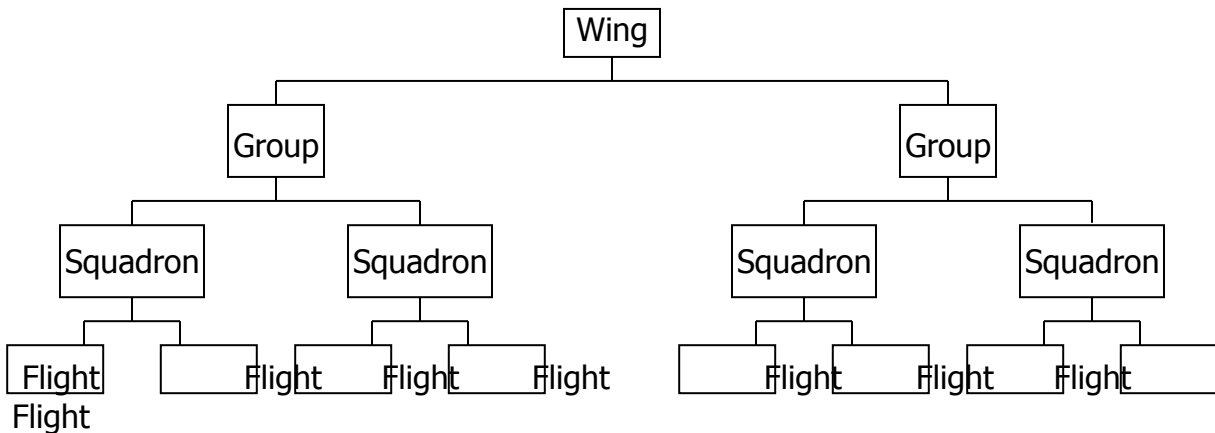


Chapter 2

ORGANIZATION OF THE CORPS

2.1 Organization of the corps:

- a. The organizational structure of the corps is designed to familiarize cadets with the Air Force organizational structure, and teach cadets necessary leadership skills to operate in that environment. Two organizational levels are authorized for the corps. A **Wing** is authorized for a corps with 251 cadets or more, and a **Group** is authorized for a corps with 250 cadets or less.
- b. A **Wing** is composed of 2 or more groups, a **Group** is composed of 2 or more squadrons, a **Squadron** is composed of 2 or more flights, a **Flight** is composed of 2 or more elements, an **Element** is composed of 2 or more cadets (including element leader).



- c. TX934 is established as a Group and mirrors an active duty Air Force group level. The TX934 Group consists of four squadrons: Operations (OPS), Support (SPT), Logistics (LOG), and Training (TNG).

"The best thing to do behind a person's back is pat it."

-Anonymous

*“People expect their leaders to be ‘Better human beings’ than those who choose them. **In times of crisis, it’s character that really counts.**”*

-Norman Schwarzkopf

2.2 Command Staff: The Command Staff is comprised of:

- Cadet Group Commander (GP/CC)
- Cadet Group Vice-Commander (GP/CV)
- Operations Squadrons Commander (OPS/CC)
- Support Squadron Commander (SPT/CC)
- Logistics Squadron Commander (LOG/CC)
- Cadet Senior Enlisted Advisor (SEA)
- Training Squadron commander (TNG/CC)

*** The Command Staff must always remember they are the senior leaders in the corps. They must set the example by demonstrating unfailing participation and immersion in corps projects and activities, and genuine concern for the fair and impartial treatment of each and every cadet in the corps.

“Motivation is what gets you started. Habit is what keeps you going.”

-Jim Ryan

a. Squadron(s) Composition:

b. The Operations Squadron is composed of:

- Operations Squadron Commander (OPS/CC)
- First Sergeant (1st Sgt.)
- Morale Wellness and Recreation Noncommissioned Officer (MWR/NCO)
- Web-Information Technician (Web/IT)

- Awards and Decorations Noncommissioned Officer (AD/NCO)
- Information Manager (IM)
- Finance Officer (FN)
- Flight Commanders
- Flight Sergeants

***This squadron is responsible for making sure the cadet management and the corps is in top running order

c. The Support Squadron is composed of:

- Support Squadron Commander (SPT/CC)
- Chief Enlisted Manager (CEM)
- Subordinate special team commanders:
 - Saber Team (ST)
 - Color Guard (CG)
 - Rifle Team (RT)
 - First Year Drill Team (FYDT)
 - Physical Fitness Team (PT)
 - Recruiting/Awareness Presentation Team (R/APT)
 - Flying Model Club Team (FMC)
 - Rocketry Club Team
 - Drum and Bugle Corps (D&B)

