

## Chapter 4

### PERSONNEL PROGRAMS AND POLICIES

#### SECTION A - CADET RANK/GRADE

4.1. Cadet Rank (Grade). All references to cadet rank/grade will have the word “Cadet” as part of the title, i.e. Cadet Major Joshua Xiong. Cadet rank is represented by the AFJROTC insignia worn on the cadet uniform. By understanding insignia we can display the appropriate customs and courtesies when in uniform. Grades are based on either Cadet Airman or Cadet Officer status. There are two types of cadet ranks used in AFJROTC. These are:

4.1.1. Permanent Rank (Grade). This rank is commensurate with the number of years in AFJROTC and rank earned during each quarterly promotion cycle, provided satisfactory progress has been made each year. Retention of the permanent rank is contingent upon satisfactory performance and behavior. Maximum permanent rank for the first year is Cadet Senior Airman, second year Cadet Senior Master Sergeant, third year Cadet Chief Master Sergeant, and fourth year Cadet Colonel.

4.1.2. Temporary Rank (Grade). Cadets will be given the opportunity to earn a temporary rank based on their cadet staff position or meeting the criteria for promotion defined later in this chapter. Since the rank is temporary, it may not necessarily be carried over from semester to semester, performance determines retention. Cadets may lose their temporary rank if they are removed from their position or for poor behavior or performance. In this case, the cadet will revert to wearing their permanent rank. Officer ranks are hard to achieve and will normally be awarded only to cadets in staff positions. Thus, a cadet officer's entire academic record and conduct will be closely scrutinized by the ASI/SASI to determine if officer rank will be awarded and retained. Permanent officer status may be awarded to cadets holding officer positions for two or more semesters. Exceptions are authorized, at the discretion of the AFJROTC instructors. Cadets assigned to positions listed on the Organization Chart will not hold a temporary rank higher than the maximum rank authorized for their assigned position, but that rank still must be earned by meeting the criteria for promotion listed in this cadet guide. For instance, if a Cadet/Airman is placed in a staff position with a maximum authorized rank of Cadet/Captain, that cadet must meet all qualifications required for promotion to Cadet/Captain. If the assigned cadet does not meet the promotion criteria for Cadet/Captain they will only be promoted up to the rank they earn via the promotion process.

#### SECTION B – HAZING/BULLYING/PHYSICAL DISCIPLINE

4.2.1. Hazing/Bullying. Hazing or bullying of cadets will not be tolerated and is **STRICTLY PROHIBITED**. Hazing is defined as “the practice of directing someone of lesser rank to perform a humiliating act which entails the surrender of dignity and self-respect or a hazardous act which exposes one to physical danger or bodily harm”. Harassment, such as disrespectful, improper or abusive language, and coercion of lower class cadets for personal gain, is strictly forbidden. Misuse of authority will neither be condoned nor tolerated. Under no circumstances will any cadet direct any other cadet to perform any activity that would place the health or well-being of anyone at any kind of risk. No activities will be permitted that are considered to be demeaning or degrading. AFJROTC instructors will deal harshly with any cadet who uses their leadership position, seniority, or rank/grade to engage in behavior, physical or verbal, that is demeaning, retaliatory, or dangerous. **Bullying will not be tolerated by cadets of any rank**. Bullying of any sort is grounds for removal from the AFJROTC program.

4.2.2. Physical Discipline. Under **NO** circumstances will physical discipline of any sort be tolerated in this program. This includes methods such as directing cadets to do pushups as a form of discipline, hitting or pushing cadets or any other sort of physical intimidation. Supervisors in the business world do not use physical discipline to improve peoples' performance, nor will instructors or cadets in AFJROTC.

