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Supplement to KS-961 Cadet Guide

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This Operational Instruction (OI) establishes guidance and procedures for cadet operations in the KS-961 Group. This OI is a supplement to the KS-961 Cadet Handbook. The term “must” “shall” and “will” as used in this manual denotes mandatory actions. Deviations are not authorized without written exception to policy waiver from OPR. This guide provides detailed instructions for the Group Commander, Group Deputy Commander, Group Chief, Squadron Commanders/Sergeants, Flight Commanders/Sergeants, and Functional Areas. The Functional Areas are Cadet Health and Wellness, Personnel, Logistics, Information Manager, Finance Manager, Drill Teams and Standardization and Evaluation.

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Chapter 1- Corps Staff

1.1 **Group CC:** Responsible to the ASI and SASI for all operations within the corps. And responsible for.

- 1.1.1 The appearance, discipline, efficiency, training, well-being and conduct of the cadet corps.
- 1.1.2 Ensures all members of the cadet corps have the opportunity to develop leadership commensurate with their individual abilities.
- 1.1.3 Will administer cadet corps activities according to U.S. Air Force principals and procedures.
- 1.1.4 Will conduct at a minimum bi-monthly staff meetings and brief the SASI/ASI's on all unit activities.
- 1.1.5 Will convene the promotion board during the last week of each grading period. The board will document and forward promotion recommendations to the SASI/ASI.
- 1.1.6 Will preside as the chairperson, president of all board/committees, and having the power to delegate chairmanship to those who seem fit.
- 1.1.7 Will perform other duties that may be assigned by the SASI/ASI.
- 1.1.8 Will direct all senior staff activities.
- 1.1.9 Will establish monthly Corps Mass Formations. Procedures are in Attachment 9, 10 and 11.

1.2 **Group Deputy Commander:** Responsible to the ASI, SASI and the Group CC for:

- 1.2.1 Will assume the duties of the Cadet Group Commander during their absence.
- 1.2.2 Will supervise the cadet group staff during meetings.
- 1.2.3 Will plan and organize all squadron activities, such as squadron formations, parades, etc.
- 1.2.4 Shall plan, coordinate, and schedule activities with other school organizations and other school's JROTC programs.
- 1.2.5 Must assist the ASI in planning, coordinating, and scheduling base visitations, field trips, and similar activities.
- 1.2.6 will chair the promotion board and the Command Chief will document the proceedings. The board will consist of the **Deputy Commander, Standardization and Evaluation, Red, Black and the Operations Squadron Commanders.**
- 1.2.7 Will assign duties to subordinates and will evaluate their work. Training at least one subordinate in their duties and responsibilities of the Operations position
- 1.2.8 Will brief the cadet Group Commander, SASI and the ASI on a weekly basis pertaining to assigned responsibilities and activities.
- 1.2.9 Ensure that paperwork for parades, field trips, permission slips, and excused from class slips are completed by assigned deadlines.
- 1.2.10 Will ensure that all activity requests, field trip requests, parental consent forms, and bus reports are being properly maintained.
- 1.2.11 Shall coordinate all phases of the Outstanding Flight Competitions
- 1.2.12 Will attend cadet action board meetings.

1.2.13 Performing other related duties assigned by the Group Commander, ASI, SASI.

1.3 Group Chief: Responsible to the ASI, SASI, Group CC and the Deputy Commander.

1.3.1 Will assist the ASI in preparing promotions and awards.

1.3.2 Conducts quarterly NCO staff meetings for inputs to give to the ASI, SASI and the Group Commander.

1.3.3 Will attend group staff meetings and prepare the meeting room.

1.3.4 Shall attend all Cadet Action Board meetings.

1.3.5 Will ensure all first sergeants and Flight Sergeants carry out their responsibilities.

1.3.6 Will establish a first sergeant and senior NCO advisory board.

1.3.7 Will establish a Airman's Advisory Board and attends as a honorary member.

1.3.8 Shall be responsible for preparing mock boards for USD259 Honorary Cadet in the enlisted category.

1.3.9 Makes enlisted promotion recommendations to the Group Commander.

1.3.10 Serve on promotion boards as directed by the Group Commander.

1.4 Standardization and Evaluation:

1.4.1 Will perform five bi-weekly quality checks of cadets operations and report finding on KS 961 Form 2419.

1.4.2 Will route the biweekly quality checks through appropriate chain of command.

1.4.3 Ensure unit self-inspection checklist is reviewed and followed once each semester.

1.4.4 Will evaluate each functional area and squadron operation for compliance with this instruction, cadet handbooks beginning the second, third and forth 9 weeks.

1.4.5 Will document inspection finding on KS-961 Form 2420 see attachment 8

1.4.6 Will set up an inspection calendar for Unit Self Inspection and All internal cadet inspections. The calendar will be published and sent to all areas of responsibilities.

1.4.7 Will handle all complaints and attempt to address them at the lowest level possible or direct them to the SASI or ASI.