***This squadron is responsible for establishing and maintaining special teams for competitions and demonstrations.

d. The Logistics Squadron is composed of:

- Logistics Squadron Commander (LOG/CC)
- Chief of Supply (COS)
- Supply Sergeant
- Maintenance NCO
- Flight Representatives

*** This Squadron is responsible for inventory, supply, and storage of corps resources. Each subordinate level Officer or NCO in charge (OIC) is responsible for maintaining order, training, and good discipline within their activity, with the approval of, and at the discretion of the LOG commander.

e. The Training Squadron is composed of:

- Training Commander (TNG/CC)
- Military Training Squadron Instructor (MTI)
- Department of Personnel NCOIC (DP/NCIOC)
- Cadet Training Instructors (CTI)

***This squadron is responsible for the training of the new cadets, maintain training records, and briefing cadets' job positions.

“Leadership, at its highest, consists of getting people to work for you when they are under no obligation to do so.”

-BITS AND PIECES

2.3 Command and Staff Functions:

- a. Command positions, also known as line positions, constitute the chain of command and control of the Group. Commanders may be officers or NCOs, depending on the position and span of responsibility. Command positions are designated in the Unit Manning Document (UMD) at the end of this chapter. In all cases, a commander supervises others and reports to a superior commander. For example, the Operations Squadron Commander reports to the Cadet Group Commander, who is responsible to the SASI/ASI. This is known as following the chain of command (*See “Group Organizational Chart” at the end of this chapter for structure clarification*). Both the Squadron Commander and Group Commander are considered command positions because they oversee and are responsible for other cadets.
- b. Staff positions are established to perform the functional work of the corps. These staff positions have titles similar to those used in active duty Air Force organizations and are also designated in the UMD and the Organizational Chart. Staff positions provide vital support and leadership to a particular command position, however are not in the chain of command. Each cadet holding a staff position must not only know what their job is, but should be familiar with the duties and responsibilities of other staff positions. It is important each cadet know how the group functions and how tasks are divided and related to one another. This is not only true with staff positions, but command positions also. Finance Officer is an example of a staff position.

2.4 Cadet Enlisted Force:

- a. The Cadet Enlisted Force is the backbone of the corps and represents the overwhelming number of cadets. The higher enlisted ranks represent senior non-commissioned officers (NCOs), referred to as the “**TOP 3**”, which include cadets wearing the rank of Master Sergeant, Senior Master Sergeant, and Chief Master Sergeant. NCOs hold several command positions in the corps or oversee numerous vital staff functions as NCOs in charge (NCOIC). In order to maintain Top 3 status, a cadet must:

1. Maintain at least a 90% average, every six weeks in ROTC.
2. Receive no negative LOCs /LORs
3. Maintain service hours of 1 per week or more.
4. Must Tuck all shirts inside pants while on campus/ ROTC activities.
- | 5. Have and maintain a 2.75 GPA

If a cadet is in violation of the grade standard, he/she has 3 weeks to bring up their grade to an appropriate level; these 3 weeks should be considered a probationary period. Upon continuous violation of the previous standard the cadet will face demotion, for both temporary and permanent rank. Rising to senior NCO status is a direct reflection of a cadet's continuously outstanding performance and should be regarded with high honor.

- b. The senior NCO in the corps is the Cadet Group Senior Enlisted Advisor (SEA). The SEA is a Cadet Chief Master Sergeant, assigned to the GP/CC's staff. Additionally, each squadron staff has a senior NCO assigned to it. In the Logistics Squadron, the senior NCO is the COS; in the Support Squadron, the Chief Enlisted Manager (CEM), and in the Operations Squadron, the 1st Sgt.
 - c. The Senior NCOs at Group and Squadron level work closely with their respective commanders, serving as liaison between the corps enlisted cadets and the Senior Staff on problems or issues within the corps.
- 2.6 Kitty Hawk Air Society (KHAS): A national honor society within the corps, run entirely by the cadets, under the supervision of the SASI/ASI. TX 934th KHAS is designated as the Maverick Chapter. *KHAS is an organization dedicated to community service and leadership.* All members of KHAS, current or not, are authorized to wear a distinctive KHAS pin. Active members are allowed to wear a cord. To become a new member, a cadet must go through the following pledge program.
- a. Have a 90 cumulative semester average for all semesters in JROTC, and have a 3.0 GPA.

