithful and diligent attendance throughout the school year.

N-3-5 Orienteering Ribbon

Awarded annually to Orienteering Team Members for participating in a qualifying competition. Cadets must also demonstrate faithful and diligent attendance throughout

the school year.

N-3-6 Color Guard Ribbon

Awarded annually to Color Guard members that compete in a qualifying drill meet and/or complete 6 community Color Guards.

N-3-7 Rifle Team Ribbon

Awarded annually to Rifle Team Members for par-taking in a postal or shoulder to shoulder match. Cadets must also demonstrate faithful and diligent attendance throughout the school year.

N-3-8 Adventure Training Ribbon

Awarded annually to cadets who are members of adventure training type units for faithful and diligent attendance throughout the school year and have met ALL requirements of the Adventure Training Team. Those requirements are: compete in a Raider Challenge and attend/successfully complete a raider camp-out.

N-3-9 Commendation Ribbon

Awarded to cadets whose performance of duty exceptionally exceeds that expected of a cadet of his/her grade and experience. Top 25% of Company.

N-3-10 Good Conduct Ribbon

Awarded annually to the cadets who have demonstrated outstanding conduct throughout the school year. Cadets must set the standard and must also have good conduct in not only the JROTC class but also academic classes.

N-3-11 Summer Camp Ribbon

Awarded to cadets for JCLC (summer camp) participation.

N-3-12 Best Drilled Unit

Awarded each grading period to every participating cadet in the element (squad/platoon) that achieves the highest score on graded squad / platoon drill.

N-3-13 Cadet Challenge Participation Ribbon

Successful completion of all five stages of the Cadet Challenge.

N-3-14 National High School Drill Competition

Awarded annually to Drill Team and Color Guard members for participating in the National High School Drill Team Championships.

N-3-15 Florida State Drill Competition

Awarded annually to Drill Team and Color Guard members for participating in the Florida State Drill Championships.

4. Miscellaneous Awards

N-4-1 Parade Ribbon

Awarded to cadets who have participated in local community parade.

N-4-2 Recruiting Ribbon

Awarded to cadets who recruit students into the JROTC Program. A minimum of one (1) must be recruited.

N-4-3 Service Ribbon

Awarded to cadets for recognizable service to the battalion and/or cadets that have sworn into the service and plan on going to basic.

N-4-4 Attendance and Excellence Ribbon

Awarded annually to cadets attending at least two (2) events, District Competition, RFI or Final Review. (This is 2 out of the 3 events listed. Not 2 of the same event.)

N-4-5 Community Service Ribbon

Awarded for outstanding service to the community. The requirements are that cadets must complete three successful community service Honor Guards.

N-4-6 Service Learning Ribbon

Awarded to those cadets that participate and reflect in Service Learning.

N-4-7 Excellent Staff Performance

Awarded to members of the Cadet Staff for exceptional performance.

DM-1-1 Internal Drill Meet

Awarded to Drill Team and Color Guard members for participating in an Internal Drill Meet.

DM-1-2 External Drill Meet

Awarded to Drill Team and Color Guard for participating in an External Drill Meet.

5. Unit Awards

a. Streamers:

The First ROTC Region as a result of the Command Formal Inspection, awards the JROTC Honor Unit or Honor Unit with Distinction Streamer. The Streamer will be displayed attached to the pike or lance of the school colors below the spearhead.

Best Company – The Best Company Streamer will be attached to the Company Guidon.

Best Platoon – The Best Platoon Streamer will be attached to the Company Guidon.

Best Squad – The Best Squad Streamer will be attached to the Company Guidon.

b. Honor Star:

Award of the Honor Star is explained in paragraph 2a(4) above. Honor Star will be worn centered ¼ inch above the nametag. One point of the star up as depicted in Annex C.

D. Subsequent awards

Awards of the same ribbon will be made by presentation of bronze lamps (bronze-2 times; silver-3 times; gold-4 times) denoting number of times the award has been presented.

E. Marksmanship Qualification Badge:

Each cadet upon successful completion of a record-fire Small Bore Rifle Firing / Air Rifle Course who attains the minimum qualification scores will be awarded the appropriate qualification badge with bar. The marksmanship badge will be worn as like any other medal.

F. Shoulder Cords: Shoulder cords will be awarded by the SAI.

A cadet may wear two shoulder cords; the cords, as indicated below, may only be worn as long as the cadet is an active, participating member in good standing, of the team or organization listed below. Cadets must be awarded a Cord's corresponding ribbon to be authorized to wear that Cord.

- | | |
|----------------------------------------------------------------------|-------------------------|
| 1. Color Guard - White | 2. Drill Team - Red |
| 3. Adventure Training Team - Black | 4. Honor Guard – Orange |
| 5. Orienteering - Green | 6. Rifle Team - Tan |
| 7. National Honor Society and Academic Tutoring Team –Gold | |
| 8. Battalion Command and Staff Members – Red and Black (combination) | |

G. Academic Achievement Insignia:

The Academic Achievement Insignia (Wreath) will be awarded every semester to all cadets in the Top 10% of each JROTC class (based on grades earned in JROTC courses) who reach and maintain a 3.00 cumulative (unweighted) grade point average, as determined by the instructor group. A felt pad background will be worn beneath the wreath, so as not to protrude beyond its edges, based on the following GPA requirements.

Academic Wreath- 3.00 to 4.00
Academic Wreath with Red (Scarlet) Pad- 3.00 to 3.39
Academic Wreath with Silver (Gray) Pad-3.40 to 3.79
Academic Wreath with Gold Pad- 3.80 and Above

H. Distinctive Unit Insignia (DUI - Crest):

The DUI is awarded to and worn only by those cadets that have completed the Leadership Course or has attended the U.S. Army sponsored JROTC Cadet Leadership Camp (JCLC or Summer Camp). The DUI is worn as described in Annex C.

I. Cadet Challenge Awards:

Cadets that successfully complete all events will receive a participation certificate signed by the Brigade Commander or a designated representative.

Cadets who score a 85 percent on all events are eligible for the President's Physical Fitness Award and N-2-2.

Cadets who score a 50 percent on all events are eligible for the National Physical Fitness Award, along with N-2-3.

Annually the top 5 male and top 5 female cadets in each battalion will receive individual medals.

45. Wearing of Awards:

A. Medals and ribbons will be worn above the left breast pocket from the wearer's right to left in the sequence as listed above. Medals and ribbons for identical awards are never worn at the same time. For males, ribbons will be centered 1/8 inch above the pocket with no more than three (3) ribbons per row. Medals are worn 1/8 inch from the top of the pocket on the same side. Females will align their bottom ribbon mount with the top of the first button. Medals are worn so they are touching the bottom of the lowest row of ribbons.

B. Each row will be 1/8 inch apart. The Academic Achievement Insignia will be worn ¼ inch above the center of the right breast pocket. If the Honor Star is also worn, it will be inside the Academic Achievement Insignia. The World Trade Center bar is worn 1/8th an inch above the wearer's right pocket (or above a ribbon row), but below the Honor Star.

C. (See Annex C). The DM-1-1 and DM-1-2 are worn on the right side of the shirt in the same manner. Ribbons are worn on the left side. Metal Tabs (Arches) are worn (if you are facing it) on the

left side of the shirt centered on the left pocket and below the pocket flap. Females will wear the Metal Tabs aligned to the third button and centered. If more than one, they will be 1/8th of an inch apart. The corresponding cloth ribbon authorizes the use of the metal arch on the class B or class A.

D. Competition ribbons are worn 1/8th an inch above the wearer's right pocket. The Central Drill meet ribbon is worn with the purple to heart. The South Fork Raider ribbon is worn with black to heart. The Treasure Coast Drill Ribbon is worn with red to heart. The JCLC ribbon is worn with the yellow to heart.

SECTION 20 - Extra-Curricula Activities/Teams

46. General: All cadets are eligible to participate providing they meet the minimum requirements. These teams are extra-curricular and participate in activities that non-members do not and activities that are outside the normal JROTC curriculum.

The members of these teams are first and foremost members of the Jaguar Battalion Corps of Cadets, not separate or elite units; anything that infers otherwise will not be tolerated by the Cadet Chain of Command or the Instructor Group.

When a cadet is no longer an active member of a team indicated below, he or she is no longer authorized to wear the citation cord of that team.

Providing advisors and/or instructors are available and it does not interfere with the normal operation of the Cadet Corps, the following extra-curricular activities/clubs may be formed.

A member of any of the activities indicated below must attend all practices and/or meetings unless the JROTC Instructor responsible for that team has granted prior approval for the cadet to be absent.

If a cadet misses two (2) scheduled practices or meetings of any team listed below, without prior permission from the team advisor (JROTC Instructor), he or she will be dropped from the team.

Cadets must have a physical dated within the last year and it must be turned into the Instructor Group, in order to participate on an after school team.

47. Drill Team(s): JROTC Drill Teams are an excellent means of creating appropriate attention, publicity, and interest in the JROTC Program and for maintaining a high state of morale.

Providing that there is sufficient interest, Port St. Lucie High School U.S. Army Junior ROTC will organize and train two (2) drill teams (male and female) consisting of at least 14 cadets each; the total includes the team commander. Additionally, a co-ed drill team will be formed from the members of the male and female teams.

Cadets are eligible for the drill team provided:

A. Have satisfactory grades in ALL subjects for the previous grading period and maintain a 2.0 GPA; a 2.0 is required for participation in competition.