Chapter 2- Squadron Operation Guidance

2.1. Red and Black Squadron Commanders: Responsible to the Group CC for all operations within their Squadrons.

2.1.2. Squadron Commanders (SQ/CC) will ensure training of all flight commanders in the daily flight operations. Training will include proper starting and ending of class and the use, and routing of all group forms, in Attachments, 1 through 7.

2.1.3. Ensure each flight submits one cadet for cadet of the quarter.

2.1.4. Will hold monthly squadron meetings. Flt/CC or Flight Sergeant (Flt Sgt) must attend meeting.

- 2.1.5. Will submit Flt/CC's nominations for Cadet of the Quarter to the Deputy CC by the 5th school after the end of the quarter (nine weeks).
- 2.1.6. No hazing or physical punishment is allowed in AFJROTC for any reason.
- 2.1.6 **Operation Support Squadron Commander (OSS/CC):** Responsible to the Group CC for all operations within Operations Squadron.
- 2.1.7. OSS/CC will ensure that Logistics Officer, Personnel, Information, Health and Wellness Officers are trained and all support staff positions are filled.
- 2.1.8. Will hold monthly staff meeting to ensure information is passed through the chain of command.
- 2.1.9. Will make certain all functions meet deadlines.
- 2.1.10. No hazing or physical punishment is allowed in AFJROTC for any reason.
- 2.2. **Squadron First Sergeants:** Responsible to the Sq/CCs for the all operations within their squadrons.
 - 2.2.1. Will assist the squadron commander in the daily operations of the selected squadron.
 - 2.2.2. Will train Flt/Sgts on daily operations of the flights. Training will include proper starting and ending of class and the use, and routing of all group forms, in Attachments, 1 through 7.
 - 2.2.3. Maintain each flights uniform wear percentages for Outstanding Flights of the quarter.
 - 2.2.4. No hazing or physical punishment is allowed in AFJROTC for any reason.

Chapter 3- Flight Operations

- 3.1. **Flight commanders (Flt/CC):** are responsible to the Sq/CCs for all operations within flights.
 - 3.1.1. Will check the flight boxes every class period.
 - 3.1.2. Will review *Pass on Book* prior to each class period.
 - 3.1.3. Will maintain flight books in accordance with book tabs. Each cadet in a flight will have a tab section with their community service log, cadet training records, signed syllabus and Physical Fitness log.
 - 3.1.4. Will ensure the flight books are maintained and up to date.
 - 3.1.5. Must ensure cadet records (Attachment 1) are up to date with the cadet activities from events sheets (Attachment 3).
 - 3.1.6. Will inspect cadets with strict guidelines in accordance with Uniform guide and AFI 36-2903.
 - 3.1.7. Ensure the proper starting and ending of class IAW paragraph 2.7 of this instruction.

- 3.1.8. Use appropriate attachments for maintaining flight book, and routing of all group forms, in Attachments, 1 through 6.
- 3.1.9. Conduct flight drill training with the assistance of the Flt/Sgt,
- 3.1.10. Supervise the CHWP, Logistics and Personnel Technicians in performance of their duties as they pertain to the flight and flight book.
- 3.1.12. Fill out and turn in Fight Commander Report (Attachment 5) and turn in to Squadron Commander at the end of each 3-week period. The report will describe activities that were accomplished within the flight, discipline issues, uniform wear percentages, uniform grade average and PT activities
- 3.1.13. Will nominate a cadet for Cadet of the Quarter to their SQ/CC at the end of each school quarter. (Nine weeks)
- 3.1.13.1 Nominations will be based on the cadets' record that is maintained in the flight book.
- 3.1.13.2 Flight Commanders will review cadet record for number of AFJROTC events, total community service hours, uniform wear, and attitude.
- 3.1.14. Will set an example for the flight by proper wear of the AFJROTC uniform; encourage flight members to wear their uniforms and become a cohesive team.
- 3.1.15. Fill out and turn in Fight Commander Report (Attachment 6) and turn in to Squadron Commander at the end of each 3-week period; attend and actively participate in corps staff meetings.
- 3.1.16. No hazing or physical punishment is allowed in AFJROTC for any reason.

- 3.2. **Flight Sergeants:** Are responsible to the Flt/CC for the operation of the flight.
 - 3.2.1. Will print off weekly inspection sheets (Attachment 7) prior to weekly uniform inspections. There are separate sheets for blues and ABUs, ABU must use the ABU inspection sheet and Blues inspection sheet for blues inspections
 - 3.2.2. Will check the flight box every class period.
 - 3.2.3. Will lead the flight in the 30 step drill sequence.
 - 3.2.4. Ensure the proper starting and ending of class IAW paragraph 2.7 of this instruction.
 - 3.2.5. Will train and maintain and update cadet training records (Attachment 1) for each members of the flight.
 - 3.2.6. Will ensure the flag raising detail is accomplished based on flight rotational schedule. Flt Sgts will create a duty list of members of their flight who is responsible on what days to raise the flags before school starts. The last class of the day will be responsible for retiring the flags at the end of the school day.
 - 3.2.7. No hazing or physical punishment is allowed in AFJROTC for any reason.\

3.3. **Element Leaders:**

- 3.3.1. Are responsible to the Flt/CC and the Flt/Sgt for the operations of the element
- 3.3.2. Will ensure cadets in his or her element are properly equipped for the day.
- 3.3.3. Will perform a daily report to the flight sergeant.
- 3.3.4. No hazing or physical punishment is allowed in AFJROTC for any reason.