- b. By time of admittance into KHAS, you must have completed at least one year in the Junior ROTC program.
- c. Accumulated a minimum of 75 community service hours (not including KHAS pledge project).
- d. Write an essay about your past years of JROTC. Explain what you have contributed to the corps and how the corps has affected you, as a person and as a cadet. The essay must be typed. The essay will be judged on content, not length.
- e. Recite from memory the Core Values, the definition for each value, and the Cadet Honor Code.
- f. Have held 1 job listed in the UMD or been a Project Officer.
- g. Been active in a special team (ST, FYDT, CG, RT, PT, R/APT, Rocketry, RC). This means having qualified to earn its respective ribbon/badge.
- h. Have no negative LOC(s) or LOR(s) for the previous school year.
- i. Have no more than 5 negative Form 341s.
- j. Perform 1 special service project, lasting a minimum of 4 hours, which is outside of the normal ROTC spectrum. The KHAS President or Vice President must approve this project. All time must be documented.

All second year and above cadets are eligible to be pledges, but only those who meet the requirements will be considered for membership. The pledge program is briefed in detail by the Kitty Hawk Air Society at the beginning of the year and new members are announced at the Annual Awards Banquet. Members must maintain a 90 average per six weeks in ROTC. Those members who do not meet standards are placed on probation and are subject to expulsion from KHAS.

“Leadership is action not position”

-Unknown

- 2.7 Special Project Officers (SPO): Every special project or activity should have a Project Officer assigned (rank is non-determinant). Their job is to ensure a successful project through the coordinated efforts of others and in conjunction with the Cadet Command Staff and SASI/ASI. *A written report will be prepared at the conclusion of any project.* Cadets who fail to do so will NOT receive credit for being SPO for their project. Project Officers are chosen by the GP/CC with the approval of the SASI/ASI.
- 2.8 Unit Manning Document (UMD): The UMD in this chapter specifies the organization and rank structure for the corps at the Group level, and is valid for the current school year.

“The only disability is bad attitude.”

-Scott Hamilton

2.9 Job Descriptions:

a. Cadet Group Commander (GP/CC) is responsible for:

(1) The appearance, discipline, efficiency, training and conduct of the corps. Planning and coordination of corps activities and ensuring all members of the corps have the opportunity to develop leadership skills commensurate with their individual needs.

(2) Conducting weekly Staff meetings, serving as senior cadet liaison with the SASI/ASI, school officials, and the Booster Club. Performing any and all duties assigned by the SASI/ASI.

(3) Convening cadet evaluation board.

(4) Overseeing the operations and conduct of all of the squadrons, including daily communication.

b. Cadet Group Vice Commander (GP/CV) is responsible for:

(1) All duties and responsibilities of the GP/CC in their absence.

- c. Judge Advocate General (JAG) reports to the GP/CC and the SASI/ASI. At the fifth week of each six weeks period, the JAG will post of JAG citations on the official bulletin board and provide a copy to the SASI/ASI. JAG is responsible for maintaining the highest standards of discipline within the corps, and ensuring that cadets are acting respectfully and appropriately at all times
 - (1) Deputy Judge Advocate General Commander (Deputy JAG) reports only to the JAG, GP/CC, GP/CV, and the SASI/ASI. The Deputy JAG is also responsible for assisting the JAG in their duties and any other tasks assigned by the GP/CC.
 - (2) Judge Advocate General Specialists are all flight sergeants. They are responsible for maintaining the highest standards of discipline and behavior within their flights. Assists the JAG in other duties as directed.
- d. Cadet Group Senior Enlisted Advisor (SEA) is responsible for:
 - (1) Providing recommendations to the Command Staff based on inputs from the corps: serving as liaison between the corps enlisted cadets and the Command Staff; and advising the Command Staff on problems or issues within the corps and suggesting possible solutions.
 - (2) Conducting “TOP 3” meetings with all corps Senior Non-commissioned officers; overseeing the Mentoring Program with cooperation from “TOP 3” members whereby upperclassmen coach and guide freshmen new to the corps; and performing other duties assigned by the SASI/ASI.
- e. Executive Officer (XO) is a temporary position lasting six weeks. They are responsible for attending weekly Command Staff meetings as the recorder. They assist the GP/CC and GP/CV with small tasks not assigned to other officers. The purpose of the XO is to provide sophomores and freshmen an opportunity to understand the inner-workings of the Command Staff. Cadets that are serving as the XO may also serve as another semester-long position.

“Mistakes are a fact of life. It is the response to the error that counts.”