B. Are outstanding cadets in JROTC.

C. Are approved by the drill team advisor.

D. Participate in all drill team practices and events and/or competition.

E. First year cadets may participate provided they are recommended by their instructor.

F. Cadets must have a physical, dated within the last year and it must be turned into the Instructor Group.

The drill team commander(s) will take advantage of every opportunity to place his or her drill team in competition and on public display. Drill team members, and the entire team if appropriate, should be used to demonstrate the standards of drill expected of all cadets.

Uniform issues, such as ACU's, will be prescribed by the Instructor Group for the drill team.

Cadets on the Drill Team that meet the requirements will be allowed to wear a red beret with a red and black flash. Cadets must purchase on their own, individually at no cost to the instructors or the U.S. Government. Cadets can be issued a red cord and a Drill Team arch for the Class A or B uniform. Cadets will also be awarded a Drill Team ACU tab if they receive the item for their Class A or B uniform.

48. Color Guard:

The Port St. Lucie High School U.S. Army Junior ROTC will organize and train two (2) Color Guard Teams, consisting of four (4) members each, male and female, from only the most outstanding and dedicated members of the Cadet Corps.

Members must have a Physical dated within the last year, turned into the AI.

Members must maintain a 2.0 GPA as a minimum and consistently set the example as it applies to bearing, appearance, knowledge, citizenship, courtesy, and dedication.

There is no standard rank structure for the Color Guard. The Instructor Group may promote outside the normal authorized rank structure indicated elsewhere in this handbook.

Cadets that are on this team will be asked to do Color Guards after school, on weekends and weekdays. Color Guard can be all male, all female or co-ed.

49. Adventure Training Team:

An Adventure Training Team will be formed from qualified members of the Cadet Corps. The team will stress team work, physical conditioning and survival skills. All members of the Cadet Corps, providing they are physically qualified, are eligible to participate. To become fully qualified, cadets must accomplish the following:

- A. Must successfully pass the Standard Army Physical Readiness Test (PRT).
- B. Must attend all meetings of the team and continuously set the example to other cadets and members of the student body, staff, and faculty in all their thoughts, actions and appearance.
- C. Members must have a 2.0 GPA to participate in competition.
- D. Must complete an overnight training exercise to include survival shelters, cooking, day and night land navigation, knots, rope bridges, repelling, and other tasks as prescribed by the Adventure Team Advisor.
- E. Summer Camp attendance may be substituted for paragraph C above, providing all other requirements have been met.
- F. Only when a cadet is fully qualified is he/she authorized to wear the Black Citation Cord, a metal raider arc, a ACU Raider tab, and if purchased, a tan beret with red and black flash.

50. Marksmanship:

- A. All members must have a minimum cumulative GPA of 2.0 to be considered a part of the team.
- B. Must have a physical, dated within the last year turned into the SAI/AI.
- C. Must have at least 10 hours of Air Rifle Safety and marksmanship lessons in class.
- D. All members must complete a safety pledge and score 100% on the safety exam.
- E. Must abide by ALL safety rules on the range. (Failure to comply with the rules will result in expulsion from the range by the SAI/AI or commander.)
- F. If cadets fail to be present at practice, they will automatically be off the team.
- G. When a cadet has met the requirements for the team the cadet, they can be issued a tan cord and a marksmanship arch for the Class A or B uniform. Cadets will also be awarded a Rifle Team ACU tab if they receive the item for their Class A or B uniform. If the cadet gets a certain score in marksmanship they may receive the badge below.

Marksmanship Badge:

1. Marksman medal- Must score 110-129
2. Sharpshooter medal- Must score 130-219
3. Expert Medal- Must score above 220-300

51. Orienteering Team:

Orienteering Team cadets are trained in map reading and the use and navigation with a compass. Cadets learn how to identify landmarks and compete to find specific points located in the competition area. Cadets who par-take in Orienteering training and competitions are authorized to wear the Orienteering cloth ribbon, metal arch, and shoulder cord for the class B (class A) uniform, and the shoulder tab for the ACU. To qualify, cadets must meet the following requirements:

- A. Must attend all meetings of the team and continuously set the example to other cadets and members of the student body, staff, and faculty in all their thoughts, actions and appearance.
- B. Members must have a 2.0 GPA to participate in competition.
- C. Summer Camp attendance may be substituted for paragraph C above, providing all other requirements have been met.

52. Honor Guard:

All members of the Cadet Corps are authorized to participate as members of the Honor Guard. Cadets must consistently present an outstanding appearance, attitude, bearing, and devotion to duty. The Honor Guard will act primarily as escorts, guides, and flag detail at PSLHS functions.

When a cadet has attended 3 honor guards, he/she is promoted to the rank of Private First Class, and is authorized to wear an orange cord, a Honor Guard arc, and if purchased, a gray beret with a red and black flash.

53. Academic Tutoring Team:

This team is of senior leaders who tutor only the cadets of the Battalion.

All members must:

- A. have a minimum cumulative GPA of 3.5 to be considered for the team.
- B. It is the function of the team to tutor all cadets, in any subject; the Instructor Group and the Academic Team Commander will select cadets.
- C. Members of the Academic Team are authorized to wear the Gold Citation cord and metal tab.

Annex A
CADET LEADERS' GUIDE

General:

This annex, in conjunction with applicable portions of the references listed below, establishes the basic responsibilities for the Cadet Officers and Cadet Non-commissioned Officers of Pt. St. Lucie High School U.S. Army Junior ROTC Cadet Corps.

References:

- (1) FM3-21.5, Drills and Ceremonies
- (2) AR 145-2
- (3) JROTC Cadet Manuals

Cadet Responsibilities:

A. Senior Cadet Responsibilities:

Third and Fourth year cadets have the responsibility to teach and lead other cadets. The Administrators and Counselors will work closely with the JROTC instructors so that cadets allowed to return to the program in their third and fourth years are closely screened and monitored so these duties can be carried out. (Cadet Command Regulation 145-2, paragraph 5-4)

B. Cadet Leaders:

Cadet leaders must set the examples for younger cadets to follow. Therefore, procedures are in place to remove those cadets from their positions and possibly the program if they do not abide by high standards (Cadet Command Regulation 145-2 paragraph 3-13d)

Purpose:

To ensure that each cadet occupying a leadership position clearly understands his/her own duties and responsibilities, and is familiar with the duties of his/her subordinates.

To assist in the accomplishment of the above, cadet leaders must first be familiar with the following terms:

Unity of Command: Within the command structure, or at any level of command, there can be one and only one commander. He/she is responsible for everything his/her unit does or fails to do. His/her responsibility is marched by the authority necessary to carry out his/her responsibilities. While he/she can delegate the authority to take an action, he/she cannot delegate the responsibility for that action.

Span of Control: One Commander can only control a given number of subordinate leaders effectively. Normally the maximum span is six and the ideal span is three subordinate leaders.

Chain of Command: The succession of leaders through which command is exercised is called the Chain of Command. It enables the commander to retain unity of command within the maximum span of control. The Battalion Commander assigns task to the unit commanders and holds them responsible for the successful execution of the assigned task. Company Commanders use the same procedure with the Platoon Leaders and the Platoon Sergeant the same procedures with the Squad Leaders.

Staff Authority and Responsibility: The staff of a unit consists of those officers who assist the commander in the exercise of his/her command. They are advisors to the commander and they supervise the execution of plans and orders only within the specific areas assigned them by the commander. Staff officers keep the commander advised of matters within their area of responsibility, which may require his/her attention.

Cadet Officers: General responsibilities of cadet officers are shown below. Specific details are described in (Pages A-5 through A-13)

Battalion Commander: Is responsible for everything that his/her battalion does or fails to do. He/She exercises control of his staff through the Battalion Executive Officer and control of subordinate units through the unit commanders. (Page A-5 through A-6)

Battalion Executive Officer: Supervises and directs the staff to prevent overlapping efforts and to ensure that the commander's desires are understood and achieved. He/she keeps the staff informed of the commander's policies and keeps the commander informed of the status of projects assigned to the staff. He/She assumes command in the absence of the commander. (Page A-6)

Battalion Adjutant: Is responsible for maintaining a record of their specific assignments, preparing unit orders and request for all unit orders, maintaining a current record of all the cadets in the unit and maintains/posts the cadet merit and demerit records, and receives weekly strength reports from the Battalion Command Sergeant Major. Specifically, he/she maintains the unit manning board. Maintains the cadet records and files and performs other administrative details as the Cadet Battalion Commander and the JROTC Instructors may direct. (Page A-6 through A-7)

Battalion Security Officer: Is responsible for the security and safety of the battalion buildings and training area. He/she is responsible to the Battalion Commander in the enforcement of security and safety procedures and regulations. Responsible for the maintenance of all rifles and their accessories. (Page A-7 through A-8)

Battalion Operations and Training Officer: Is responsible for assigning areas for outdoor training and for insuring that classrooms are available and prepared for instruction. Under the supervision of the JROTC Instructors, he/she prepares the weekly training schedule. He/she maintains the training portion of the cadet records. He/she keeps the commander advised of the progress in training and prepares the drill field for ceremonies. He/She is also responsible for maintaining the Outstanding Cadet Competition Board, is responsible for designating a Honor Guard commander, and is responsible for all community service and service learning credits. (Page A-8 through A-9)

