

**Grayson High School Army JROTC RAM Battalion**  
**COURSE STUDY GUIDE**  
**(22-24 MAY 2017)**

**Unit 1, Chapter 1 CITIZENSHIP IN ACTION**

*Lesson 1: Army JROTC: The Making of a Better Citizen*

**What is the mission of JROTC?**

To motivate young people to be better citizens

**What is a cadet?**

A high school student who is enrolled in JROTC

**What does the acronym LET stand for?**

Leadership Education and Training

*Lesson 2: The Past and Purpose of Army JROTC*

**The ROTC program officially began with the passage of what act by Congress?**

The National Defense Act

**What was the first school in the United States to combine military studies with regular classes?**

American Literary, Scientific and Military Academy at Norwich, Vermont

**When was JROTC established?**

1916

**State the purpose of Army JROTC.**

To prepare high school students for responsible leadership roles while making them aware of the benefits of citizenship.

*Lesson 3: Moving Up in Army JROTC (Rank and Structure)*

**Which cadet rank consists of three diamonds?**

Cadet Colonel

**Which cadet rank consists of two diamonds?**

Cadet Lieutenant Colonel

**Which cadet rank consists of one diamond?**

Cadet Major

**Which cadet rank consists of three disks?**

Cadet Captain

**Which cadet rank consists of two disks?**

Cadet Lieutenant

**Which cadet rank consists of one disk?**

Cadet Second Lieutenant

**Which cadet rank consists of three chevrons, three arcs, and a wreath surrounding an eagle?**

Cadet Command Sergeant Major

**Which cadet rank consists of three chevrons, three arcs, and a star?**

Cadet Sergeant Major

**Which cadet rank consists of three chevrons, three arcs, and a diamond?**

Cadet First Sergeant

**Which cadet rank consists of three chevrons and three arcs?**

Cadet Master Sergeant

**Which cadet rank consists of three chevrons and two arcs?**

Cadet Sergeant First Class

**Which cadet rank consists of three chevrons and one arcs?**

Cadet Staff Sergeant

**Which cadet rank consists of three chevrons?**

Cadet Sergeant

**Which cadet rank consists of two chevrons?**

Cadet Corporal

**Which cadet rank consists of one chevron and one arc?**

Cadet Private First Class

**Which cadet rank consists of one chevron?**

Cadet Private

**Which cadet rank consists of no insignia?**

Cadet Basic

**Name the units in the JROTC organization from largest to smallest.**

Battalion, Company, Platoon, Squad

**Who is in charge of the Battalion Staff?**

The Battalion Executive Officer

**What four positions reports directly to the Battalion Commander?**

The Executive Officer, The Command Sergeant major, and the 5 Company Commanders

**What is the title of the Battalion S-1, and for what is the S-1 responsible for?**

The Battalion Adjutant; Personnel, Awards, Promotions, and the JUMS database

**What is the title of the Battalion S-2, and for what is the S-2 responsible for?**

The Battalion intelligence and Security Officer; Weapons, Security, and inventories and accountability of battalion property

**What is the title of the Battalion S-3, and for what is the S-3 responsible for?**

The Battalion Training and Operations Officer; All training, training schedules, operation orders, and scheduling events.

**What is the title of the Battalion S-4, and for what is the S-4 responsible for?**

The Battalion Logistics officer; Uniforms. accountability, issue, and ordering of all supplies.

**What is the title of the Battalion S-5, and for what is the S-5 responsible for?**

The Battalion Public Relations Officer; The Battalion Newsletter, photography, scrapbook, bulletin boards, and serves as a Liaison to the community.

**Which staff member acts as the commander of troops for all ceremonies?**

The Battalion Executive Officer

**What rank, normally, is a platoon leader?**

Cadet Second Lieutenant

**What rank, normally, is a Battalion Commander?**

Cadet Lieutenant Colonel

**What rank, normally, is a Squad Leader?**

Cadet Staff Sergeant

**What rank, normally, is a Platoon Sergeant?**

Cadet Sergeant First Class

**What rank, normally, is a Company Commander?**

Cadet Captain

**What are the duties of all cadets?**

To maintain and wear the entire uniform when prescribed; safeguard and care for all equipment/materials issued to you and for which you are responsible; be on time for all official formations requiring your presence; conduct yourself in a manner that brings credit to yourself, the battalion, and your school.

**Define "chain of command."**

The succession of leaders through which authority and commands pass from the leader to subordinate, and then down through the ranks.

**What is the purpose of using the chain of command?**

It ensures that all members are working together as a team to accomplish their individual tasks and those of the unit.

**Define "span of control."**

The number of immediate subordinates one commander or leader can effectively control, supervise, or direct.

**To whom does the Cadet Battalion Commander report?**

To the Senior Army instructors and to the principal.

**Define “Unity of Command.”**

The principle that in every effective military unit there must be only one commander who has authority and responsibility for all that unit does or fails to do.