## **SECTION C - CADET PERSONNEL BOARDS**

4.3. Cadet Evaluation Board. Cadet Evaluation Boards may be convened and chaired by the cadet corps commander, to recommend:

4.3.1. Cadets for promotion, awards and assignment to senior staff positions.

4.3.2. Cadets for disciplinary actions.

4.3.3. Evaluation/revision of unit policies and procedures or the cadet guide.

4.3.4. Cadet Evaluation Boards will be convened via notification to the cadet corps commanders. Unless otherwise directed by the ASI/SASI, the board will consist of the Cadet Commander (Chairperson), Cadet Deputy Commander, Cadet Group Superintendent, Cadet Operations Squadron Commander, Cadet Mission Support Squadron Commander, and Cadet Personnel Officer (Recorder). The SASI and/or ASI will advise the board and will attend all meetings. General proceeding minutes will be published by the Executive Officer, approved by the ASI, and posted on the JHS AFJROTC website.

4.3.5. Policy and Cadet Guide Evaluation. For this purpose, the Cadet Personnel Boards may include additional cadets if deemed necessary. The Cadet Personnel Board will develop a system that provides each cadet an opportunity to identify complaints, concerns, or recommendations of either a personal or corps interest to the board for appropriate action. The board will recommend new policies, procedures, or changes to existing ones contained in this guide or policy statements to the SASI/ASI.

4.3.6. Cadet Disciplinary Actions. The SASI/ASI will direct when the board will convene to investigate cadet misconduct and recommend to the SASI/ASI appropriate courses of action. Only the cadet officers assigned to the board will convene to investigate allegations against any cadet. Further, the SASI and ASI have full authority to administer disciplinary actions in a timely manner on a case by case basis as necessary without convening a board. Examples of actions taken include revoking privileges to participate in AFJROTC activities, withholding promotion, etc as the instructors see fit.

## **SECTION D - CADET PROMOTIONS AND JOB ASSIGNMENTS**

4.4. Objectives. The cadet promotion and position assignment system places cadets in leadership positions where they can demonstrate and refine their leadership skills. Promotions and assignments are not based solely on past performance, but on the cadet's potential and willingness to assume jobs of increased responsibility.

4.5. Responsibilities. The SASI will promote cadets, assign cadets to leadership positions, demote cadets, and reassign cadets from AFJROTC MN-941 leadership positions. The incoming and outgoing cadet corps commanders will submit staff position recommendations to the SASI/ASI, who will approve all key staff and commander assignments.

4.6. Promotion and Job Assignment Selection Criteria: Promotions are based on academic performance, demonstrated leadership abilities, participation in co-curricular activities, conduct, and overall contributions to the unit as described in the promotion criteria in this cadet guide.

4.6.1. Academic Performance Examples. What grade is the cadet earning in AFJROTC?

4.6.2. Leadership and Management Examples. How well does the cadet perform assigned cadet duties? Is the cadet considerate of the needs of others? Do they maximize use of available resources? Can they motivate cadets or do they do all the work themselves? Do they set the example and serve as a good role model? Do they manage time well? Have they shown leadership potential? Do they need an opportunity to exhibit leadership potential?

4.6.3. Co-curricular Activities Examples. To what degree do cadets participate in unit activities within constraints of work and other obligations? Do they volunteer for community, school, and Corps service activities? If they are active in other school activities, do they assume and seek out leadership positions?

4.6.4. Conduct and Contributions Examples. How well does the cadet accept school and AFJROTC duties and responsibilities? Is the cadet punctual? Does the cadet set the example by adhering to class rules? Can the cadet follow simple instructions? Does the cadet take responsibility for their actions and other cadets assigned to them? Does the cadet serve as a positive role model for other cadets in conduct, uniform wear, and personal appearance? Does the cadet assume training responsibilities for other cadets? Is the cadet an active spokesperson for AFJROTC? Do they display a positive attitude?

4.6.5. **Demotion is a process intended to correct a serious performance deficiency.** Demotion occurs when a cadet's rank is lowered by the SASI because of a continued failure to perform assigned duties properly, an indifference to training, failing grades in AFJROTC or any other subject, an uncooperative attitude toward instructors, school staff or cadet supervisors, a failure to respond to counseling, or a serious breach in discipline/conduct. The nature of the infraction and the number of incidents (i.e. failure to wear the uniform) will be considered in the extent of the demotion. **NOTE:** Demotion is a learning tool and should be considered constructive feedback. If the deficiency is corrected and a positive attitude shown, the demoted cadet may regain their rank/position during a normal promotion cycle.