3.4. Flight Personnel Technician:

- 3.4.1. Will update cadet records (Attachment 2) in flight books for each cadet assigned to their flight using the event sheets (Attachment 3).
- 3.4.2. Will initial event sheets after records are updated.
- 3.4.3. Will ensure all event sheets are routed to the next flight in routing process.

3.5. Flight Logistics Technician:

- 3.5.1 Will ensure cadets uniform items are replaced when needed or as directed by Flt/CC, Flt/Sgt or instructors.
- 3.5.2. Review uniform items requests forms for replacement items.
- 3.5.3 Send request to logistics officer.
- 3.5.4. Track all uniform issue items in Wings and on individual issue sheets.

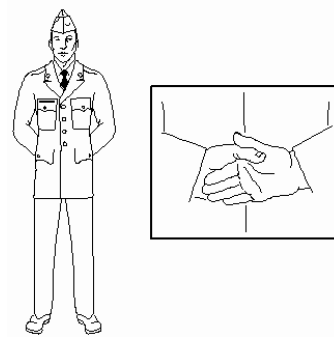
3.6. Flight CHWP Leader:

- 3.6.1 Will keep cadet health and wellness forms (Attachment 4) up to date with the individual cadets activities.
- 3.6.2 Lead flight in weekly CHWP activities as directed by the CHWP Officer.

3.7 Classroom Procedures:

3.7.1. Class begins when the tardy bell sounds. At that time students should be standing at “parade rest”, next to their desks ready for the report to be taken. If you are outside the door when attendance is taken, you will be required to report to the commons to get a tardy slip before being allowed to return to class. You will not be allowed into class without this documentation or an escort

3.7.2. Upon entering the classroom. Put back packs, purses, other equipment under your assigned seat and take the position of “parade rest”, then wait for further instructions for the class leaders. When the tardy bell sounds, the flight commander or flight sergeant will call the call to “attention”. All students will immediately assume the position of “attention”, without talking or undue movement. Then say flight chant.



3.7.3. The flight sergeant will command, “elements report.” Each element leader, in sequence, will render a salute and report the status of his or her element. For example, element one element leader will say, “all present or accounted”, or “two missing.”

3.7.4. When all elements have reported, the flight sergeant will face the flight commander, salute, and report, the number missing if applicable, or “all present or accounted for ”

3.7.5. The flight commander will return the salute and provide the instructor the number of missing cadets so the instructor can take attendance. If the class is first class of the day, the all cadets will recite the Pledge of Allegiance with the person on the intercom speaker. Cadets will all remain at attention and pivot to face the flag. If in uniform, the pledge will be recited at the position of attention. When in civilian clothes, cadets will remain at attention,

but place their right hand over their heart for the pledge. In all cases, proper respect will be given to our National and State flags!

3.7.6. At the conclusion of the Pledge of Allegiance, the flight commander and sergeant will turn to the flight and command, “be at ease and take seats.” The flight commander or sergeant will brief the flight from items on the board.”

3.7.7. Once the flight has been briefed the flight commander turns the flight over to the instructor and then takes their seat.

3.7.8. Class dismissal:

3.7.8.1 Class will be dismissed only after the bell rings, indicating the end of the block.

3.7.8.2 Approximately three minutes before the bell is scheduled to ring to dismiss the class, the flight commander or sergeant will tell the class to prepare class for departure. He or she will command, “Flight, attention” when the bell rings. Once everyone is at attention, he or she will give the command “dismissed.”

3.7.8.3 Only after the flight has been dismissed will the cadets exit the classroom and they will do so in an orderly manner

Chapter 4- Functional Area Operations

4.1. Physical Fitness (PT): Is responsible to the OSS/CCs for all operations within the health and wellness area.

4.1.1 Will develop monthly training schedules for fitness activities each week for the group.

4.1.2 Will ensure the flight CHWP leader is properly trained on tracking forms.

4.1.3 Will use Wings to annotate group times and scores.

4.1.4 Will conduct testing within the first 45 days of the school year, and within the last 30 days of the school year.

4.1.5 Will ensure flight CHWP leaders are trained on conducting flight CHWP activities.

4.1.6 All PT, photo and Wings consent forms will be maintained in a single binder, tabbed by flights.

4.1.7 Will input all PT consent forms into Wings.

4.2. Logistics (LG): Is responsible to the OSS/CCs for all operations within the Logistics flight.

4.2.1 Responsible for training all Logistic technicians in Wings, and LG forms and processes.

4.2.2. Will maintain all the uniform inventory in Wings,

4.2.3 Will use unit created hand receipts forms to track uniforms issued and use that form to input issue uniform items into Wings.