***Lesson 4: The Signs of Success***

**What are the three unit awards?**

Honor Unit with Distinction  
Honor Unit  
Merit Unit

**Describe the Honor Unit with Distinction award.**

It is a yellow five-pointed star

**Describe the Honor Unit award.**

It is a blue five-pointed star

**Describe the Merit Unit award.**

It is a white five-pointed star

**For what are unit awards based on?**

The formal inspection and unit training and discipline

**What are the two main categories of individual awards in the JROTC Awards Program?**

National awards and institutional awards

**What are the four categories of institutional awards?**

Academic, military, athletic, miscellaneous

***Lesson 5 and 6: Your Personal Appearance and Uniform***

**Which uniform is worn at summer camp and for participation on special teams?**

The Battle Dress Uniform (BDU) or Army Combat Uniform (ACU)

**Which uniform is worn during ceremonies and special functions?**

The Class A uniform

**Where is the Academic achievement wreath placed on the Cadet Class A jacket?**

Males: Centered immediately above (flush with) the top of the right pocket flap  
Females: ¼ inch above the nametag

**Where is the grade insignia for officers placed on the Cadet Class A jacket?**

First Lieutenant, Second Lieutenant, Major, and Lieutenant Colonel: Centered, 5/8 inch from the shoulder seam, ¼ inch between discs or diamonds.  
Captain and Colonel: Centered, ¼ inch from the shoulder seam, ¼ inch between discs or diamonds.

**Where is the grade insignia for enlisted personnel placed on the Cadet Class A jacket?**

Centered, on the shoulder loop, equal distance from the shoulder loop button and shoulder seam. Chevrons are pointing towards the shoulder loop button.

**Where is the Unit Award insignia placed on the Cadet Class A jacket?**

Males: ¼ inch above the right pocket

Females: ¼ inch above the nametag.

**Where are award ribbons placed on the Cadet Class A jacket?**

Males: centered, 1/8 of an inch above the left pocket

Females: centered, with the bottom of the row of ribbons on the imaginary horizontal line in line with the top of the third button on the left side of the uniform.

For both, the highest award is to the top right of the wearer.

**Where is the nameplate placed on the Cadet Class A jacket?**

Males: Centered on the right pocket flap, equal distance from the top of the pocket and the top of the button

Females: centered, with the bottom of on the imaginary horizontal line in line with the top of the top button on the right side of the uniform.

**Where is the Distinctive Unit Insignia placed on the Cadet Class A jacket?**

Males: ¼ inch above the right pocket, or 1/8 inch above the academic achievement award or unit award, if worn.

Females: ¼ inch above the nametag, or 1/8 inch above the academic achievement award or unit award, if worn.

**Where are badges for drill and raider team placed on the Cadet Class A jacket?**

Males: Centered, equally spaced, 1/8 of an inch below the top of the left pocket flap. The highest award is to the right.

Females: Centered, 1/8 of an inch below the bottom row of ribbons on the left side of the uniform. The highest award is to the right.

**Where are the Corps insignias placed on the Cadet Class A jacket?**

Males: one inch up from the notch of the collar, centered on the collar.

Females: 5/8 inch up from the notch of the collar, centered on the collar.

**What three components of the cadet Uniform make up the gig line?**

The fold of the shirt, the edge of the belt, and the fly of the trousers or slacks.

**Which way does the belt tip face on the uniform?**

Males: to the left

Females: to the right

**What is the rule for wearing earrings with the uniform?**

Males may not wear earrings. Females may wear one matched set of earrings in the ear lobe, They must be no more than ¼ inch in diameter and circular, and may be gold, silver, pearl, or diamond.

The hair must not fall below the bottom of the collar.

**What is the rule for wearing jewelry with the cadet uniform?**

With a JROTC uniform, you may wear a wristwatch, and/or an identification bracelet, one on each wrist, and not more than two rings, one on each hand. You may also wear a religious symbol on a chain as long as it is concealed.

**How much of a belt tip may be exposed when wearing the class A uniform?**

Brass Buckle & Belt: only the brass portion of the belt tip may be exposed past the buckle.

***Lesson 7: The Stars and Stripes***

**When was the first Stars and Stripes American flag created?**

June 14<sup>th</sup>, 1777

**What do each of the colors represent on the United States flag?**

Red: hardiness and valor

White: hope, purity, and innocence

Blue: reverence to God, loyalty, vigilance, perseverance, and justice

**What does the blue rectangle on the United States flag represent?**

The Union

**What do the 50 stars on the United States flag represent?**

The 50 states, collectively

**What do the 13 red and white stripes on the United States flag represent?**

The original 13 colonies

**Explain how to raise the U.S. flag to the half-staff position.**

Raise the flag to the top of the staff, and then lower it to the half-staff position.

**When displaying the U.S. flag, how should you raise and lower it?**

Raise it briskly, and lower it ceremoniously

**You are in your JROTC uniform and standing on the sidewalk to see the local Veteran's Day Parade. A military band marches by with the U.S. flag in front. What should you do?**

Stand at attention and render a hand salute

**You are in your JROTC uniform inside the gym for a school assembly and the Colors are about to pass you. What should you do?**

stand at attention

**How is the US flag displayed on casket?**

With the Union at the head and over the left shoulder.

**What are the three general rules for displaying a US flag?**

The Union should be to the flag's right

The US flag should be displayed on the right side of other flags, stage, speaker, or podium

The US flag should be higher than other flags

## ***Lesson 8: Proudly We Sing - The National Anthem***

### **Who wrote the National Anthem?**

Francis Scott Key

### **What was the situation of the author of the national anthem when it was written?**

He was a prisoner of war during the War of 1812, held captive on a British ship in the harbor of Baltimore, Maryland, observing the bombardment of Fort McHenry.