-Nikki Giovanni

- f. Cadet Operations Squadron Commander (OPS/CC) is responsible for:
- (1) The appearance, discipline, effectiveness, training, and conduct of the cadet operations squadron; acting as liaison between flights and Senior Staff; and relaying information from the GP/CC to the flights.
 - (2) Overseeing flight commanders and ensuring all cadet operations squadron activities are conducted in accordance with AFJROTC and corps instruction, directives, policies and procedures.
 - (3) Ensuring flag details are being performed and assisting with recording individuals who perform flag details.
 - (4) Conducting Squadron Staff meetings; assuming command of the Group in the absence of the Group and Vice Group commanders when required; and performing other duties as assigned by the GP/CC.
 - (5) First Sergeant (1st SGT) is the Senior NCO assigned to the Operations Squadron and is responsible for:
 - a. Supporting the OPS/CC in maintaining the highest standards of discipline, appearance, and moral of the corps: and ensuring all squadron activities are conducted in accordance with current AFJROTC and corps instructions, directives, policies and procedures.
 - b. Overseeing the performance of flag details by the assigned flight.
 - c. Monitoring the Flight Commanders and Flight Sergeants.
 - d. Serving as liaison between the Squadron's enlisted corps and the OPS/CC on problems or issues within the Squadron, participating in "TOP 3" meetings with all corps Senior NCOs to cover issues of concern and to help oversee the Mentoring Program.

“Great things are done by people who think great thought and then go out into the world to make their dreams come true.”

-Unknown

- (6) Flight Commanders (FLT/CC) are either NCOs or Officers assigned to command each flight in the Operations Squadron and are responsible for:
 - a. Maintaining the discipline, training, and conduct of the flight; and for ensuring a high proficiency in the basic fundamental of drill and ceremonies, customs/courtesies, and uniform appearance.
 - b. Recommending flight specialist for appropriate staff positions, involving cadets in activities, and originating constructive projects, flight competitions, and fundraisers, etc.
 - c. The FLT/CC is also responsible for making sure their flight raises/lowers the flag when it is their assigned week.
- (7) Flight Sergeants (FLT/SGT) are NCOs assigned to each flight and are responsible for assisting the Flight Commander in maintaining the discipline, training and conduct of the flight; taking roll prior to the start of each class; and representing the flight commander in their absence. They are to perform the duties of JAG Representative for their flight, serving as the liaison between cadets and JAG.
- (8) Flight Chiefs (FLT/CHF) are assigned to each flight and are responsible for assisting the Department of Personnel in maintaining the flight records. They are to perform the duties of Department of Personnel Specialist for their flight, serving as the liaison between cadets and the Department of Personnel.
- (9) Morale, Wellness, and Recreation NCO (MWR/NCO) is responsible for:

- a. Organizing, coordinating, and scheduling recreational activities for the corps to benefit morale including bi-weekly “TGIF” programs.
 - b. Planning and coordinating monthly corps “birthday parties”.
- (10) Awards and Decorations NCO (Awards & Dec./NCO) is responsible for:
- a. Maintaining accurate records and criteria of awards.
 - b. Announcing the Cadet of the Month, and Staff Cadet of the Month.
 - c. Posting the highest ROTC Grade Averages and Service Hours every 6 weeks.

“Attitude is a choice, chose a good one.”

-Unknown

- (11) Web Information Technician (Web/IT) is responsible for maintaining the corps web site.
- (12) Information Manager (IM) is responsible for overseeing the PA, Finance, Web/IT, DP and Awards and Dec. Scheduling corps events and special team activities; maintaining the corps scheduling board; regulating the white boards and clipboard, and briefing power point slides.
- (13) Public Affairs (PA) is assigned to the OPS Squadron and oversees a selected administrative staff responsible for maintaining corps public relations at the highest possible level, and for:
- a. Documenting major corps events with slides, photos, and videotape and providing newsworthy items about corps activities/cadets to school and local newspapers, radio stations, TV stations, and other media.

- b. Maintaining the corps scrapbook, history, and other records that reflect the accomplishments, activities and traditions of the corps: providing corps input to the McNeil High School yearbook staff: and publishing a quarterly newsletter and maintain the corps bulletin board.
- (14) Finance (FN): is assigned to the Information Manager under the OPS/CC and is responsible for assisting the SASI/ASI in establishing sound financial management procedures within the corps. Maintaining an accurate accounting of corps funds; planning/organizing fund drives and the receipt of moneys thereof; and enforcing the Cadet Financial Obligations policy (Ch. 1.9).
- (15) Department of Personnel (DP) is assigned to the Information Manager responsible for maintaining cadet personnel records; updating the cadet directory; maintaining a record of individual and corps service hours throughout the semester a text file listing events with cadet's name and hours.