Battalion Logistics Officer: Under the supervision of the JROTC Instructors, the Battalion Supply Officer determines the supply requirements, maintains a running inventory of property, requisitions, procures and stores supplies, and collects and disposes of excess and salvage equipment and clothing. (Page A-8)

Battalion Public Affairs Officer: Is given the responsibility for the information center and is responsible for all news releases, unit history and current events bulletin board and will publish a monthly Battalion newsletter. May be designated as the Morale and Welfare Officer. (Page A-9 through A-10)

Battalion Automations Officer: Is responsible for all automations equipment assigned to the Jaguar Battalion. Automations equipment is classified as any and all electronic items, accessories, and parts

necessary to the operation and running of the Jaguar Battalion. Also advises the Battalion Commander and Instructor group on the condition of all automations equipment. (Page A-10)

Battalion Education Officer: Is responsible for the Tutoring Club and coordinating all tutoring with the students. Must coordinate with the Instructor Group for classroom space to be used.(Page A-10)

Headquarters Commandant: When a Headquarters Company is organized within the battalion, the Headquarters Commandant will normally command it. He/she will also be responsible to the Battalion Commander for the overall maintenance and cleanliness of the JROTC Department. He/she will perform additional duties as prescribed by the Battalion Commander. He/she must be an expert in all phases of drill, especially in company drill. (Page A-11)

Company Commander: Is responsible to the Battalion Commander for everything that his/her company does or fails to do. He/she keeps the Battalion Commander advised of the state of training of his/her unit and especially any areas where additional or make-up training is required. He/she ensures that subordinate leaders are prepared for training on the drill field and he/she constantly supervises the promotion and reductions of personnel within his/her unit. He/she must be an expert in all phases of drill, but especially in company drill. (Page A-11 through A-12)

Company Executive Officer: Is responsible to and assist the Company Commander. He/she must be prepared to assume command during the absence of the Company Commander. He/she must be an expert in all phases of drill. (Page A-12)

Platoon Leader: The Platoon Leader's responsibilities to the Company Commander are the same as the Company Commander to the Battalion Commander. He/she must be an expert in all phases of drill (Page A-12 thru A-13)

Cadet Noncommissioned Officers: General responsibilities are shown below. Specific responsibilities are shown on (Pages A-13 through A-16)

Command Sergeant Major: Is responsible to the Battalion Commander for supervision of the NCO members of the Battalion Staff. Submits weekly strength reports to Battalion Adjutant. He/she assists the Battalion Commander and the Battalion Executive Officer in matters pertaining to enlisted cadets. He/she is the senior NCO in the Battalion and in this capacity is responsible for the initial Battalion formations. (Page A-13 through A-14)

First Sergeant / Company Sergeant Major: Responsible to the Company Executive Officer for administrative matters or to the Company Commander if no Executive Officer is assigned. He/she is responsible for company formations and submits absentee reports to the Battalion Command Sergeant Major. He/she keeps the Company Commander informed on all matters pertaining to the unit. Checks all merits and demerits with the Company Commander before submitting them to the JROTC Office (Pages A-14)

Platoon / Team Sergeant: Is responsible for the formation of his/her platoon/team. Submits absentee reports to the Company First Sergeant / Company Sergeant Major. Keeps the Platoon / Team Leader informed on all matters pertaining to the platoon / team. He/she assists the Platoon / Team Leader in training the platoon/team and must be prepared to assume command of the platoon/team in the absence of the Platoon / Team Leader. He/she must be thoroughly familiar with

all aspects of company and platoon drill. (A-14 through A-15)

Squad Leader: Is responsible for the formation of his/her squad. Submits absentee reports to the Platoon Sergeant. Is responsible for the training of his squad. Must be thoroughly familiar with squad and platoon drill. (Page A-15 through A-16)

Team Leader: Is responsible for the performance of the cadets in his/her team, assists the Squad Leader as directed, and must be thoroughly familiar with squad and platoon drill. (Page A-16)

Color Guard Commander: Is responsible to the Battalion Command Sergeant Major for the training of the Color Guard. Ensures that Color Guard equipment is in a high state of readiness at all times. Is also responsible for ensuring all Color Guard equipment is returned to the secure designated area. Coordinates with the Battalion Command Sergeant Major on all activities of the Color Guard. (Page A-16)

Staff Noncommissioned Officers: Cadet Noncommissioned Officers on the staff, such as, Operations Sergeant, Supply Sergeant, Personnel Sergeant, Unit Armorer, Supply Sergeant, Public Affairs Sergeant, and Security/Safety Sergeant assist the Cadet Staff Officer in such duties as may be directed.

Additional Leadership Positions: If warranted by cadet strength and concurred by the SAI, additional cadet officer and noncommissioned officer positions may be established. In this event, the JROTC Instructors will inform cadets occupying these additional positions of the specific duties and responsibilities.

DUTIES OF THE CADET BATTALION COMMANDER:

The Cadet Battalion Commander is appointed to this position because of his or her demonstrated leadership ability and is academically above average. This is the most demanding position in the entire Cadet Corps! It requires the use of good common sense and judgment. The cadet appointed to this position must be willing to accept responsibility, delegate authority, supervise subordinates and stand by his/her convictions. The following are his/her specific responsibilities:

1. Command the Battalion at all formations.
2. Prepare for and conduct the training of the battalion on drill days.
3. Maintain direct and personal contact with the company commanders and staff.
4. Encourage company commanders to deal directly with him/her when they feel it is desirable.
5. Use his/her staff to share information and assist in preparing plans for training and controlling the battalion.
6. Designate staff officers to assist in the supervision and execution of his/her orders.
7. Ensure that a feeling of mutual respect and confidence exists between the staff and the companies and that the staff is capable and understands their responsibilities to him/her and other cadets.
8. Through the Chain of Command ensure compliance with the Port St. Lucie High School US Army Junior ROTC Cadet Handbook.

9. Ensure that all reports of discrepancies, reported to the staff, are forwarded to the proper authority.
10. Perform such duties as may be directed by the Senior Army Instructor.

DUTIES OF THE CADET BATTALION EXECUTIVE OFFICER:

The Cadet Battalion Executive Officer is the principal assistant and advisor to the Cadet Battalion Commander. He/she coordinates and supervises the details of training and administration, thereby, enabling the battalion commander to spend more of his/her time on the broader aspects of command. The primary duty of the Executive Officer is the supervision of the staff. The following are his/her specific responsibilities:

1. Assumes command of the battalion in the absence of the Battalion Commander.
2. Ensures that all required reports are prepared and submitted on time.
3. Ensures that the staff is engaged in future planning.
4. Ensures that instructions and orders issued to the battalion are in accordance with the established policies of the Battalion Commander.
5. Ensures that the staff is properly organized and works as a team.
6. Reports all violations of orders to the Battalion Commander.

DUTIES OF THE CADET BATTALION ADJUTANT (S-1):

The Adjutant is the administrative assistant to the Battalion Commander. His/Her responsibilities include:

1. Assist in aligning the unit at all formations.
2. Receives the report from the Company Commanders.
3. Receives names of absentees from the Sergeant Major and turns them in, in accordance with instructions from JROTC instructors.
4. Collect, consolidate, post, and maintain all merit and demerit reports and records.
5. Maintain JROTC Department Offices in a high state of neatness and orderliness.
6. Keeps manning board posted and up to date.
7. Coordinates with Company Commanders and Staff Officers on recommendations to JROTC Instructors on reassignments and organization.
8. Assumes command of the unit in the absence of the Cadet Battalion Commander, Executive Officer, and the Operations Officer.

9. Prepares weekly strength reports under the supervision of the JROTC Instructors.
10. Performs such duties as may be directed by the Battalion Commander or Battalion Executive Officer.
11. Maintains Cadet Portfolios for Winning Colors®.

DUTIES OF THE CADET BATTALION SECURITY OFFICER (S-2):

The Cadet Battalion Security Officer assists the JROTC Instructor and is responsible to the Battalion Commander in the enforcement of security of the JROTC area. His/her duties include:

1. Makes periodic inspection of safety/security of weapons.
2. Makes periodic inspection of safety/security of Supply Room and equipment storage areas.
3. Makes necessary on-the-spot corrections resulting from safety/security inspections and keeps the JROTC Instructors informed.
4. Reports incidents that occur during the use of weapons which are prejudicial to good order and discipline and submits reports to the JROTC Instructors and Battalion Executive Officer as required.
5. Assist the JROTC Instructors in the assignment of weapons. Maintains and keeps a current roster of weapons assigned to cadets and the issue and turn-in of weapons cards.
6. Ensures compliance with directed procedures for issue and turn-in of weapons.
7. Assist the Unit Armorer with the weekly inspection of weapons for serviceability. Tags any unserviceable weapon(s) and reports status to the Battalion Executive Officer.
8. Request maintenance and cleaning details as required.
9. Performs such duties as may be directed by the Battalion Commander or Battalion XO.
10. Ensures that there are fire extinguishers (in working order) in the portables.
11. Ensures that there are fire exits posted at each door.
12. IN THE EVENT A WEAPON IS DISCOVERED TO BE MISSING AND CANNOT BE IMMEDIATELY ACCOUNTED FOR, IMMEDIATELY REPORT THE INCIDENT TO THE JROTC INSTRUCTORS.