### **If you are outdoors in uniform and you hear the national anthem, what should you do?**

Face the flag, stand at attention, begin the hand salute on the first note of the music, and hold it to the last note

### **If you are indoors in uniform (not under arms) and you hear the national anthem, what should you do?**

Face the flag and stand at attention

### **What is the name of the National March?**

The Stars and Stripes Forever

### **Who wrote the National March?**

John Phillips Sousa

### **In what year did Congress declare "The Star Spangled Banner" the national anthem of the U.S.?**

In 1931, 117 years after it was written.

## ***Lesson 9: American Military Traditions, Customs, and Courtesies***

### **What type of salute does the President of the United States receive?**

A 21-gun salute

### **What type of salute does the Vice-President of the United States receive?**

A 19-gun salute

### **How many ruffles and flourishes does the President of the United States receive?**

Four

### **Following ruffles and flourishes, a military band plays what music for the U.S. president?**

Hail to the Chief

### **How do you address a Command Sergeant Major?**

Sergeant Major

### **How do you address a cadet?**

Mister, Miss, or Cadet, followed by the cadet's last name

**What are your three general orders?**

**1st General Order**

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

**2nd General Order**

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

**3rd General Order**

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

**When did the U.S. Army begin?**

June 14, 1775

**Who was the first commander in Chief of the Continental Army?**

George Washington

**When was the Declaration of Independence signed?**

July 04, 1776

**Who received the first Medal of Honor ever awarded?**

Private Jacob Parrott, Company K, 33d Ohio Volunteer Infantry on 25 March 1863

**On what date did the Japanese attack Pearl Harbor?**

07 December 1941

**Where do you walk when walking with someone that is senior to you?**

On the senior person's left the right is called the position of honor

**When meeting an officer in the open, how far away should you be before rendering the hand salute?**

Approximately 6 paces when our paths will bring you close by, or within speaking distance when making eye contact.

**What is the official song of the U.S. Army?**

“The Army Goes Rolling Along”

**How many Army General Officers have attained the rank of General of the Army (five stars) and what are their names?**

There are six:

1. Henry H. “Hap” Arnold
2. Omar N. Bradley
3. Dwight D. Eisenhower
4. Douglas A. MacArthur
5. George G. Marshall
6. John J. Pershing

**When was the Declaration of Independence signed?**

4th of July, 1776

**The Armistice ended the fighting in World War I at the 11th hour of the 11th day of the 11th month of 1918. Known for many years as Armistice Day, it is now known as what?**  
Veterans Day

**Who was the most decorated soldier in American history?**  
Sergeant Audie Murphy, he was awarded 33 awards and decorations including the Medal of Honor.

## **Unit 2, Chapter 1 LEADERSHIP THEORY AND APPLICATION**

### ***Lesson 1: Leadership Defined***

**What is the definition of leadership?**

Leadership is the ability to influence lead, or guide others to accomplish a mission by providing purpose, direction, and motivation.

**What is the element in the definition of leadership that gives subordinates an orientation of the tasks (for them and their unit) to accomplish based on priorities set by the leader?**

Direction

**What is the element in the definition of leadership that gives subordinates a reason why they should do difficult things, sometimes under dangerous and stressful circumstances?**

Purpose

**What is the element in the definition of leadership that gives subordinates the will to do everything they are capable of doing?**

Motivation

**What are the 3 general areas that leadership studies have been categorized?**

Traits, Behaviors, Contingency

### **Lesson 3: Leadership from the Inside Out**

**What are the 7 Army values?**

1. loyalty
2. duty
3. respect
4. selfless service
5. honor
6. integrity
7. personal courage

**What is the definition of loyalty?**

to bear true faith and allegiance to the US Constitution

**What is the definition of duty?**

to fulfill your obligations

**What is the definition of respect?**

to treat people as they should be treated

**What is the definition of selfless service?**

to put the welfare of the nation before your own

**What is the definition of honor?**

to live up to all values

**What is the definition of integrity?**

to do what is right, legally, and morally

**What is the definition of personal courage?**

to face fear, danger, or adversity

### ***Lesson 4: Principles and Leadership***

**Name three of the 11 Principles of leadership:**

1. Know yourself and seek improvement.
2. Be technically proficient.
3. Seek responsibility and take responsibility for your actions.
4. Make sound and timely decisions.
5. Set the example.
6. Know your personnel and look out for their welfare.
7. Develop a sense of responsibility in their followers.
8. Ensure each task is understood, supervised, and accomplished.
9. Build a team.
10. Employ your team in accordance with its capabilities.
11. Keep your followers informed.

**Name the three things that a leader must be:**

Be a person of strong and honorable character, be an example, be able to resolve complex problems.

**Name the five things that a leader must know:**

Know the four factors of leadership, know yourself, know human nature, know your job, and know your unit.