“The circumstances that surround a man’s life are not important. How that man responds to those circumstances IS IMPORANT. His response is the ultimate determining factor between success and failure.”

-Booker T. Washington

- g. Cadet Support Squadron Commander (SPT/CC) is responsible for:
- (1) The appearance, discipline, effectiveness, training and conduct of the Support Squadron: directing, and coordinating.
 - (2) Conducting squadron staff meetings, assuming command of the Group in the absence of the group commander when required, and performing other duties as assigned by the GP/CC.

- (3) Chief Enlisted Manager (CEM) is the senior NCO assigned to the Support Squadron and is responsible for:
- a. Supporting the SPT/CC in attaining and maintaining the highest standards of discipline, appearance and morale of the corps; and ensuring that all squadron activities are conducted in accordance with current AFJROTC and corps instructions, directives, policies and procedures.
 - b. The training, appearance, and behavior of the competition teams.
 - c. Relaying all correspondence regarding drill competitions between host schools, the SPT/CC, and competition teams.
 - d. Receiving all reports and continuity folders from CG/CC, RT/CC, ST/CC, and PT/CC regarding drill competitions.
 - e. Serving as liaison between the Squadron's enlisted force and the SPT/CC on problems or issues within the Squadron; participating in the "TOP 3" meetings with all corps Senior NCOs to cover issues of relevant concern; and helping oversee the Mentoring Program.
- (4) Saber Team (ST/CC), Color Guard (CG/CC), Rifle Team (RT/CC), and First Year Drill Team (FYDT/CC) Commanders are assigned to the Support Squadron and are responsible for:
- a. Managing, training, and supervising their respective teams: maintaining written team checklists, and policies/procedures as appropriate.
 - b. Scheduling, planning, and participating in school and community activities; and maintaining records of each team member's practices, performances, and service points, etc.
 - c. Briefing the SPT/CC, GP/CC, and the SASI/ASI at least 48 hours before a team event (such as a color guard) takes place.

- (5) Physical Training Commander (PT/CC) is assigned to the Support Squadron and is responsible for conducting a physical fitness/aerobics program. Encourages all cadets to be more physically active, work with cadets on physical weak spots, organize and prepare competition teams, inter-flight competition, and maintain records for testing.

“Set the course of you lives by the three stars- sincerity, courage, unselfishness. From these flow a host of other virtues... He who follows them and does not seek success, will attain the highest type of success, that which lies in the esteem of those among whom he dwells.”

-Monroe E. Deutsh

- (6) Recruiting/Awareness Presentation Team Commander (RAPT/CC) is responsible for contacting/coordinating with area “feeder” schools in an attempt to recruit students into High School ROTC. This team will also visit middle/elementary schools with exhibits and demonstrations of why kids should stay in school and join ROTC.
- (7) Flying Model Club Commander (FMC/CC) is responsible for:
- a. Organizing our corps’ chapter of the AFJROTC Aerospace Flying Model Program; establishing and maintaining standard operating procedures; and enforcing standards in construction, flying, evaluation, and safety.
 - b. Conducting an “Introduction to Flying Model Course” each semester; managing, training, and supervising members of the Flying Club; and maintaining flight records, attendance at meetings, etc.
- (8) Drum and Bugle Corps (D&B) is responsible for training cadets in the drum and bugle corps to march and perform with respective instruments, and scheduling/recording performances and events. The D&B is also

responsible for coordinating performances with the CG/CC.

- (9) Rocketry Club is assigned to the Support Squadron and is responsible for:
 - a. Organizing our corps' chapter of the AFJROTC Model Rocketry Program; establishing and maintaining standard operating procedures and launch checklist; and enforcing standards in construction, launch, evaluations and safety.
 - b. Conducting an "Introduction to Model Rocketry Course" each semester; managing, training, and supervising members of the Club; and maintaining launch records, attendance at meetings, etc.

- h. Cadet Logistics Squadron Commander (LOG/CC) is responsible for:
 - (1) The appearance, discipline, effectiveness, training and conduct of the logistics squadron; ensuring all activities are conducted in accordance with current regulations, directives, policies, and procedures.

 - (2) Coordinating all corps logistical support: conducting squadron staff meetings and perform other duties as assigned by the SASI/ASI.