DUTIES OF THE CADET BATTALION OPERATIONS OFFICER (S-3):

The Cadet Battalion Operations Officer assists the JROTC Instructors and is responsible to the Battalion Commander in the conduct of training and general operations of the Battalion and JROTC Department. He/she commands all Honor Guards and supervises the training and operations of the battalion. His/her duties include:

1. Conduct of special training for the Color Guard, Guidon Bearers. Honor Guard, Drill Team, and

Adventure Training Team.

2. Preparation of the weekly training schedule and post the schedule on the bulleting boards at least two (2) weeks prior to the scheduled training.
3. Assigns cadet officers and noncommissioned officers as instructors and assistant instructors as directed by the JROTC Instructors.
4. Inspection of the drill field and makes necessary preparation prior to use by the Battalion.
5. Ensures that the drill area is in high state of police upon completion of training.
6. Ensures that the Operations Sergeant is fully trained and capable of performing all facets of his duties.
7. Assumes command of the unit in the absence of both the Cadet Battalion Commander and the Executive Officer.
8. Performs such duties as may be directed by the Battalion Commander or Battalion Executive Officer.
9. Maintains the Outstanding Cadet Competition.
10. Posts all Community Service and Service Learning Credits.
11. Commands all Honor Guards.

DUTIES OF THE CADET BATTALION LOGISTICS OFFICER (S-4):

The Cadet Supply Officer will assist the JROTC Instructors and is responsible to the Battalion Commander in the maintenance, security, records, issue, and turn-in of all property except ordinance. His/her duties include:

1. Proper entry of all required data on Cadet Clothing Cards.
2. Maintaining security of all items of clothing and equipment in the Supply Room and Training Aids Storage Area.
3. Makes a weekly inventory of all items of supply.
4. Keeps a running inventory record of all supplies and informs the JROTC Instructors of any discrepancies noted.
5. Maintains Supply Room in a neat and orderly fashion at all times.
6. Submits weekly reports to JROTC Instructors as to the condition of equipment.
7. Directs and supervises the Supply Sergeant to ensure that he/she is familiar with and capable of performing all required duties in the Supply Room.

8. Performs such duties as may be directed by the Battalion Commander or Battalion Executive Officer.

DUTIES OF THE BATTALION PUBLIC AFFAIRS OFFICER (S-5):

The Cadet Battalion Public Affairs Officer assists the JROTC Instructors and is responsible to the Battalion Commander for the publication of JROTC News. His/her duties include:

1. Make recommendations to improve morale and welfare of the battalion.
2. Keeps abreast of newsworthy events in the Cadet Battalion and prepares articles for publication in appropriate news agencies. Articles must be submitted to JROTC Instructor personnel for approval prior to publication.
3. Maintains a Cadet Information board in current state showing news events of local, national, and international interest.
4. Is responsible for the publication of a Cadet Battalion Newsletter on, as a minimum, a monthly basis.
5. Maintains a Cadet Battalion History Book, which will contain, as a minimum, copies of all news articles, photographs, and other items of historical significance to the Cadet Battalion.
6. Performs such duties as may be directed by the Battalion Commander or Battalion Executive Officer.
7. Maintains the Purchasable Goods Cabinet and keeps an accurate inventory of items in the cabinet.

DUTIES OF CADET BATTALION AUTOMATIONS OFFICER (S-6):

The Cadet Battalion Automations Officer is responsible for all automations equipment assigned to the Jaguar Battalion. His/her duties include:

1. Keeps an inventory of all electronic items in the Battalion.
2. Ensures that all automations equipment is in proper working order.
3. Reports the status of all automations equipment to the Instructors and Battalion Commander.
4. Maintains the Automations Software and Automations Equipment Cabinets.
5. Keeps an active inventory of all software and equipment assigned to each cabinet.

DUTIES OF THE BATTALION EDUCATION OFFICER

The Battalion Education Officer is responsible for the organization of a JROTC Tutoring Club, and the members thereof. Members of the Tutoring Club must have, as a minimum, a cumulative 3.5 GPA. The Battalion Education Officer is responsible for coordinating all tutoring with those students that feel that they need tutoring or have been recommended for tutoring either by other classroom teachers, parents, or the Instructor Group. The tutoring will be in all academic subjects offered at Port St. Lucie High School. The Battalion Education Officer will coordinate with the Instructor Group for classroom space to be used before school, during lunch, or after school.

DUTIES OF THE HEADQUARTERS COMMANDANT

The Cadet Headquarters Commandant duties are the same as prescribed for the Company Commander when he/she is assigned to command Headquarters Company. In addition, he/she is responsible to the Battalion Commander and assists the JROTC Instructors and the Cadet S-1 in the maintenance and cleanliness of the JROTC Department. Specific Duties include but are not limited to:

1. As listed for the Company Commanders below.
2. Inspecting the JROTC Department in respect to the upkeep and cleanliness of all areas.
3. Preparing maintenance request under the direct supervision of the Senior NCO Instructor.
4. After inspection of an area, notify the officer concerned of any deficiency and take the necessary staff action to ensure the correction of noted errors.
5. Request maintenance and cleaning details for the Cadet Battalion Adjutant as required.
6. Performs additional duties as may be directed by the Cadet Battalion Commander.

DUTIES OF THE CADET COMPANY COMMANDERS

You are the production person. You get things done. Until orders reach you they are just plans, something someone else would like to get done; you are the one who gets the job done! You and you alone are responsible for everything for all that your company does or fails to do. Your job is not finished when you tell a member of your company to do something. Indeed, the telling is the smallest part of your job. You must provide the why and how to accomplish the mission assigned. Then you must check and inspect to ensure that what you wanted done is being accomplished. You must be an outstanding leader with plenty of initiative. Don't wait for someone to tell you what to do. Think ahead and plan what you believe is best for your company. The following are some of your specific duties:

1. Command your company at all formations.
2. Consult the training schedules, study the drill references, and ensure that you and your subordinates are prepared to instruct.
3. Keep your Executive Officer informed, and ensure that he keeps himself informed, so the he/she can assume command of the company in the event of your absence.

4. Make On-The-Spot corrections at any time, and ensure that all members of your company understand and comply with the Cadet Regulations.
5. Ensure that all members of your company know and use the Chain-of-Command.
6. Take an interest in the problems of your cadets and make efforts to solve them; make each cadet an effective member of your team.
7. Conduct a short inspection at each formation, make on-the-spot corrections, and follow through during the next inspection to ensure that the cadet is not making the same mistake.
8. Execute the orders of the Battalion Commander even though you may not personally agree with those orders.
9. When you encounter a problem to which you don't know the answer, seek advice, first from the Battalion Commander; if he cannot answer your question satisfactorily, get his/her permission to discuss the problem with the JROTC Staff.

DUTIES OF THE CADET COMPANY EXECUTIVE OFFICER

The Cadet Company Executive Officer assists the Cadet Company Commander in the training of the company and performs such administrative duties as designated by the Company Commander. He/she functions in a relationship similar to the Company Commander, as do Battalion Staff Officers to the Battalion Commander. He/she should be well versed in all the functions of the command and be prepared to assume command during the absence of the Company Commander.

DUTIES OF THE CADET PLATOON LEADER

General: Yours is the most desirable commissioned duty assigned in the Cadet Battalion because you are a leader of cadets and have a platoon of cadets for whom you are directly responsible. Primarily your job is one of leadership, training and discipline. It is a rare opportunity for a cadet to have the privilege of leading, instructing and controlling a platoon.

The following are some of your duties:

1. Organize and maintain an effective Chain-of-Command in your platoon. Be sure that all your cadets know and understand where they fit into the Chain-of-Command.
2. Utilize the Chain-of-Command to accomplish all assigned task. Specifically, you deal with the Platoon Sergeant or Team Sergeant and the Squad Leaders.
3. Learn the names of all cadets in your platoon and use them when addressing individual cadets.
4. Conduct a short inspection of your platoon at each formation. Enhance personal appearance and cleanliness.
5. Assign a subordinate to conduct instruction for those not proficient in drill.

6. Make frequent inspections of the weapons and equipment assigned to the members of your platoon. Ensure that weapons and equipment are clean and maintained in a superior manner.
7. Ensure that all members of your platoon have their authorized clothing and equipment and that it is maintained as prescribed.
8. You must be thoroughly familiar with the JROTC Regulations for Port St. Lucie High School U.S. Army Junior ROTC.
9. If a member of your platoon asks a question and you do not know the answer, state that you do not know the answer; but that you will find the answer for him/her. Then find the answer to his/her question and at the next formation inform the entire platoon of the question and the answer. You are not expected to know everything but it is expected that you will be able to know where to look for the information.
10. Enforce all orders and instructions from the Company Commander even though you may not personally agree with them.
11. Don't complain, especially in the presence of your subordinates.
12. Ensure that the Platoon Sergeant or Team Sergeant forms the platoon in the prescribed area at the appointed time.
13. Develop a spirit of teamwork in you platoon so that you get the willing obedience and cooperation.
14. You must have a thorough knowledge of all phases of drill and ceremonies (FM 3-21.5). You must be able to supervise or conduct squad and platoon drill. If you are the senior officer present, you must be able to conduct company drill. Always be prepared to teach class. It is most embarrassing to try to teach class when you are unprepared.
15. Make an effort to resolve all leadership, training, and disciplinary problems at the platoon level. If you cannot solve a problem, seek the advice of your Company Commander.
16. Remember, the success achieved by the Cadet Battalion Depends primarily upon the Platoon Leaders and the Squad Leaders. Set a high standard of personal appearance and duty and demand that all of your cadets meet the same high standard.