**Name three "DO" things that a leader must do:**

Provide purpose, direction, and motivation

### **Unit 2 Chapter 2: LEADERSHIP SKILLS (DRILL)**

**What are the two parts of most drill commands?**

The preparatory command and the command of execution

**In a two-part command, what is the part that states the movement that the leader want subordinates to perform and that mentally prepares them?**

The preparatory command

**How is the leader positioned when giving all commands to a unit at the halt?**

At the position of attention and facing the unit

**What is the space between elements in a formation from right to left called?**

Interval

**What is the space between elements in a formation from front to rear called?**

Distance

**How many counts are in the movements to face to the left, right, and rear?**

Two counts

**What is the command to execute a hand salute?**

Present, Arms

**How many inches is one normal step forward in drill?**

30 inches

**How many inches is one step to the rear in drill?**

15 inches

**How many inches is one half-step forward in drill?**

15 inches

**If you find that you are out of step while marching, what should you do?**

Execute a Change Step

**Describe a Column formation.**

In a column formation, elements aligned from front to rear, in files

**Describe a line formation.**

In a line formation, elements are aligned from right to left, in ranks

**What is the position of the squad leader when drilling as a separate unit?**

Three steps in front of the squad and centered at the halt

Three steps to the left of the formation and centered when marching

**What command is given to change the direction of march 45 degrees to the right?**

Column Half-right, March

**What command is given to change the direction of march 180 degrees?**

Rear, March

**What command is given to change the direction of march 90 degrees to the left?**

Column Left, March

**What command is given to change the direction of march to the right flank?**

Right Flank, March

**The command of halt can be given on what foot?**

As either foot strikes the ground

**How many steps per minute are required for double time?**

180 steps per minute

**How many steps per minute are required for quick time?**

120 steps per minute

**When marching at quick time, what is the normal arm swing distance?**

Nine inches to the front and six to the rear

**When giving voice commands in drill, what is meant by the term “cadence”?**

Cadence is the uniform and rhythmic flow of words.

**In marching, most commands have two parts. What are they?**

Preparatory Command and the Command of Execution

**If you had a question on Drill & Ceremonies, which FM would you look in?**

TC 3-21.5

### **General LET Knowledge**

**The assessment tool Winning Colors<sup>®</sup> groups human behavior into categories. Name the four behavior clusters.**

Builder, planner, adventurer, and relater behaviors.

**What are the "ABCDs" of evaluating an injury?**

"A" is for open the airway; "B" is for assess breathing; "C" is for assess circulation; "D" is for assess the disability

**What is first aid?**

Immediate care given to an injured or ill person to keep him or her alive or stop further damage until qualified medical treatment can be administered.

**What are two common types of fractures?**

Simple and Compound

**What is the universal sign for choking?**

Both hands clutching throat.

**What does CPR stand for?**

Cardiopulmonary resuscitation

**What are the four basic lifesaving steps in first aid?**

Restore breathing, stop bleeding, treat for shock, dress the wound

**What are the three ways to stop bleeding?**

Pressure bandage, pressure points and tourniquet

**Name three actions you can take if someone you know has a drug problem.**

Convince the person to seek help; tell a responsible adult you are concerned about the person;  
Report drug dealers to the appropriate authority.

**Name the five stages of drug abuse**

Experimental use, occasional use, regular use, multiple drug use, and total dependency

**What is the definition of addiction?**

The inability to stop using a substance.

**What is a map?**

A line drawing of a portion of the earth's surface, as seen from above.

**What does the color black represent on a map?**

Man-made features such as buildings or roads.

**What does the color blue represent on a map?**

Water features such as lakes, swamps, and rivers

**What does the color brown represent on a map?**

Elevation and relief features such as mountain ranges

**What does the color green represent on a map?**

Vegetation such as woods, grassland, brush, orchards, or vineyards

**What does the color red represent on a map?**

Man-made features such as populated areas, main roads, or special features

**Name the seven citizenship skills**

Cooperation, Patience, Fairness, Respect, Strength, Self Improvement, and Balance

**What is discrimination?**

Actions or practices carried out by members of dominant groups, or their representatives, that have a differential or harmful impact on members of subordinate groups.

**What is the formula for service learning?**

Orientation and Training + Meaningful service + Structured Reflection = Service learning

**What are the five team positions found in the structured teamwork of service learning?**

Facilitator, Recorder, Reporter, Timekeeper, and Debriefers

**What is the key to success in JROTC?**

Teamwork

**How should you wear the JROTC uniform?**

With Pride.

**What are the three styles of leadership?**

Directing, Participating, and Delegating.

**What are the characteristics of good leadership?**

Morale, Discipline, Esprit de Corps and Proficiency

**What are the primary concerns of a military leader?**

Accomplishment of the mission and welfare of the troops

**What does “tact” mean?**

The ability to deal with people effectively in a respectful manner.

**What is meant by the term ‘Span of Control’.**

The number of subordinates a leader can effectively control, supervise, or direct.

**Define Teamwork**

Teamwork is drawing on everyone’s abilities to accomplish a task.

**Why should an instructor use training aids?**

They appeal to the senses, generate interest, develop understanding and save time.

What are some good ways to open your lesson when teaching?

Good opening statement, rhetorical question, stories, question, facts, examples

**Cadet Command, JROTC, and Unit History**



**When was JROTC established at Grayson High School?**

July 1<sup>st</sup>, 2013

**What is the Grayson HS JROTC Battalion Motto?**

“RAM Pride”

**What are the Battalion colors?**

Green and Gold

**When was Grayson High School established?**

2000

**What is the Battalion mascot?**

RAM

**What are the JROTC colors?**

Silver and Scarlet

**What does the torch on the JROTC Corps Insignia and Shoulder Sleeve Insignia represent?**

The torch represents the history of the ROTC program in developing young students in body and mind, enlightenment through knowledge and academic instruction, and the passing of military history from one generation of soldiers to another.

**What does the laurel wreath on the JROTC Shoulder Sleeve Insignia represent?**

The laurel wreath signifies achievement and leadership.