4.2.3 Will fill orders from flight logistics technicians.

4.2.4 Will inventory of all textbooks.

4.2.5 Will inventory all other equipment listed in Wings report

- 4.2.6 Will maintain Supply room and all Logistics areas clean and organized.
- 4.2.7 Will maintain all uniform hand receipts in a Logistics binder, tabbed by flight.

4.3. **Public Affairs (PA):** Is responsible to the OSS/CCs for all operations within PA flight.

- 4.3.1 Will develop and maintain a monthly newsletter to send to students and parents.
- 4.3.2 Will publish a quarterly newsletter highlighting all group activities.
- 4.3.3 Must maintain all bulletin boards and organizational charts.
- 4.3.4 Will maintain unit history
- 4.3.5 Maintain photo library by school year
- 4.3.6 Provided information for the Falcon Group web page, Facebook page, twitter and Groupme.

4.4. **Finance (FM):** Is responsible to the OSS/CCs for all operations within finance flight.

- 4.4.1 Will present ideas to the unit commander for fundraising events.
- 4.4.2 Will coordinate with Heights Administration for approving fundraising Activities
- 4.4.3 Responsible to lead the fundraising activity.
- 4.4.4 Will conduct surveys of what ideas the corps likes.
- 4.4.5 Will contact persons related to an event in order to set up the event.
- 4.4.6 Responsible for any set and tear down of fundraising activities.
- 4.4.7 Will provide Sq CC, Grp CC, SASI and ASI an after action report on the activity.

4.5. **Personnel (DPM):** Is responsible to the OSS/CCs for all operations within the Personnel flight.

- 4.5.1. Responsible for inputting all unit events and activities into Wings using Events Sheets. (See Attachment 3)
- 4.5.2. Responsible for routing and tracking Events Sheets to appropriate offices.
- 4.5.3. Responsible for publishing all promotion and awards orders from Group Commander.
- 4.5.4. Will complete and submit Periodic Activity Report (PAR) to the Group CC before district deadline.
- 4.5.5. Responsible for training all Personnel Technicians in Wings, and all forms and processes in Personnel operations
- 4.5.6. Will ensure Personnel Technicians maintain their flights' community service log for each cadet assigned to their flight. (See Attachment 2) and update and maintain each cadet's record in Wings.
- 4.5.7. Will ensure Personnel Technicians initial event sheets after records are updated.
- 4.5.8. Will ensure Personnel Technicians all event sheets are routed to the next flight in routing process.
- 4.5.9 Will ensure all photo and Wings consent forms are inputted into Wings. If a cadet is not granted access to Wings the OIC will give that form to the ASI/SASI.

- 4.5.10 Will ensure the PT Officer has updated PT forms.
- 4.5.11 Will complete and submit Periodic Activity Report (PAR) to the Group CC before district deadline.

4.6. Drill Teams:

- 4.6.1 Commander is responsible for the training of drill team members.
- 4.6.2 Commander is responsible with the care of all equipment used during competitions.
- 4.6.3 Responsible for team uniform standards and any approved optional uniform items as approved by HQ AFJROTC, SASI, and ASI.
- 4.6.4 Will train each team member on weapon safety
- 4.6.5 Will perform at events for drill competitions, and any other events the Senior Aerospace Science Instructor (SASI) or Aerospace Science Instructor (ASI) deems appropriate.
- 4.6.6. No hazing or physical punishment is allowed in AFJROTC for any reason.

4.7. Cadet Operations Officer (COO):

- 4.7.1. Coordinate all cadet activities in the Group.
- 4.7.2. Maintain unit calendar of suspense's, unit activities and events.
- 4.7.3. Keep cadet chain of command aware of all activities that are scheduled.
- 4.7.4. Establish signup sheets for all activities and events.
- 4.7.5. Publish unit activities on the bulletin board and white board.
- 4.7.6. Write Unit specific Operational Instructions on Unit tasking identifying Heights AFJROTC responsibilities.
 - 4.7.6.1. Write OI on Heights AFJROTC responsibilities for Veterans Ceremony, Veterans Day Parade, and National Awards Ceremony, and all other events.
- 4.7.7. Ensures the events commanders complete event sheets and submitted to Personnel (DPM).
- 4.7.8. CIA Responsibilities:
 - 4.7.8.1. Create CIA trip Signup sheets.
 - 4.7.8.2. Complete and submit to SASI the trip plan forms: 7350a - Local School Trip Plan or 7350b - 60+ mile and or Overnight school trip plan.
 - 4.7.8.3. Complete the district consent form: 7350c Parent- Guardian. school trip consent form and provide to SASI/ASI.