4.7. Position Assignment Policies:

4.7.1. Third and fourth-year cadets receive priority for assignment to cadet senior staff, commander, and officer jobs. However, first and second-year cadets demonstrating superior leadership abilities will also be considered for placement in these positions.

4.7.2. The SASI will select the Cadet Corps Group Commander/Deputy Group Commander and approves other key leadership positions as recommended by the Cadet Group Commander.

4.7.3. In order for each cadet to experience an active leadership role, a rotation system will be used. Rotations may be made laterally by moving to another leadership position or cadets may be rotated to lower positions to permit other cadets to have the opportunity to serve at a higher grade. In these cases, the action is NOT a demotion, but an opportunity to share the leadership experience and the cadet will not be reduced in rank. Every cadet must understand and cooperate with the rotation system if we are to maximize our leadership experiences.

4.7.4. The Cadet Corps Group Commander and Deputy Group Commander may serve for the entire year or be rotated after the end of the first semester at the discretion of the SASI. All other key staff members will serve in their positions for one semester starting early in September and January. January will serve as a time to promote cadets and May to transition from the old to the new staff, and to plan summer or next year's activities.

4.7.5. Normal progression for cadet temporary rank promotions is as follows:

- Freshmen - Cadet Airman Basic through Cadet Senior Airman
- Sophomores - Cadet Senior Airman through Cadet Master Sergeant
- Juniors - Cadet Staff Sergeant through Cadet Major
- Seniors - Cadet Second Lieutenant through Cadet Colonel

4.7.6. Promotions to C/Amn – C/TSgt. These promotions will be on a fully-qualified basis. **Cadets being considered for promotion must normally have at least nine weeks time-in-grade before becoming eligible for the next grade.** Cadets will be promoted only if they meet the standards listed below:

4.7.6.1. Cadet Airman Basic (C/AB) to Cadet Airman (C/Amn)

- 75% average in AFJROTC
- Score a minimum of 70% on the Cadet Guide Exam
- Know all AFJROTC Cadet Airman Ranks
- Demonstrate how to report properly and complete 7 stationary drill commands proficiently
- Have no more than one missed uniform wear day each quarter

4.7.6.2. Cadet Airman (C/Amn) to Cadet Airman First Class (C/A1C)

- 80% average in AFJROTC
- Score a minimum of 75% on the Cadet Guide Exam
- Attend one unit event/activity during the 9 weeks
- Know all AFJROTC Cadet Airman Ranks
- Know the AFJROTC Cadet Creed
- Complete 16 drill commands proficiently
- Have no more than one missed uniform wear day each quarter

4.7.6.3. Cadet Airman First Class (C/A1C) to Cadet Senior Airman (C/SrAmn)

- 85% average in AFJROTC
- Score a minimum of 80% on the Cadet Guide Exam
- Attend 2 events/activities during the 9 weeks
- Know all AFJROTC Cadet Ranks
- Know all Air Force Active Duty Enlisted Ranks
- Know the MN-941 Chain of Command and cadet organization
- Perform the 30 Step-Drill Sequence
- Have no more than one missed uniform wear day each quarter

4.7.6.4. Cadet Senior Airman (C/SrAmn) to Cadet Staff Sergeant (C/SSgt)

- 87% average in AFJROTC
- Score a minimum of 85% on the Cadet Guide Exam
- Attend 3 events/activities during the 9 weeks
- Know all AFJROTC Cadet Ranks
- Know all AF Active Duty Ranks (Enlisted and Officer Ranks)
- Know the MN-941 Chain of Command and cadet organization
- March a flight using the 30-Step Drill Sequence with some assistance
- Have no more than one missed uniform wear day each semester