**When was the Shoulder Sleeve Insignia for JROTC approved?**

1971

**What is mission of JROTC?**

To motivate young people to become better citizens.

**What is the correct name for the JROTC Torch?**

The CORPS Insignia.

**When was Cadet Command formed?**

1986

**What is the symbolism of the Cadet Command Shoulder Sleeve Insignia and Distinctive Unit Insignia?**

The shield symbolizes the Army mission of national defense. The four quarters represent the four traditional military science courses comprising Senior ROTC curriculum. The sword signifies courage, gallantry, and self-sacrifice intrinsic to the profession of arms. The lamp denotes the pursuit of knowledge, higher learning, and the partnership of Army ROTC with American colleges and universities. The Greek helmet is symbolic of the ancient civilization concept of the warrior scholar.

**What is the Cadet Command Motto?**

"LEADERSHIP EXCELLENCE," which expresses the ultimate responsibility of Army ROTC in the discharge of its moral responsibility to the nation.

**When did Congress pass the ROTC Vitalization Act?**

1964

**When did Congress first authorize the actual formation of the Reserve Officer's Training Corps?**

1916

**DUTIES AND RESPONSIBILITIES**

*A. COMMAND POSITIONS*

1. *Battalion Commander (Cadet Lieutenant Colonel)*

This position is the most demanding in your cadet battalion. The instructor staff selects the cadet for this position based on demonstrated leadership ability and academic standing. The appointed cadet must be able to apply common sense and judgment in the solving of problems that affect the entire cadet corps.

The battalion commander must be mature, willing to accept responsibility, and able to effectively delegate authority and supervise subordinates. The battalion commander controls the staff through the battalion executive officer and the companies through the company commanders, while maintaining the final approval authority in the cadet chain of command.

The specific duties of the battalion commander are to:

- (a) Command the battalion at all formations.
- (b) Prepare for and conduct the training of the battalion on drill days.
- (c) Maintain a direct and personal relationship with the staff and the company commanders.
- (d) Encourage the company commanders to communicate freely.
- (e) Use the staff to assist in gathering information and preparing plans for conducting training and controlling the battalion.
- (f) Designate staff officers to assist in the preparation, execution, and supervision of orders.
- (g) Ensure that feelings of mutual respect and confidence exist between the staff and company commanders.
- (h) Ensure that staff members are capable and that they understand their responsibilities to the battalion commander, battalion executive officer, and to the corps of cadets.
- (i) Ensure orders and actions are in compliance with JROTC regulations, policies, and directives and with local school regulations and policies.
- (j) Execute all responsibilities in the name of the Senior Army Instructor; seek advice and assistance from the instructor staff and carry out all of their directives quickly and completely.
- (k) Arrange the required meetings and assemble the required command or staff personnel to determine any actions that may be necessary in fulfilling the obligations of the cadet battalion.
- (l) Be prepared to evaluate any member of the battalion, but specifically the battalion headquarters personnel and the company commanders.
- (m) Make operational decisions for the cadet battalion.
- (n) Preside over officer calls.
- (o) Work with school authorities in coordinating activities of the cadet battalion with the organizations of the school, ensuring that battalion activities are in accordance with school policy.
- (p) In coordination with the Senior Army Instructor, assign missions to all extracurricular team captains (e.g., drill, rifle, color guard, etc.).
- (q) Be responsible for all the battalion does or fails to do.

## **2. *Company Commanders (Cadet Captains)***

A good company commander is an outstanding leader with lots of initiative. If you are a company commander, you get things done. Until orders reach you, they are just plans, something that someone would like to have accomplished. Rather than waiting to be told what to do, you think and plan ahead what seems best for the company. You use common sense action and try not to worry about making mistakes, knowing that the greatest mistake is to do nothing when action is required. You use all available help to accomplish company duties and to keep subordinates informed, at the same time ensuring that the goals of the mission remain in focus.

You provide the why and how to accomplish the assigned mission. 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. Do not wait for someone to tell you what to do — think ahead and plan what you believe is best for the company.

The company commander:

- Is responsible for all the company does or fails to do.
- Keeps the battalion commander apprised of the status of the company at all times.

- Ensures the company is prepared to accomplish its assigned mission in a satisfactory manner.
- Is an expert in drill.

The principal duties of the company commander are to:

- Command the company at all formations.
- Ensure that all members of the company know and use the chain of command.
- Consult the training schedule, study the drill references, and ensure that you and your subordinates are prepared to instruct.
- Check with the instructor staff daily prior to formation to obtain any changes or other information they may want announced.
- Seek advice from the battalion commander or the instructor staff when encountering a problem to which you do not know the answer.
- Execute the orders of the battalion commander as if they were your orders, even though you may personally disagree with them.
- Conduct short inspections at every formation, making on-the-spot corrections as necessary; follow-up to ensure that deficiencies from earlier inspections are corrected.
- Make each cadet an effective member of the team; take an interest in them and their problems; offer advice and help them to solve their problems.
- Make on-the-spot corrections at any time to ensure that all members of the company understand and comply with cadet regulations.
- Keep the company executive officer in-formed in case of your absence.

#### ***B. BATTALION EXECUTIVE OFFICER (Cadet Major)***

The cadet battalion executive officer (XO) supervises, directs, and coordinates the cadet battalion staff to prevent overlapping efforts and to ensure that the commander's desires are understood and achieved. The cadet battalion XO keeps the staff informed of the commander's policies and keeps the cadet battalion commander informed of the status of projects assigned to the staff. The cadet battalion XO assumes command of the cadet battalion in the absence of the cadet battalion commander.