DUTIES OF THE CADET BATTALION COMMAND SERGEANT MAJOR

The Cadet Battalion Command Sergeant Major is the NCO of the Cadet Battalion. As such he supervises the other NCOs on the Battalion Staff as well as the Company Non-commissioned Officers. His/her duties include:

1. Receiving lists of absentees from Cadet Company First Sergeants and turning them into the Adjutant.
2. Assisting the Adjutant in the formation and alignment of the Cadet Battalion

3. Assisting the subordinate NCOs, the Battalion Executive Officer, and the Battalion Adjutant in administrative details.
4. Assumes command of the Battalion in the absence of all officers.

DUTIES OF THE COMPANY FIRST SERGEANT OR COMPANY SERGEANT MAJOR

The Cadet Company First Sergeant or Sergeant Major (Raider/Drill) is the senior NCO of the company. His/her duties include:

1. Responsible for the initial formation and alignment of the Cadet Company.
2. Receive the absentee report form the Platoon/Team Sergeant and submits the report to the Command Sergeant Major.
3. Ensures that all members of the company are in proper uniform.
4. Assists the Company Commander and Executive Officer in administrative details as directed.
5. Must be thoroughly familiar with all phases of drill and ceremonies.
6. Assumes command of the company in the absence of all officers.

DUTIES OF THE CADET PLATOON / TEAM SERGEANT

The Cadet Platoon / Team Sergeant is the first supervisor above the Squad Leader/Team Members in the Chain-of-Command. He works directly with the Squad Leaders / Team Members. He/she should know the strengths and weaknesses of each cadet within the Platoon/Team. The Platoon/Team Sergeant must set-the-example and must be a superior instructor. The primary concern of the Platoon/Team Sergeant is the training of the platoon/team and supervising the Squad Leaders/Team Members. Some specific duties of a Platoon/Team Sergeant are:

1. Enforce the orders and instructions of the Platoon/Team Leader.
2. Supervise the Squad Leaders / Team Members inspection at formation.
3. Ensure that Squad Leaders inspect their squads / Team Members as to uniforms; fit, cleanliness, and condition.
4. Form the Platoon/Team in the prescribed are at the appointed time.
5. Know and follow correct procedure for forming the platoon/team and receiving the report from the Squad Leaders.
6. Develop a spirit of teamwork in your platoon/team.
7. You must have a thorough knowledge of drill and ceremonies (FM 22-5).

8. You must know and require the members of the platoon/team to know the JROTC Regulations of Pt. St. Lucie High School U.S. Army Junior ROTC and ensure that they are aware of the contents of the Cadet handbook.
9. Be prepared to assume command of the platoon/team during the absence of the Platoon/Team Leader.

DUTIES OF THE CADET SQUAD LEADER

The Cadet Squad Leader is the most important individual in the Chain of Command. In the classroom or on the drill field, the success of the unit depends upon you. Since you are responsible for a squad of cadets, your job is never done. You must set the example at all times; you must convince the other members of your squad that you are the most capable member of your squad. The success of the squad, the platoon, the company, possibly the entire battalion may depend on your performance as a Squad Leader. Some specific duties of the Squad Leader are:

1. Inspect your squad's personal appearance at each formation.
2. Inspect each cadet for authorized clothing and equipment and ensure that it is being maintained properly.
3. Report to your Platoon Sergeant any loss or damage to school or governmental property.
4. Assist members of your squad who may be having difficulty with drill or other subjects.
5. Establish a Chain of Command within your squad.
6. Use your team leaders to the best of their ability.
7. Report to your Platoon Sergeant any failure to obey orders or regulations.
8. You must know and require the members of the squad to know the JROTC Regulations of Pt. St. Lucie High School U.S. Army Junior ROTC.
9. If you are asked a question and do not know the answer, so state, but find the answer and inform the cadet and the squad at the next opportunity. Never try to "bluff" your way through a question or answer.
10. Remember, you are the doer: you are the person who gets things done. You must ensure that each cadet learns what is expected, does what is expected, and conducts themselves as expected. If you can accomplish this with your squad, then the Jaguar Battalion will be the Best Battalion in the First ROTC Region.

DUTIES OF THE CADET TEAM LEADER (conventional companies)

The Senior Cadet Team Leader is the next in command after the Squad Leader. The duties of the Team Leader include:

1. Training members of his/her team.
2. Insuring that all members of his team are in the correct uniform.
3. Insuring that his/her squad is at the proper place at the proper time.
4. Must be well versed in all phases of Squad and Platoon drill.
5. Must be able to assume command of the Squad in the absence of the Squad Leader.

DUTIES OF THE COLOR GUARD COMMANDER

The JROTC Instructors appoint the Color Guard Commander. He/she is responsible to the Battalion S-3 for:

1. Training the Color Guard members.
2. Conduct and appearance of team members.
3. Informing team member of participation in training and/or special events.

Annex B

PSLHS Merit / Demerit Recommendation

Port St. Lucie High School U. S. Army Junior ROTC

Jaguar Battalion

Merit – Demerit Report Recommendation

Read the instructions below prior to recommending Merits or Demerits

Cadet: _____ LET: _____ Date: _____

Recommendation: _____ Merits _____ Demerits

Reason:

Recommended By: _____
(Print) (Sign)

Acknowledged By: _____

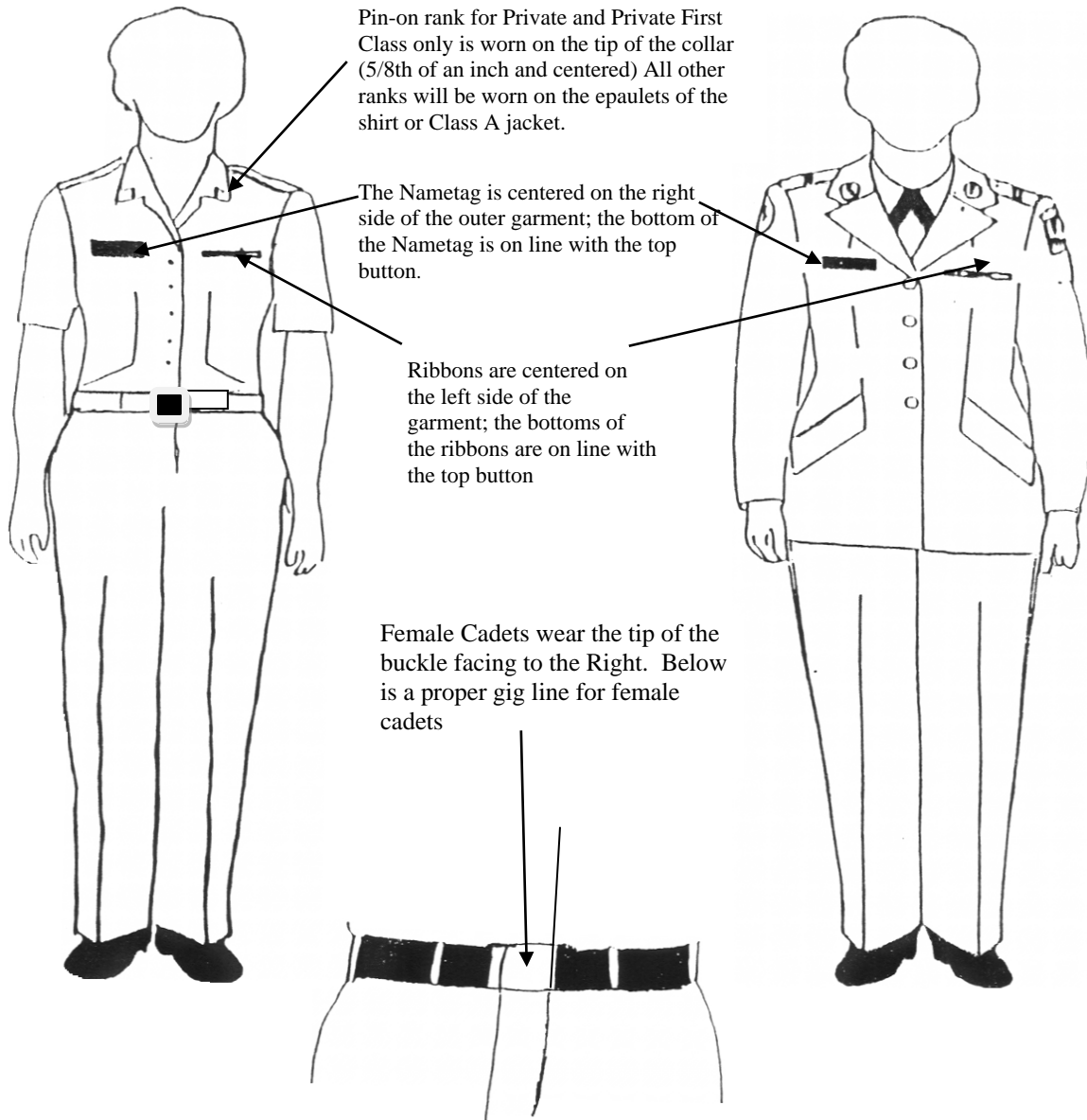
Approved By: _____

Posted By: _____

1. Follow the instructions for awarding Merits/Demerits as outlined in the Cadet Handbook and DO NOT make up your own reason for a Merit/Demerit. The only valid reasons for issuing Merit/Demerits are listed on pages 11-14.
2. The individual recommending the Merits or Demerits must ensure that the form is completed correctly and will print and sign their name in the “Recommended By” space provided.
3. The cadet that is recommended for the Merits or Demerits must sign the form in the “Acknowledged by” space provided. If the cadet refuses to sign the form for demerits, the person recommending the Demerits will indicate that He/She refused and add appropriate Demerits for failure to comply.
4. All recommendations must have an Instructor’s signature or initials in the “Approved By” indicating that the form has been reviewed. If this block is not completed the form is invalid.
5. The Battalion Command Sergeant Major must initial and date the form in the “Posted By” space to indicate posting.