4.7.6.5. Cadet Staff Sergeant (C/SSgt) to Cadet Technical Sergeant (C/TSgt)

- 90% average in AFJROTC
- Score a minimum of 90% on the Cadet Guide Exam
- Attend 4 events/activities during the 9 weeks
- Know all AFJROTC Cadet Ranks
- Know all AF Active Duty Ranks
- Know the MN-941 Chain of Command and cadet organization
- March a flight using the 30-Step Drill Sequence with no assistance
- Have no more than one missed uniform wear day each semester

4.7.7. Promotion to C/MSgt – C/Col. To be eligible for promotion to the Cadet senior Airman and Officer ranks, cadets must meet all the criteria to be promoted to C/TSgt, plus must be actively involved in the activities of JROTC and must have NO missed uniform days each quarter throughout the current academic year. Cadets must maintain at least a 92% average in the AFJROTC program. Once promoted, if cadets do not continue to meet these standards, the SASI will place them on probation for

the next grading period. If the cadet fails to achieve these minimum standards while on probation, the SASI can reduce them in grade and remove them from their assigned position.

**A cadet with a quarter grade of less than 75% in AFJROTC is ineligible for promotion. If a cadet fails any quarter of AFJROTC, then they are ineligible for promotion for the rest of that year.**

4.7.8. Cadets who transfer from another service's JROTC program will assume the rank/grade they had earned in their last unit. The SASI may request their cadet records from the losing unit. Upon receipt of the requested records, the SASI will evaluate the cadet's record and award orders for the appropriate grade and job.

4.7.9. The SASI will approve all orders, promotions, and staff position assignments. No issue of insignia will occur until orders are published. All probation letters, promotions, demotions, notification letters, and orders will be filed in the cadet's personnel record. A cadet may review his or her cadet record by requesting an appointment through the Personnel Officer. If a cadet leaves the unit, they cannot hand-carry their cadet record, but their gaining unit can request their cadet record be sent to them upon the cadet's enrollment in their program.

4.7.10. Disqualification for Promotion. The following conditions may disqualify cadets from promotion consideration to the next grade during the 9-week promotion period:

- Receiving a "0" for any uniform wear or PT day during the grading period
- Receiving school disciplinary consequences, (i.e. dismissal, suspension, etc.)
- Not remaining in good standing within the JROTC program to include excessive tardiness

## **SECTION E – CADET EVALUATIONS**

4.8. Objective. The cadet evaluation system is an optional system that documents performance for cadet promotions, awards, and job assignments; teaches cadets how to evaluate and provide feedback; and introduces all cadets to a job evaluation system.

4.9. Procedures:

4.9.1. Leaders should provide their expectations to all assigned cadets within the first week of being assigned to their position. Leaders should provide performance feedback to assigned cadets throughout the quarter, which may be documented on the Cadet Evaluation Form (see attachments). The cadet leaders will show the evaluation to the cadet, and then forward the report up the chain of command to the SASI/ASI for final review, prior to filing in the cadet's personnel record. Element leaders will evaluate cadets in their element, the Flight Sergeant will evaluate Element Leaders and the Flight Commander will evaluate the Flight Sergeant. The SASI/ASI will evaluate the Flight Commanders.

4.9.2. When evaluated, the cadet will review the evaluation and sign the report. **A cadet's signature does not show agreement or disagreement with the report, but only that they have seen the report.** If the cadet does not agree with any part of the report, they should identify their reason(s) in writing and forward it to the next person in the chain of command. The cadet will retrieve the original copy of the report and indicate their agreement or disagreement with the appeal and forward it up to the next level of review. This happens at all levels of review until it reaches the final review authority, the SASI/ASI, who will notify the cadet of the final action on their appeal.

## **SECTION F – SHOULDER CORDS**

4.10. Cadets are authorized to wear **one shoulder cord** on the left shoulder. Wear the shoulder cord only on light blue shirt and the service dress coat. Shoulder cords are authorized to be worn after participation in one formal event or competition and with the concurrence of the team's captain. A variety of colors denote different teams or leadership positions. See attachment for specific shoulder cord criteria.

## **SECTION G - AWARDS AND RECOGNITION PROGRAM**

See attachment for awards and award criteria.