The primary duties of the cadet battalion XO are to:

- Organize the cadet battalion staff properly and ensure that it works as a team.
- Inspect the work of the cadet battalion staff and make other inspections as directed by the cadet battalion commander.
- Ensure that the battalion staff officers prepare and submit reports on time and that they are engaged in future planning.
- Act as the commander of troops during ceremonies.
- Ensure that instructions and orders issued to the cadet battalion are in accordance with the established policies of the cadet battalion commander; report all violations of orders to the cadet battalion commander.
- Perform other duties as assigned by the cadet battalion commander or the instructor staff.

#### ***BATTALION COORDINATING STAFF OFFICERS (Usually Cadet Captains/ Majors)***

##### ***1. Battalion Adjutant (S-1)***

The battalion adjutant is the administrative assistant to the battalion commander. The adjutant is also responsible for performing other administrative duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

The specific duties of the battalion adjutant are to:

- (a) Assist in aligning the battalion at all battalion formations.
- (b) Receive the report at battalion formations from the company commanders and receive the names of absentees from the sergeant major.
- (c) Plan for the conduct of special ceremonies in coordination with the operations and training officer.
- (d) Prepare and publish any orders necessary for the operation of the cadet battalion.
- (e) Maintain the qualification records and personal files on all cadets.
- (f) Publish and execute the cadet battalion's recruiting plan.
- (g) Collect, consolidate, post, and maintain all merit and demerit reports and records.
- (h) Coordinate with the company commanders and the battalion staff on recommendations to the instructor staff on reassignments and organization; assign cadets to the various companies and maintain a record of those assignments.
- (i) Prepare periodic strength reports under the supervision of the instructor staff and keep the manning board posted and up to date.
- (j) Report incidents that are prejudicial to good order and discipline, and submit reports to the instructor staff, the cadet battalion commander, and the executive officer.
- (k) In coordination with the S-2, make recommendations to improve morale and welfare of the cadet battalion.
- (l) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

## **2. *Battalion Intelligence or Security Officer (S-2)***

The battalion S-2 assists the battalion commander and the instructor staff in matters pertaining to unit security and enforces the provisions of the security requirements for the battalion.

The specific duties of the S-2 are to:

- (a) Assist in making periodic inspections of the security of weapons (if available within the unit).
- (b) Make periodic inspections of the security of the supply room and equipment storage areas.
- (c) Make necessary on-the-spot corrections resulting from security inspections and keep the battalion commander and instructor staff informed.
- (d) In coordination with the S-1, report incidents that are prejudicial to good order and discipline, and submit reports to the instructor staff, the cadet battalion commander, and the executive officer.
- (e) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff. (For example, in some JROTC units, the S-2 may also be responsible for the information center and the duties of a public affairs officer if one is not assigned or for the duties of an ordnance officer if one is not assigned.)

## **3. *Battalion Operations and Training Officer (S-3)***

The battalion S-3 assists the battalion commander in the preparation, conduct, and supervision of all training activities of the cadet battalion. Additionally, the S-3 keeps the commander advised on the progress of training within the battalion. Specifically, the principal duties of the S-3 are to:

- (a) Prepare the weekly training schedules.
- (b) Select and designate cadet instructors in coordination with the instructor staff; post the weekly training schedules not later than one week in advance of training on all bulletin boards.
- (c) Assign areas for outdoor training and ensure classrooms are available and prepared for instruction.
- (d) Inspect the drill field prior to use by the battalion and prepare it for ceremonies.
- (e) Coordinate the training of the rifle team(s), drill team(s), Color Guard, and the honor guard; also, coordinate training for guidon bearers and manual of the saber for cadet officers.
- (f) Organize events such as reviews, parades, and extracurricular activities.
- (g) Plan and supervise field events.
- (h) Inspect cadet training for compliance.
- (i) Maintain the unit reference library.
- (j) Maintain the training portion of cadet records.
- (k) Assume command of the battalion in the absence of both the battalion commander and XO.
- (l) Supervise the activities of the battalion communications officer.
- (m) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

#### ***4. Battalion Logistics or Supply Officer (S-4)***

The battalion logistics or supply officer is responsible for the maintenance, security, record keeping, issue, and turn-in of all U.S. government property (except ordnance). The S-4 coordinates the securing of property with the S-2. Some of the duties of the S-4 are to:

- (a) Create a JROTC Clothing and Equipment Record for each cadet. Maintain all cadet supply records in proper order.
- (b) Maintain accountability of all equipment and supplies used by the unit.
- (c) Conduct periodic inventories of the on-hand supplies and equipment; submit weekly reports to the instructor staff on the availability of supplies and on the condition of equipment.
- (d) Ensure that adequate cleaning materials are available for use during assigned maintenance activities.
- (e) In coordination with the battalion sergeant major, make periodic inspections of the national, state, and organizational Colors for serviceability.
- (f) Maintain security of all items of clothing and equipment in the supply room and training aids storage area.
- (g) Maintain the supply room in a neat and orderly fashion at all times.
- (h) Maintain a running inventory of all supplies/property; determine supply requirements; and prepare requisitions for equipment and supplies required for the cadet battalion.
- (i) Issue clothing, insignia, and other supply items as directed by the battalion commander, battalion executive officer, or the instructor staff.
- (j) Collect and dispose of excess salvage equipment and clothing.
- (k) Supervise the activities of the battalion ordnance officer (if assigned).