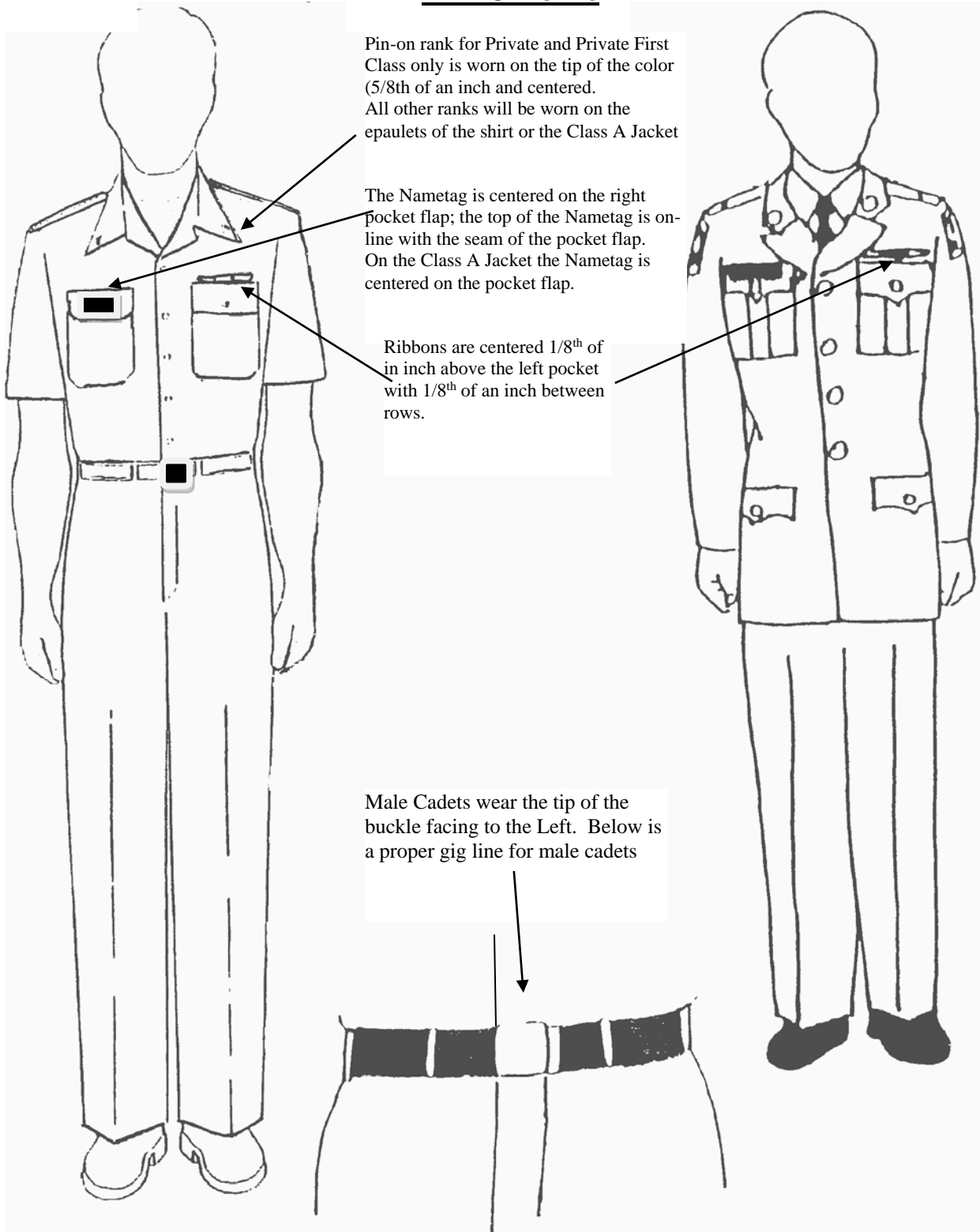
Annex C

FEMALE UNIFORMS



Slide-on rank insignia (except Private and Private First Class – see above) is worn with the Class – B uniform. Metal rank insignia only is worn on the center of the epaulets of the Class – A jacket and the Black Windbreaker.

Annex C
MALE UNIFORMS



Pin-on rank for Private and Private First Class only is worn on the tip of the color (5/8th of an inch and centered). All other ranks will be worn on the epaulets of the shirt or the Class A Jacket

The Nametag is centered on the right pocket flap; the top of the Nametag is on-line with the seam of the pocket flap. On the Class A Jacket the Nametag is centered on the pocket flap.

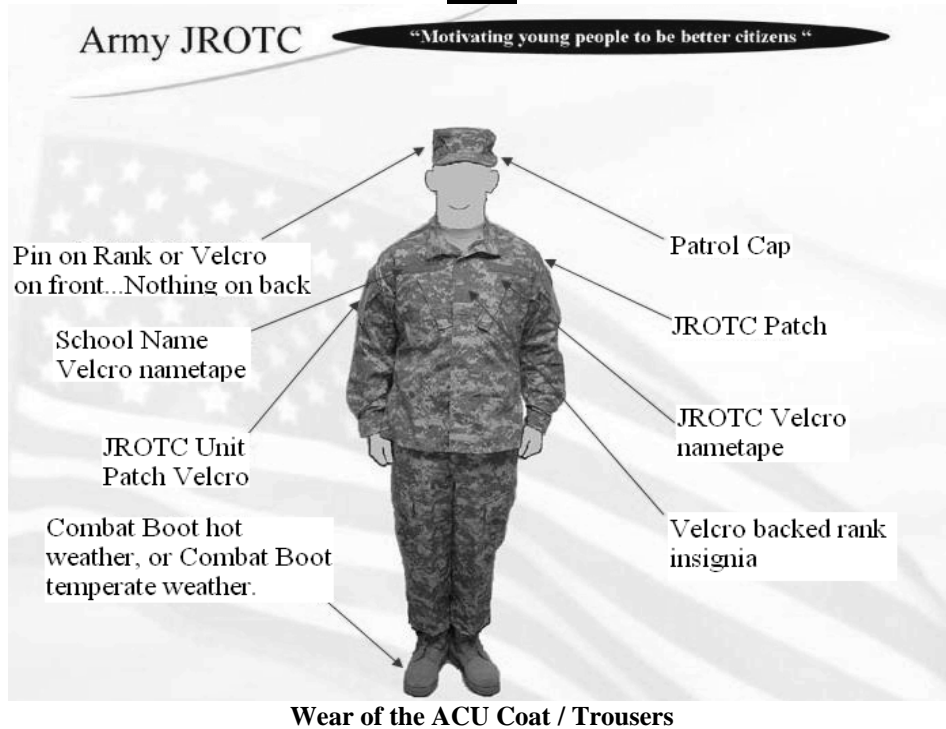
Ribbons are centered 1/8th of an inch above the left pocket with 1/8th of an inch between rows.

Male Cadets wear the tip of the buckle facing to the Left. Below is a proper gig line for male cadets

Slide-on rank insignia (except Private and Private First Class – see above) is worn with the Class B uniform. Metal rank insignia only is worn on the center of the epaulets of the Class A jacket and the Black Windbreaker. All Male cadets will wear a plain white (no designs) crew neck T-shirt under the Class B shirt.

Annex C

ACU



Wear of the ACU Coat / Trousers

-The coat is worn hook and looped and zipped.

-The coat has a hook and loop fasteners for wearing shoulder sleeve insignia, rank, JROTC patch and school name tag.

-The mandarin collar will be normally worn in the down position.

-Cadets are authorized to wear the mandarin collar in the up position when weather conditions dictate the wear as prescribed by the SAI/AI.

-The coat is normally worn outside the trousers, and the trousers are worn with a belt. The coat may also be worn inside the trousers when directed by the SAI/AI. The coat will not extend below the top of the cargo pocket on the trousers and will not be higher than the bottom of the side pocket on the trousers.

-The elbow pouch with hook and loop closure for internal elbow pad inserts must be closed at all times.

-Sleeves will be worn down at all times, and not rolled or cuffed.

-The moisture wicking tan t-shirt or cotton t-shirt is worn underneath the coat and it is tucked inside the trousers at all times. Cadets will wear the trousers tucked into the top of the boots or bloused using the draw strings at the bottom of the trousers. When bloused, the trousers should not extend below the third eyelet from the top of the boot.

-The ACU is meant to fit loosely and comfortably. Alterations to hinder this is not authorized.

-Cadets will wear the ACU in accordance with CCR 145-2.

Annex C

-Cadets will not wrap the trouser leg around the leg tightly enough to present a pegged appearance, or insert any items inside the trouser leg to create a round appearance at the bottom of the trouser leg.