4.8. Unit Training Officer:

- 4.8.1. Responsible for the corps training program.
- 4.8.2. Track cadet training records.
- 4.8.3 Train cadet leaders on the training process and record training.
- 4.8.3. Ensure cadet training records completed correctly.

****Chapter 5- Unit Operations and Procedures**

5.1. Annual Unit Suspense will be tracked by the COO.

5.2. Cadet of the Quarter Board Procedures

5.2.1. Every cadet in the AFJROTC program, except the Flight Commanders, Flight Sergeants, Functional area leaders and Senior Staff are eligible to compete for the Outstanding Cadet of the Quarter award.

5.2.2. Each Flight Commander will nominate one cadet from their flight for this award. Nominations will be based upon cadet's academic achievement, military bearing, and appearance, participation in extra-curricular activities, community service, attendance, and attitude. If the Flight Commander feels there are no deserving cadets, a nomination is not required from that flight. The winner will receive recognition after board selection.

5.2.3. Cadets nominated for this award will meet a board of cadets.

5.2.4. The cadet of the Quarter board will be the following members: Group Commander as the Board president, The Deputy Commander, the Group Chief, Gp IG, Ops Sup Sq./CC and one senior cadet to serve as recorder.

5.2.5. The DP will coordinate the quarterly boards by reserving a conference room and collecting flight nominations from squadron commanders, developing questions from Cadet Handbook "General Knowledge" section. Drill and Ceremonies, Flag etiquette, custom and courtesies and current events.

5.2.6. Cadets meeting the board will follow the guidance below.

5.2.6.1 The board will ask cadets questions from the Cadet Handbook "General Knowledge" section. Drill and Ceremonies, Flag etiquette, custom and courtesies and current events.

5.2.6.2. Cadets meeting the board will be Service Dress uniform, and will be evaluated on the proper wear of the uniform and grooming standards.

5.2.6.3. Cadets will report to the Board President; "Sir/Ma'am, Cadet (Cadet Name) Reports the Cadet of the Quarter Board (or Cadet Leader of the Quarter Board) as ordered"

5.2.7. Winner of the Cadet of the Quarter Board will be determined by the points scored during the interview. The winner will be announced following the board. The cadet will be recognized during the next Mass formation.

5.3. Cadet Leader of the Quarter Board Procedures

5.3.1. The Cadet Leader of the Quarter is nominated by the cadet Group Commander, Deputy Commander and approved by the AFJROTC instructor staff,

5.3.1. This award is presented to the Fight Commander, Flight Sergeant, functional area leaders, or senior staff member that exhibits the high standards of professionalism expected from cadets holding these positions.

5.3.2 Nominations will be based upon the cadet's academic achievement, military bearing, and appearance, participation in extra-curricular activities, community service, attendance, and attitude. If the group commander feels there are no deserving junior or senior cadets, a nomination is not winner will receive recognition after board selection. The Group Commander and Deputy. The winner will receive recognition after board selection.

5.3.3. Cadets nominated for this award will meet a board of cadets.

5.3.4. The cadet of the Quarter board will be the following members: Group Commander as the Board president, The Deputy Commander, the Group Chief, IG and one senior cadet to serve as recorder.

5.3.5. The DP will coordinate the quarterly boards by reserving a conference room, develop questions from Cadet Handbook "General Knowledge" section. Drill and Ceremonies, Flag etiquette, custom and courtesies, Leadership and current events.

5.3.5. Cadets meeting the board will follow the guidance below.

5.3.5.1 The board will ask cadets questions from the Cadet Handbook "General Knowledge" section. Drill and Ceremonies, Flag etiquette, Leadership, current events, custom and courtesies.

5.3.5.2. Cadets meeting the board will be Service Dress uniform, and will be evaluated on the proper wear of the uniform and grooming standards.

5.3.5.3. Cadets will report to the Board President; "Sir/Ma'am, Cadet (Cadet Name) Reports the Cadet Leader of the Quarter Board as ordered"

5.3.6. Winner of the Cadet of the Quarter Board will be determined by the points scored during the interview. The winner will be announced following the board. The cadet will be recognized during the next Mass formation.

5.4. Outstanding Flight competition Procedures

Each quarter all flights will compete to be recognized as the "Outstanding Flight of the Quarter" The week following the quarter data will be collected and the Group Staff will evaluate which flight has earned Outstanding Flight. Each member of the flight will receive the Outstanding Flight ribbon.

The first, second and third quarter requirements will be based on the following category and computed on a points scale as follows:

Categories

Uniform wear percentages per week

Flight AFJROTC GPA

Community service hours
Flight Commanders on time suspense's
Tie breaker extracurricular AFJROTC activities

Points

Scale for uniform wear percentage and class GPA

50 points for 100 to 95
45 points for 94 to 90
40 points for 89 to 85
35 points for 84 to 80
30 points for 79 to 75

Community service hours: Flight's total community service hours times one point per hour.