- (l) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

**5. *Special Projects Officer (S-5) (Optional)***

The duties of the cadet battalion special projects officer, if assigned, are to:

- (a) Plan and coordinate special projects as outlined by the cadet battalion commander, cadet battalion XO, or the instructor staff.
- (b) Maintain records on all activities and coordination as they pertain to each project.
- (c) Keep the cadet battalion commander, cadet battalion XO, and the instructor staff informed as to the progress of, or any problems encountered with, the projects.

**D. *BATTALION SPECIAL STAFF OFFICERS***

**1. *Battalion Communications (Signal) Officer***

The communications officer is responsible for setting up and maintaining all signal or public address/projection/sound equipment issued to the cadet battalion. Additionally, this officer ensures that all equipment is operational and that spare parts are on hand at all times.

**2. *Battalion Ordnance Officer***

The ordnance officer advises the S-4, battalion commander, and instructor staff on the condition of all weapons. This officer supervises the issue, maintenance, and turn-in of all weapons; maintains the weapons roster; and prepares and issues weapons cards to cadets.

**3. *Battalion Public Affairs (Information) Officer (At GHS, The S-5 is the Public Affairs Officer)***

This officer acts as the contact between the corps of cadets and all news media and student publications. This officer publicizes as many of the activities of the Army JROTC program as possible to create an outstanding image of the cadet battalion and to reinforce the image of the school. Some of the specific duties of the public affairs/information officer are to:

- (a) Maintain the cadet information board in the correct state showing news events of local, national, and international interest.
- (b) Keep abreast of newsworthy events in the cadet battalion; prepare and distribute news releases, articles, or announcements on events of the JROTC program to appropriate news agencies. Submit all articles to the instructor staff for approval prior to their release.
- (c) Act as the battalion's point of contact with the school newspaper and yearbook committees. Ensure at least one item of JROTC interest makes every publication of the school newspaper.
- (d) Maintain the cadet battalion scrapbook.
- (e) Make recommendations to improve morale and welfare of the cadet battalion.

E. *BATTALION PERSONAL STAFF OFFICER*

***Battalion Command Sergeant Major***

The battalion command sergeant major is the principal cadet enlisted assistant to the battalion commander. As the senior enlisted member of the cadet corps, the command sergeant major supervises the other noncommissioned officers (NCOs) of the battalion and companies. Specific duties of the command sergeant major are to:

- (a) Assist subordinate NCOs, the battalion XO, and the adjutant with administrative duties/details.
- (b) Advise and assist the battalion commander in all matters pertaining to the enlisted members of the cadet battalion.
- (c) Assist the adjutant in the formation and alignment of the battalion at all battalion formations.
- (d) Receive lists of absentees from the companies and submit them to the adjutant.
- (e) Supervise the color guard and all flag details. Ensure that company first sergeants submit their weekly flag details on time, post those rosters, and ensure that members selected for detail receive their notification slips prior to the assignment.
- (f) Ensure the flag details are properly trained.
- (g) Ensure that the battalion area, including the drill field, is maintained in a high state of police at all times and that JROTC offices and classrooms are kept neat and orderly.
- (h) Preside over all noncommissioned officer promotion boards.
- (i) Assume command of the battalion in the absence of all officers.
- (j) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

F. *OTHER STAFF ASSISTANTS (OPTIONAL)*

***1. Rifle Team Captain***

Primary duties are to:

- (a) Organize the training schedule for the Rifle Marksmanship Team.
- (b) Schedule matches/competitions for the Rifle Marksmanship Team; coordinate these activities with the S-3 and the cadet battalion training schedule.
- (c) Supervise maintenance and care of the JROTC rifle range.
- (d) Develop the rifle marksmanship program for the cadet battalion.
- (e) Coordinate weapon requirements with the S-4.

***2. Drill Team Captain***

Primary duties are to:

- (a) Recruit members and organize the cadet Drill Team.
- (b) Schedule the Drill Team training program.
- (c) Coordinate uniform and weapon requirements with the S-4.
- (d) Schedule drill programs, parades, and competitions for the Drill Team; coordinate these activities with the S-3 and the cadet battalion training schedule.

### **3. *Color Guard Commander***

Primary duties are to:

- (a) Train members of the Color Guard.
- (b) Represent the cadet battalion at activities as directed by the cadet battalion commander, cadet battalion XO, or the instructor staff.
- (c) Coordinate uniform, flag, and weapon requirements with the S-4.
- (d) Schedule competitions for the Color Guard; coordinate these activities with the S-3 and the cadet battalion training schedule.
- (e) Inspect uniform and personal appearance of Color Guard members.
- (f) Be thoroughly familiar with FM 22-5.

### **G. *OTHER COMPANY, PLATOON, AND SQUAD PERSONNEL***

#### **1. *Company Executive Officers (Cadet 1<sup>st</sup> Lieutenant)***

The company executive officer (XO) assists the company commander in the training of the company and performs such administrative duties as designated by the commander. The company XO should be well versed in all functions of the company and prepared to assume command of the company in the absence of the company commander.

#### **2. *Company First Sergeants***

The company first sergeant is responsible to the company commander for administrative matters. The company first sergeant is responsible for company formations, submits absentee reports to the battalion sergeant major, checks all merits and demerits with the company commander before submitting them to the S-1, and keeps the company commander informed on all matters pertaining to health and welfare of the unit. The first sergeant assumes command of the company in the absence of all officers.