-ACU tabs are to be worn on the left shoulder. The order of the tabs does not matter

- The Ranger Challenge Tab will be worn on the right shoulder.

Wear of ACU Headgear

-The ACU Patrol Cap will be the only headgear worn with the uniform.

-Cadets will wear the ACU Patrol Cap straight on the head so that the cap band creates a straight line around the head, parallel to the ground.

-The Patrol Cap will fit snugly and comfortably around the largest part of the head without distortion or excessive gaps. The cap is worn so that no hair is visible on the forehead beneath the cap. Sewn or pin on rank is worn on the ACU Patrol Cap.

-The Velcro area on the rear of the cap will be used for your Velcro name tape.

Wear of Desert / Optional Boots

-Black boots are NOT authorized for wear with the ACU.

-Army Combat Boots-(hot weather and temperate weather) made of tan rough side out cattle hide leather with a plain toe and tan rubber outsoles.

-Only boots with tan rubber outsoles are authorized for wear.

The ACU care policy

-Wash in cold water and mild detergent containing no optical brighteners or bleach. Tumble dry at low heat (not to exceed 130 degrees Fahrenheit).

-Remove immediately from the dryer and fold flat or place on a rust proof hanger to ensure heat from the dryer does not set wrinkles.

- To drip dry, remove from the washer/ water and place on a rust proof hanger. Do **Not** wring or twist.

...DO NOT STARCH THE ARMY COMBAT UNIFORM UNDER ANY CIRCUMSTANCES. THE USE OF STARCH, SIZING, AND ANY PROCESS THAT INVOLVES DRY-CLEANING OR A STEAM PRESS WILL ADVERSELY AFFECT THE TREATMENTS AND DURABILITY OF THE UNIFORM AND IS NOT AUTHORIZED.

ACU MILPER MESSAGE,

AMENDMENT TO AR 670-1

Annex D

Counseling Procedures:

Counseling is a fundamental responsibility of every leader. The leader that neglects to counsel his subordinates is negligent in his/her performance of duty. Appropriate counseling can be an important factor in assisting and developing subordinates.

The two (2) types of counseling generally used in the Jaguar Battalion are Performance and Discipline.

Performance counseling informs the cadet about their jobs and the expected performance standards and provides feedback on actual performance.

Discipline counseling is used when a leader takes corrective steps that will not result in formal punitive action against the cadet through the Cadet Disciplinary Board.

Performance counseling will be conducted at least once during each nine week grading period. The objective of this counseling will be to inform the cadet of his/her strengths and weaknesses and make suggestions for utilization of strengths and improvements in areas of weakness. Performance counseling will not be used as a substitute for disciplinary counseling when the latter is needed.

All counseling sessions are confidential. Information discussed in a counseling session will not be discussed with other cadets. The counselor must keep an accurate record on everything that is discussed in the session. DA Form 4856-P will be used for this purpose. An example of the form is at Appendix D-4.

The performance counseling schedule that will be utilized within the PSLHS JROTC Corps of Cadets is outlined on Page D-3. The Rating Scheme is on Page D-3.

When required, disciplinary counseling sessions will also be conducted.

Details on conducting Counseling sessions are outlined in FM 22-101, Chapter 4, and will be followed by cadet leaders.

Efficiency Reporting Procedures:

The counseling and efficiency reporting systems utilized within the PSLHS Corps of Cadets compliment each other in evaluating the cadet's overall performance and efficiency.

During each nine-week grading period, an efficiency report (see example at Appendix D-6) will be prepared on every cadet in the Corps of Cadets. Each cadet will be rated by their immediate superior and endorsed by the rater's immediate superior. The table on page D-3 indicates the rater and endorser for each cadet in the Cadet Corps.

Because a percentage of the cadet's grade is based on the efficiency report, each person in a rating or endorsing capacity must exercise good judgment and render fair, comprehensive and realistic evaluations. Personal likes and dislikes for an individual will not be reflected in the report. Be fair and keep an open mind.

Annex D

<u>Required Action</u>	Action To Be Completed By
1. The S-1 will distribute a sufficient number of blank forms to each Company Commander for all cadets in the company and the BN XO for all cadets on the Battalion Staff.	Monday – 7th Week
2. Company Commanders and BN XO will distribute these forms to each rater (IAW Rating Table – D-3).	Tuesday – 7th Week
3. After completing the 'RATER' portion of the form, the form will be delivered to the Endorser.	Thursday – 7th Week
4. After completing the 'ENDORSER' portion of the form, endorsers will give the forms to the Company Commander or BN XO, as appropriate.	Monday – 8th Week
5. The CO CDR will collect all reports for the company and then assign a numerical standing for each cadet in the company in Part 6,E, of the form. The most efficient cadet will be listed as number one and so on. The completed forms will then be given back to the Rater; the Rater will show the rated cadet the report and EXPLAIN it to the cadet. The rated cadet will sign in the appropriate space acknowledging that he/she the report has been explained to them. Signing does not mean that the cadet agrees with the report. The rater will then return the reports to the Co Cdr who will hand carry them to the BN XO.	Wednesday – 8th Week
6. The BN XO will ensure that there is an Efficiency Report on every cadet. The BN XO will then turn the completed reports over to the BN CDR.	Thursday – 8th Week
7. The BN CDR will verify that there is a completed report on each cadet in the Battalion. The reports, along with any comments the BN CDR may wish to make will be hand carried to the respective AI or SAI.	Friday – 8th Week
8. After reviewing all of the reports the AI and SAI will assign a grade to each report. If there are any discrepancies the AI/SAI will return the report to the BN CDR for immediate correction	Monday – 9th Week

NOTE: IF THERE ARE ANY REPORTS THAT THE ENDORSER, REVIEWER, COMPANY COMMANDER, BN XO, BN CDR, AI OR SAI DO NOT AGREE WITH, THE REPORT MAY BE RETURNED TO THE RATER FOR A RE-LOOK AND/OR RECALCULATION. IF THIS IS REQUIRED THE ENTIRE PROCESS MUST START OVER AT PARAGRAPH 3.

Annex D

<u>Individual To Be Rated</u>	<u>Rated By</u>	<u>Endorsed By</u>
Squad Member	Squad Leader	Platoon Sergeant
Team Leader	Squad Leader	Platoon Sergeant
Squad Leader	Platoon Sergeant	Platoon Leader
Platoon Sergeant	Platoon Leader	Company Cdr
Guidon Bearer/ Armorer	Squad Leader	Platoon sergeant
First Sergeant	Company Cdr	BC
Platoon Leader	Company Cdr	BC
Company Executive Officer	Company Cdr	BC
Company Commander	BC	AI
Command Sergeant Major	BC	AI
Battalion Staff NCOs	Staff Officers	Bn XO
Battalion Executive Officer	BC	AI
Battalion Commander	Army Instructor	SAI

NOTE: If any other positions indicated above are vacant the individual to be rated will be rated or endorsed, as appropriate, by the next person senior to him/her in the Chain of Command.

Annex D

Developmental Counseling FORM

For use of this form see FM 22-100.

DATA REQUIRED BY THE PRIVACY ACT OF 1974

Authority: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)
PRINCIPAL PURPOSE: To assist leaders in conducting and recording counseling data pertaining to subordinates.
ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.
DISCLOSURE: Disclosure is voluntary.

Part I - Administrative Data

Name (Last, First, MI)	Rank / Grade	Student ID No.	Date of Counseling
Organization		Name and Title of Counselor	

PART II - Background Information

Purpose of Counseling: (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):

Part III - Summary of Counseling

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

Annex D

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: I agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

Signature of Counselor: _____ Date: _____

Part IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Note: Both the counselor and the individual counseled should retain a record of the counseling.

Annex D

CADET EFFICIENCY EVALUATION REPORT

LET Level ____ 1 ____ 2 ____ 3 ____ 4

A. Cadet Rank _____ LAST Name _____ FIRST Name _____ MI _____

B. Organization _____ Period _____ Duty Position _____ Title _____

Period of the Report - Month(s) Circle Beginning and Ending Month(s)

Start Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun

End: Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun

D. Type EER () ENLISTED E-1 - E-4 () NCO E-5 () Company Officer 0-1 - 0-4 () Staff Officer 0-1 - 0-6E. Endorser Has Has Not Observed and Can Can Not Report Based On Daily Contact Frequent Contact Infrequent Contact
Circle Has/Can Or Has Not/Can Not R = Rater R () R () R ()
I = Endorser I () I () I ()F. Rating Scale Ranks With The Best Superior To Most Meets Requirements Needs Improvement Fails To Meet Minimum Requirements
5 4 3 .5 2 1