Tie Breaker: Will be determined by calculating extracurricular events per person for each event. The total number of cadets involved divided by number of events. The flight with the highest average will be declared the Outstanding Flight.

Flight Commanders reports: Late report is -25 points

The fourth quarter Outstanding Flight will be based on the Falcon Intramural Drill Competition.

5.5. Event sheet procedures

5.5.1 Unit Events Sheets will be completed for every activity completed in the Group. The event sheet will be completed by event Leader/Commander.

5.5.2. The event sheet six categories: Cadet Leadership Camp (CLC), Leadership Development Requirements (LDR), and Curriculum in Action (CIA), Fundraising, Community Service, and Competition.

5.5.2.1 CLC sheets will be completed by the Group Commander after the cadet completes the camp.

5.5.2.2. LDR's are activities to enhance the AFJROTC experience. These are cadet lead and are: Drill teams, Awareness Presentation Teams, Raider Teams, Kitty Hawk Air Society, Rocketry, CyberPatriot, Robotics, Joint Leadership and Academic Bowl, Marksmanship, Color Guards, Flag Detail, Unmanned Aircraft Systems.

5.5.2.3. The following LDR's will have a community service hours with the event. Color Guard, Flag Detail, and cadet tutoring.

5.5.3. The event sheet is completed it will be given to Personnel or placed in the Personnel box.

5.5.4. The Personnel Officer or NCOIC will input data from sheets into Wings, after the event sheet is inputted into wings the form will be routed to all Squadron CC and Flight CC for tracking involvement of their cadets.

5.5.5 Flight Personnel will track cadets' events in their perspective flight books log.

5.6. Group Command selection board process

- 5.6.1 The outgoing Group Commander and staff will hold a promotion board to select the next school year Commander, Deputy and Group Chief. The criteria to meet the board is completion of Leadership Laboratory Activity, an essay “Why I am the cadet for this position”. The board will publish a sign up for those who wish to compete to be the new group commander, deputy and Chief positions
- 5.6.2 Cadets who are seniors and fourth year cadets receive priority for assignment to senior cadet staff, commanders, and officer jobs. If there is a lack of qualified seniors, then high school juniors will be assigned to senior cadet staff positions. Cadets initially assigned to cadet jobs will normally be awarded a rank below the maximum authorized for the job in the cadet Unit Manning Document. This is an incentive for the cadet to continue to perform to be eligible for promotion to the highest rank authorized for the position.
- 5.6.3 The Cadet Group Commander and Deputy Group Commander will take command after the Spring National Awards Ceremony. The new commanders may serve for one year in the position. The spring semester will serve as a time to transition from the old to the new staff, and to plan summer activities such as the Summer Leadership School and the New Cadet Orientation. Normally cadet staff positions are rotated from seniors to juniors.

5.7. Squadron Commanders will be selected by the Group Commander

5.8. Flight Commanders will be selected by Squadron Commanders

Chapter 6- Amendments to Cadet Handbook and Group Policies

6.1. Cadet Handbook Amendments

6.1.1 Any amendments must be routed to the Grp/CC.

6.1.2 Amendments that have been approved by the Grp/CC will be put forth to the SASI/ASI for final approval.

6.1.3 Once amendments have received majority vote by corps staff the amendment will be routed to the SASI/ASI for final approval.

6.2. Removal for cause from a leadership position

5.2.1. Any cadet holding or serving in a leadership position and receives an out of school suspension or in school suspension will be removed from their position and reverted back to their permanent rank.

5.2.2. A Cadet removed from position for cause from an out of school suspension or in school suspension will not be eligible for promotion or a new position until the next semester.

5.2.3 Any cadet that holds more than one leadership position in an academic year and receives disciplinary action will be reverted back to their permanent rank and lose both leadership positions.

//////////SIGNED//////////

DARIUS HAWKINS, C/Lt Col, AFJROTC
Commander, KS-961



Heights KS-961 Cadet Training Record

Name					Flight				
Standing Manual					Color Guard Rifle movements				
	Cadet	Trainer	Certifier	Date		Cadet	Trainer	Certifier	Date
Attention					Safety				
Parade Rest					Attention				
At Ease					Port Arms				
Fall out					Right Shoulder				
Rest					Left Shoulder				
Right Face					Present Arms				
Left Face					Order Arms				
Right Face					Parade Rest				
Marching					Color Guard staff movements				
	Cadet	Trainer	Certifier	Date		Cadet	Trainer	Certifier	Date
Open Ranks					Attention				
Right Flank					Port Arms				
Left Flank					Carry Colors				
To the rear					Present Arms				
Column Rt					Order Arms				
Column Lt					Parade Rest				
Guidon Bearer					Color Turn				
Drill Commands (leading a flt in Drill)					Wings				
	Cadet	Trainer	Certifier	Date		Cadet	Trainer	Certifier	Date
Open Ranks					Add cadet				
Right Flank					Update Rank				
Left Flank					Update Awards				
To the rear					Update Events				
Column Rt					Uniform Issue				
Column Lt					Update Fitness				
					Run report				
Train the Trainer									
	Cadet	Trainer	Certifier	Date					