#### **3. *Platoon Leaders (Cadet 2<sup>nd</sup> Lieutenant)***

The platoon leader is a very desirable position. If you are a platoon leader, you have a platoon of cadets for whom you are directly responsible. Primarily, your job is one of leadership, training, and discipline. You also have the opportunity and privilege to be a role model, coach, and counselor. The duties and responsibilities of a platoon leader are to:

- (a) Keep the company commander apprised of the status of the platoon at all times.
- (b) Organize and maintain an effective chain of command. Learn the name of every one in your platoon and use their names when addressing them.
- (c) Conduct an inspection of the platoon at formations.
- (d) Use the chain of command to accomplish tasks; work mainly with the platoon sergeant and the squad leaders.
- (e) Know all cadet regulations and ensure that all members of the platoon also know and follow them.
- (f) Enforce orders from superiors whether you agree with them or not; however, if you think an order is wrong, discuss it with the chain of command or the instructors, as necessary. Develop a spirit of teamwork so as to instill respect, obedience, and cooperation in the unit.

- (g) Know all phases of drill; be able to supervise/conduct platoon drill and, if you are the senior officer present in a formation, be able to conduct company drill.
- (h) Set high standards of personal appearance and conduct for yourself. Remember, the platoon leader sets the example for the platoon to follow.
- (i) Make an effort to resolve all leadership, training, and disciplinary problems at your level; if you cannot solve a problem, seek the advice and assistance of the company commander, company XO, or first sergeant.
- (j) Provide assistance/counseling to personnel in the platoon, especially when requested by a squad leader or the platoon sergeant, and/or when necessary for performance or disciplinary reasons.

#### 4. Platoon Sergeants (Cadet Staff Sergeant)

Platoon sergeants set the example at all times; assist in the supervision of the squad leaders; develop a spirit of teamwork in the platoon; submit absentee reports to the company first sergeant; assist the platoon leader in training the platoon; counsel personnel at a squad leader's request; and assume control of the platoon in the absence of the platoon leader.

#### 5. *Squad Leaders (other Cadet NCOs)*

Squad leaders are responsible to their platoon leader/sergeant for the appearance, conduct, training, and discipline of their squad. They ensure that each squad member learns and does what is expected, and maintains high standards of behavior. Squad leaders must:

- (a) Set the example at all times.
- (b) Know the number, names, and personal information on all assigned personnel.
- (c) Counsel/assist squad members with JROTC matters or help them find solutions to other issues when possible; refer to the platoon sergeant/leader if you are unable to handle/resolve an issue.
- (d) Form the squad correctly. Make an accurate report by name of those persons present and absent during common hour activities, company platoon/ formations, and other cadet battalion activities.
- (e) Be thoroughly familiar with individual, squad, and platoon drill. When conducting drill, instruct/demonstrate the movement, allow time for individual performance, then supervise team leaders and squad members to ensure they perform properly. Conduct inspections to ensure personnel are prepared for training.
- (f) Develop responsibility and leadership in team leaders and be the first person they turn to for assistance and advice.

#### 6. *Team Leaders*

Team leaders are responsible for the formation, appearance, training, and discipline of their team members. Team Leader A must be ready to assume control of the squad in the absence of the squad leader. Team leaders assist their squad leaders as directed and must:

- (a) Set the example at all times.
- (b) Know the number, names, and personal information on all assigned personnel.
- (c) Assist team members with JROTC matters when possible; refer them to the squad leader for assistance if you are unable to handle/resolve an issue.
- (d) Be thoroughly familiar with individual and squad drill; inspect team members during formations, ensuring they know what is required of them.

## 7. *Team Members*

Your duties and responsibilities are to:

- (a) Maintain and wear the entire uniform immaculately when prescribed.
- (b) Properly safeguard and care for all equipment and materials issued to you and for which you are responsible.
- (c) Ensure you are on time for all official formations requiring your presence.
- (d) Conduct yourself in a manner that brings credit to yourself, the cadet battalion, and your school.

### CHAIN OF COMMAND

**Definition: The chain of command is a succession of leaders through which authority and commands pass from the leader to subordinate, and then down through the ranks.**

#### CHAIN OF COMMAND FOR GRAYSON HS JROTC

<b>COMMANDER-IN-CHIEF</b>	DONALD J. TRUMP
<b>SECRETARY OF DEFENSE</b>	HONORABLE JAMES MATTIS
<b>SECRETARY OF THE ARMY (ACTING)</b>	HONORABLE ROBERT M. SPEER
<b>US ARMY CHIEF OF STAFF</b>	GENERAL MARK MILLEY
<b>COMMANDER, US ARMY TRAINING AND DOCTRINE COMMAND</b>	GENERAL DAVID PERKINS
<b>COMMANDER, CADET COMMAND</b>	MAJOR GENERAL NELSON
<b>COMMANDER, 6<sup>TH</sup> BRIGADE</b>	COLONEL KRAFT
<b>PRINCIPAL, GRAYSON H.S.</b>	MR DANA PUGH
<b>SENIOR ARMY INSTRUCTOR, GRAYSON HS JROTC</b>	COLONEL (Retired) RON ROSE
<b>CADET BATTALION COMMANDER</b>	C/LTC COSMIN GAVRIL