 - (3) Chief of Supply (COS) is the Senior NCO assigned to the Logistics Squadron and is responsible for:
 - a. Supporting the LOG/CC in attaining and maintaining the highest standards of discipline, appearance and morale of the corps, and ensuring all squadron activities are conducted in accordance with current AFJROTC and corps instructions, directives, policies and procedures.

 - b. Serving as liaison between the Squadron's enlisted corps and the LOG/CC on problems or issues with in the Squadron, and participating in "TOP 3" meetings with all corps Senior NCOs to cover issues of relevance.

c. Maintaining an accurate record of all uniform checkouts and inventories.

(4) Supply Sergeant (LG/SGT) is the assigned to the Logistics Squadron and is responsible for coordinating the requirements and activities of the logistics specialists; and maintaining/distributing inventory/supplies in accordance with the current AFJROTC and corps instruction, directives, policies, and procedures.

(5) Maintenance NCO (MNT/NCO) is responsible for maintaining the condition of performance team equipment. This position is authorized to have an Expediter.

“Be not afraid of going slowly; be afraid only of standing still.”

-Chinese Proverb

(6) Logistics Specialists are assigned to the Logistics Squadron and are responsible for following the directives of the Supply Sergeant and COS. There is to be at least one specialist assigned from each flight, regardless of other logistics members within that flight.

MILITARY TIME (24 HOUR CLOCK)

12 MIDNIGHT	2400/0000	12 NOON	1200	1201 - 1209
1:00 AM	0100	1:00 PM	1300	1210 - 1219
2:00 AM	0200	2:00 PM	1400	1220 - 1229
3:00 AM	0300	3:00 PM	1500	1230 - 1239
4:00 AM	0400	4:00 PM	1600	1240 - 1249
5:00 AM	0500	5:00 PM	1700	1250 - 1259
6:00 AM	0600	6:00 PM	1800	
7:00 AM	0700	7:00 PM	1900	
8:00 AM	0800	8:00 PM	2000	2:15 AM = 0215
9:00 AM	0900	9:00 PM	2100	2:45 PM = 1445
10:00 AM	1000	10:00PM	2200	9:07 AM = 0907
11:00 AM	1100	11:00 PM	2300	4:07 PM = 1607

**TX-934
AFJROTC**

UNIT MANNING DOCUMENT

<u>FUNCTION</u>	<u>POSITION/TITLE</u>	<u>RANK LEVELS</u>	<u>NUMB. AUTH.</u>
Group	Commander	Col	1
	Vice Commander	LtCol – Col	1
	Senior Enlisted Advisor	CMSgt	1
	Executive Officer	Capt	1
JAG corps	Commander	Maj – LtCol	1
	Deputy Commander	2Lt – Capt	1
Logistics	Squadron Commander	Maj – LtCol	1
	Chief of Supply	SMSgt	1
	Supply Sergeant	SSgt – MSgt	1
	Maintenance NCOIC	SSgt – TSgt	1
	Flight Specialist(s)	A1C – SrA	1 per flight
Support	Squadron Commander	Maj – LtCol	1
	Chief Enlisted Manager	SMSgt	1
	Special Team Commander(s)	MSgt – Capt	1 per team
Operations	Squadron Commander	Maj – LtCol	1
	First Sergeant	SMSgt	1
	Finance Officer	2Lt – Capt	1
	Information Management	TSgt – 2Lt	1
	Public Affairs NCOIC	TSgt – 2Lt	1
	Morale, Wellness, and Recreation	TSgt – MSgt	1
	Awards and Decorations	SSgt – MSgt	1
	Department of Personnel	TSgt – 2Lt	1
	AS I Flight Sergeant(s)	SrA – SSgt	1 per flight
	AS I Flight Chief(s)	A1C – SrA	1 per flight
	AS II Flight Commander(s)	TSgt – MSgt	1 per flight
	AS II Flight Sergeant(s)	SSgt – TSgt	1 per flight
	AS II Flight Chief(s)	SrA – SSgt	1 per flight
	AS III Flight Commander(s)	MSgt – SMSgt	1 per flight
	AS III Flight Sergeant(s)	TSgt – MSgt	1 per flight
	AS III Flight Chief(s)	SSgt – TSgt	1 per flight
	AS IV Flight Commander(s)	2Lt – Capt	1 per flight
AS IV Flight Sergeant(s)	SMSgt	1 per flight	
AS IV Flight Chief(s)	MSgt	1 per flight	

Group Organizational Chart