Heights KS-961 Cadet Training Record

Name					Flight				
Flag Detail									
	Cadet	Trainer	Certifier	Date		Cadet	Trainer	Certifier	Date
Folding Flag									
Carrying Flags									
Raising Flag									
Lowering Flag									
Half Staff									


Heights KS-961 Community Service Log

Name: _____ Flt: _____

Event	Date of Event	Hours	Service Provided	Event Commander Y or N



Heights KS-961 Event Sheet

Type of Event:			Date of Event:		
Show Time:	Event Start Time:	Return Time:	Total Time:		
Event Address/ Location:			Event Commander:		Flight
1. Cadet Leadership Camp <input type="checkbox"/>	2. Leadership Development LDR <input type="checkbox"/>	Event Roster:		Position	Flight
3. Curriculum in Action <input type="checkbox"/>	4. Fund Raising <input type="checkbox"/>				
5. Community Service <input type="checkbox"/>	6. Competition <input type="checkbox"/>				
Notes or Special Instruction:					
<p>Routing</p> <p>Flt Pers: A _____ B _____ C _____ D _____ E _____ F _____</p> <p>Flt Sgt: A _____ B _____ C _____ D _____ E _____ F _____</p> <p>Flt CC: A _____ B _____ C _____ D _____ E _____ F _____</p> <p>Sqd CC: Red _____ Black _____ MS Spt Sqd CC: _____</p> <p>Personell Officer _____ NCOIC _____</p> <p>****All Routing should be completed in a week****</p>					
POC Requesting Event:			POC Phone:		
Wings Updated:					
KUDOS Issued:					

Application for Heights AFJROTC Letter

Application may be submitted by an individual cadet or by the cadets team commander.

Attach a copy of cadet record from wings

Cadet Name:

Team Commander	Flt CC	Squadron CC	Deputy CC	SASI
-----------------------	---------------	--------------------	------------------	-------------

1. Be enrolled in JROTC throughout the activity season semester(s):					
2. Maintain good student & cadet standing in all Heights classes, AFJROTC program & team					
3. Academic Eligibility, passed 5 classes plus an A in AFJROTC					
4. Participated in at least 50% of the Drill team, Color Guard or orienteering City league competitions					

a. Which activities did you Participated in at least three (3) of the following.

	Dates	Date	Date	Date					
(1) Wichita City League Drill*									
(2) Wichita City Orienteering									
(3) Air Capital Drill Meet* or a similar out-of-town drill competition									
(4) Air Capital Raider Challenge or an alternate out-of-town raider challenge									
(5) Total Community service hours for current school year									

Required Signatures

Team Commander		Approve/Disapprove
Flight Commander		Approve/Disapprove
Squadron Commander		Approve/Disapprove
Deputy Commander		Approve/Disapprove
ASI		Approve/Disapprove
SASI		Approve/Disapprove

Heights KS-961 Cadet Fitness Record

NAME:	FLIGHT:									
Exercise:	Exercise Units	wk1	wk2	wk3	wk4	wk5	wk6	wk7	wk8	wk9

KS-961 AFJROTC FLIGHT COMMANDER REPORT			
Compliance with uniform wear			
Week 1 – Date: _____ a. # of cadets present: _____ b. # of cadets in uniform: _____ c. # Percentage (a/b): _____	Week 2 – Date: _____ a. # of cadets present: _____ b. # of cadets in uniform: _____ c. # Percentage (a/b): _____	Week 3 – Date: _____ a. # of cadets present: _____ b. # of cadets in uniform: _____ c. # Percentage (a/b): _____	
Comments:			
Participation in PT/Sports			
Week 1 – Date: _____ Activity (circle one): PT TEAM SPORTS OTHER: _____ a. # of cadets present: _____ b. # of cadets in uniform: _____ c. Percentage (a/b): _____ # of cadets excused: _____ Reasons for those excused:	Week 2 – Date: _____ Activity (circle one): PT TEAM SPORTS OTHER: _____ a. # of cadets present: _____ b. # of cadets in uniform: _____ c. Percentage (a/b): _____ # of cadets excused: _____ Reasons for those excused:	Week 3 – Date: _____ Activity (circle one): PT TEAM SPORTS OTHER: _____ a. # of cadets present: _____ b. # of cadets in uniform: _____ c. Percentage (a/b): _____ # of cadets excused: _____ Reasons for those excused:	
Comments:			
Citizenship/Cadet Conduct (attendance, attitude, self-discipline, leadership potential, etc.)			
Who did well this grading period? _____ Why? _____			
Who did not do so well this grading period? _____ Why? _____			
Comments:			
Flight Commander Signature:		Date:	