H. Leadership Skills

RATER

ENDORSER

I. General Performance Qualities

RATER

ENDORSER

IS THIS CADET HIGHLY KNOWLEDGEABLE IN HIS/HER AREA OF RESPONSIBILITY?			DOES THIS CADET CONSISTENTLY WEAR THE UNIFORM ON PRESCRIBED UNIFORM DAYS WITH ALL ACCESSORIES CORRECTLY ATTACHED AND WITH HIGHLY SHINED BRASS AND SHOES?		
HAS THE CADET EARNED THE RESPECT OF HIS/HER PEERS/SUBORDINATES?			DOES THIS CADET CONSISTENTLY FALL INTO RANKS PROMPTLY WHEN DIRECTED, ASSUME THE CORRECT POSITION OF ATTENTION WITHOUT GUM/CANDY IN THE MOUTH OR UNAUTHORIZED HEADGEAR OR OTHER ACCESSORIES DISPLAYED?		
DOES THIS CADET WILLINGLY ACCEPT GUIDANCE AND SHOW DEDICATED EFFORTS TO MAKE IMPROVEMENTS?			IS THIS CADET THOROUGHLY FAMILIAR WITH PRESCRIBED REGULATIONS PERTAINING TO HIS/HER ASSIGNED RESPONSIBILITIES AND FUNCTIONS IN DRILL AND OTHER UNIT RESPONSIBILITIES?		
DOES THIS CADET SHOW REAL CONCERN FOR HIS/HER PEERS/SUBORDINATES?			DOES THIS CADET ACTIVELY PARTICIPATE IN ALL FACETS OF THE JROTC PROGRAM?		
CAN THIS CADET CONVEY INFORMATION EFFECTIVELY BOTH ORALLY AND WRITTEN			DOES THIS CADET MAINTAIN HIGH STANDARDS OF DISCIPLINE AND COURTESY AT ALL TIMES IN JROTC AND OTHER SCHOOL ACTIVITIES?		
DOES THIS CADET CONSISTENTLY MAKE SOUND DECISIONS THAT REQUIRE FEW CHANGES AND RESULT IN EFFECTIVE PERFORMANCE AND GOALS/MISSIONS?			DOES THIS CADET TAKE THE INITIATIVE TO WORK OFF ANY DEMERITS RECEIVED AND/OR TO EARN MERITS THROUGH WORK DETAILS OR OTHER ACTIVITIES?		
DOES THIS CADET CONSISTENTLY FOLLOW INSTRUCTIONS PROMPTLY AND WITHOUT UNNECESSARY ARGUING?			DOES THIS CADET SHOW INITIATIVE AND TAKE PRIDE IN HIGH STANDARDS OF PERFORMANCE IN ALL AREAS OF RESPONSIBILITY?		
DOES THIS CADET KNOW AND USE THE CHAIN OF COMMAND?			CAN THIS CADET BE DEPENDED UPON TO GET THE JOB DONE?		
DOES THIS CADET RENDER THE PROPER COURTESIES WHEN GREETING OR ADDRESSING OTHER CADETS?			DOES THIS CADET INSPIRE CONFIDENCE IN HIS/HER FELLOW CADETS??		
DOES THIS CADET CONSISTENTLY DISPLAY THOSE QUALITIES NEEDED IN ORDER TO LEAD BY EXAMPLE?			Does this cadet consistently and effectively meet deadlines for tasks established by superiors?		
TOTAL FOR SECTION H			TOTAL FOR SECTION I		
J. TOTAL FOR SECTION H (RATER + ENDORSER)			K. TOTAL FOR SECTION I (RATER + ENDORSER)		

L. Total for Sections J & K:

J _____ + K _____ = _____ Divide Total Score By Two (% Grade) = _____
(Total)

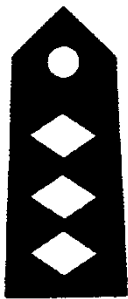
Annex D

CADET EFFICIENCY EVALUATION REPORT PART II

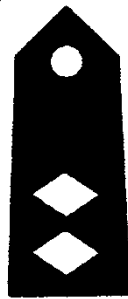
Rated Cadet's last Name and LET LEVEL _____																
<p>L. Promotion Recommendation (IF ANY) CIRCLE One</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">Highly Recommended</td> <td style="width: 33%; text-align: center;">Recommended</td> <td style="width: 33%; text-align: center;">Do Not Recommend</td> </tr> <tr> <td>Rater: X</td> <td style="text-align: center;">X</td> <td style="text-align: center;">X</td> </tr> <tr> <td>Endorser: X</td> <td style="text-align: center;">X</td> <td style="text-align: center;">X</td> </tr> </table>	Highly Recommended	Recommended	Do Not Recommend	Rater: X	X	X	Endorser: X	X	X	<p>M. Recommendation For Promotion to Senior NCO or Officer</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">Cadet Senior NCO</td> <td style="width: 50%; text-align: center;">Cadet Commissioned Officer</td> </tr> <tr> <td>Rater: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5</td> <td>Rater: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5</td> </tr> <tr> <td>Endorser: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5</td> <td>Endorser: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5</td> </tr> </table>	Cadet Senior NCO	Cadet Commissioned Officer	Rater: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5	Rater: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5	Endorser: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5	Endorser: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5
Highly Recommended	Recommended	Do Not Recommend														
Rater: X	X	X														
Endorser: X	X	X														
Cadet Senior NCO	Cadet Commissioned Officer															
Rater: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5	Rater: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5															
Endorser: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5	Endorser: E-6 E-7 E-8 E-9 0-1 0-2 0-3 0-4 0-5															
N. Comments Are Mandatory																
<u>Rater's Remarks:</u>																
<u>Endorser's Remarks:</u>																
O. Rater's Authentication																
A. Rater's Organization and Duty Assignment	B. Rater's Name and Rank (Print)	C. Date														
D: Signature: _____																
P. Endorser's Authentication																
A. Endorser's Organization and Duty Assignment	B. Endorser's Name and Rank (Print)	C. Date														
D. Signature: _____																
Rated Cadet's Authentication																
A. I have read the entire EER COMPLETE through action by the Endorser. I have been counseled concerning this report.	B. Cadet's Name and Rank (Print)	C. Date														
D. Signature: _____																
<p>As the Reviewer I have checked to ensure that the CORRECT RATER AND ENDORSER RATED THE RATED CADET.</p> <p>I _____ CONCUR _____ DO NOT CONCUR WITH THE EFFICIENCY REPORT.</p> <p>THE EER is rated _____ HIGH _____ LOW _____ Correct. The class ranking of this cadet IS _____ Of _____ Cadets.</p> <p>Reviewer's Name (Printed): _____ Signature: _____ Date: _____</p>																

Annex E

**INSIGNIA OF GRADE FOR
CADET OFFICERS**



**CADET
COLONEL**



**CADET
LIEUTENANT
COLONEL**



**CADET
MAJOR**



**CADET
CAPTAIN**



**CADET
FIRST
LIEUTENANT**



**CADET
SECOND
LIEUTENANT**

**INSIGNIA OF GRADE FOR
CADET ENLISTED PERSONNEL**



**CADET COMMAND
SERGEANT MAJOR**



**CADET
SERGEANT MAJOR**



**CADET FIRST
SERGEANT**



**CADET MASTER
SERGEANT**



**CADET SERGEANT
FIRST CLASS**



**CADET STAFF
SERGEANT**



**CADET
SERGEANT**



**CADET
CORPORAL**



**CADET PRIVATE
FIRST CLASS**



**CADET
PRIVATE**

Annex F

Port St Lucie High School US Army Junior ROTC Jaguar Battalion Recommendation For Promotion/Demotion

Name: _____ Company: _____ Current Position: _____ LET Level: _____

Current Rank: _____ Recommended Rank: _____ Date: _____

Contributing Factors	5	4	3	2	1
Knowledge of current job and preparation for the next higher/lower grade					
Is this cadet reliable and dependable? Can he/she be counted upon?					
Does this cadet have the ability to detect and the courage to correct errors in subordinates?					
Initiative – Does this cadet perform without close supervision?					
Appearance – Does this cadet consistently set the example when the uniform is worn and does he/she wear the uniform when required?					
Military Courtesy – Does this cadet display a high level of Military Courtesy. At all time, both up and down the Chain of Command?					
Neatness – Is this cadet consistently neat both in and out of uniform?					
Does this cadet have an unusual amount of absences (more than four in a nine-week period)? Does he/she have a high number of Tardies? (5 is a good score, 1 is a bad score)					
Does this cadet have discipline problems in any other class?					
Does this cadet participate in JROTC after school activities and events and other Cadet Corps activities?					
Does this cadet take responsibility for ALL of his/her actions. Does he/she only take responsibility and/or credit for those things that are favorable to him/her?					
Is this cadet courteous and understanding when dealing with others; does he/she experience mood swings, i.e., You never know what to expect when dealing with him/her?					
Would you want this person to be your superior in rank and authority? Is this someone you could follow?:					
Is this student capable of instructing others?					
Does this cadet constantly set the Example in all of his/her activities?					

Rating Scale: 5 – Superior 4 – Above Average 3 – Average 2 – Below Average 1 – Unsatisfactory

Comments Are Mandatory In The Space Provided On The Reverse Side

CSM: APPROVED _____	DISAPPROVAL _____	DATE: _____
BC: APPROVED _____	DISAPPROVAL _____	DATE: _____
SAI/AI: APPROVED _____	DISAPPROVAL _____	DATE: _____

Annex F

Recommendation For Promotion/Demotion – Part II

Comments By Cadet Recommending The Promotion/Demotion (Mandatory)

Signature _____ Position _____ Rank _____ Date _____

Reviewers Comments / Rating

I would Rate This Cadet's Performance Of Duty As:

Superior

Above Average

Average Below

Average

Unsatisfactory

Comments

Signature _____ Position _____ Rank _____ Date _____

Unit Commander's Recommendation / Comments

I concur With The Recommendation

I Do Not Concur With The Recommendation

Make Comments Below

Signature _____ Position _____ Rank _____ Date _____