See reverse side of form for review process

Attachment 6 continued

Comments:			
Squadron Commander Signature:		Date:	
Comments:			
Deputy Commander Signature:		Date:	
Comments:			
Group Commander Signatire		Date:	
Comments:			
SASI/ASI Signature:		Date:	

Attachment 7

Date:	Flight:																		
Hair Female; (-50) standards not met																			
Hair male; (-50) standards not met																			
Shave/sideburns; not shaved (-50)																			
Grooming; (dirty nails -10, improper polish -50)																			
Insignia; (-5)																			
T-Shirt; wrong T (-5), dirty (-5), not worn/wrinkled (-5)																			
Nametag; missing (-5)																			
Buttons; missing/undone (-5)																			
Trousers; wrinkled (-5), dirty(-5)																			
Shirt; Wrinkled (-5); dirty(-5)																			
Pockets; (items hanging out (-10); not buttoned (-5)																			
Strings (per string -1)																			
Grooming, (Dirty nails -10 , improper nail polish -50)																			
Socks/nylons (not worn-10, wrong color-10, wrong type-10)																			
Uniform (wrong one-10, unauthorized items i.e. wrong jewelry-10, mixed with civilian clothes -45)																			
Moving in Ranks, talking or loss of Bearing (per incident -10); chewing gum (-10)																			
Tie/Tab Wrinkled (-5), dirty (-5)																			
Gig line (-5)																			
Service Jacket, dirty (-10), wrinkled (-5)																			
Ribbons, frayed (-5), dirty (-5)																			
Belt/buckle Missing (-15), scratched (-5)																			
Skirt, wrinkled (-5), dirty (-10)																			
Total																			

Bi weekly SE inspn form

Front page 1

ROUTING AND REVIEW OF QUALITY CONTROL REPORTS								
TO	INFO/ACTN	SUSPENSE	INITIALS		TO	INFO/ACTN	SUSPENSE	INITIALS
GENERAL INFORMATION								
Unit	Office Sym	Section	Date of Inspection	Rating	Date Activated			
KS-961 AFJROTC	SE							
Last Name	Type	Details	Results			Shift		
QA EVALUATOR NAME				QA EVALUATOR SIGNATURE				

Attachment 8 Cont.

COMMENTS / ACTION		
DATE	PRINTED / TYPED NAME AND GRADE	SIGNATURE
		//signed//
I concur with the above actions.		
DATE	PRINTED / TYPED NAME AND GRADE	SIGNATURE
		//signed//
DATE	PRINTED / TYPED NAME AND GRADE	SIGNATURE
DATE	PRINTED / TYPED NAME AND GRADE	SIGNATURE

KS-961 Form 2419

Quality Control Inspection Summary

1. Activity/Workcenter	2 Equipment			3. Serial No.	4. Inspector	5 Date
No. 7	Discrepancy 8.	Major	Minor	No. 10	Corrective Actions and Remarks 11.	

MASS FORMATION UEI INSPECTION PROCEDURE

Group CC: FALL IN

Group CC: SQUADRONS REPORT

SQD CC'S: Red/ Black Squadron Commanders render a hand salute, do an about face, and give the command: "RED/BLACK SQUADRON REPORT"

Flt CC: Render a hand salute, do an about face, take attendance, do an about face, render a hand salute to their perspective SQD CC and report: "All Present/Accounted for" or "Number of Cadets Missing"

SQD CC'S: Receive the FLT CC'S report, salute back. Once report is received, do an about face, render a hand salute and report to the Group CC: "All Present/Number of cadets missing".

Group CC: Salute back to the perspective SQD CC'S

Group CC: PREPARE YOUR SQUADRONS FOR INSPECTION

SQD CC'S: Render a hand salute, do an about face, and command: "RED/BLACK SQUADRON PREPARE FOR INSPECTION".

FLT CC: Render a hand salute, do an about face, command:

- 1.) "OPEN RANKS MARCH".
- 2.) FLT CC will move to align each element.
- 3.) March to the front of the flight give the command "READY FRONT".
- 4.) FLT CC will be posted in front of the flight, render a hand salute to the perspective SQD CC and state: "__ Flight is prepared for inspection."

SQD CC'S: Render a hand salute, do an about face and report to the Group CC: "RED/BLACK SQUADRON IS PREPARED FOR INSPECTION."

Group CC: (AFTER INSPECTION) Squadron Commander give you flights close ranks

SQD CC'S: turn to their Flight CC and instruct them to give Close ranks march

FLT CC'S: turn to their flights and give the command "Close ranks march"

Group CC: gives command "Group dismissed"

Alpha

Bravo

Charlie

Delta

Foxtrot

Echo

Back of Gym

Squadron Commander

Squadron Commander

Top 3

Front of Gym