

Navy Junior Reserve Officers Training Corps (NJROTC) Patuxent High School

NJROTC Patuxent Cadet Handbook

Standard Organization and Regulations Manual (SORM)



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**Naval Junior Reserve Officers Training Corps
Patuxent High School**

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Website: <https://sites.google.com/view/patuxenthighschoolnjrotc2018/>

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NJROTC PAXINST 3120.1D
SNSI
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NJROTC PATUXENT HIGH SCHOOL INSTRUCTION 3120.1D

From: Senior Naval Science Instructor

Subj: STANDARD ORGANIZATION AND REGULATIONS OF THE NAVY JUNIOR RESERVE OFFICERS TRAINING CORPS (NJROTC) PATUXENT HIGH SCHOOL

Encl: (1) NJROTC Patuxent High School (NJROTC PAX) Standard Organization and Regulations Manual (SORM)

1. **Purpose.** To promulgate rules and regulations for the conduct of the Navy Junior Reserve Officers Training Corps (NJROTC) program at Patuxent High School to supplement those in OPNAVINST 5761.1(series), NSTC M-5761.1(series), Patuxent High School Student Policies, and the Calvert County Code of Conduct.

2. **Background.** These regulations provide direction and guidance for cadets enrolled in the NJROTC program at Patuxent High School. They supplement, clarify, and, in some cases, modify for local use, the guidance provided by the Navy for the administration of NJROTC units. In cases where these regulations conflict with higher level guidance, the higher headquarters guidance supersedes this instruction.

3. **Action.** All cadets enrolled in the Patuxent High School NJROTC unit will be familiar with and comply with these regulations.


Jacob C. Hinz
Commander, USN (Retired)

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Principal, Patuxent High School
NJROTC Area Manager, Area FOUR

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Table of Contents

1	INTRODUCTION	1
1.1	Junior Reserve Officers Training Corps Program Background	1
1.2	Goals and Objectives	1
1.3	Benefits of Enrollment.....	2
1.4	Requirements for enrollment in the NJROTC program	2
1.5	Instructors	3
1.6	Instruction and Credit Awarded	3
1.7	Weekly Schedule	3
1.8	Grading	3
1.9	Zero/Ninth Period Enrollment Expectations	4
1.10	Supplies and Cost	4
2	General Rules of Conduct	6
2.1	General	6
2.2	Conduct in the School.....	6
2.3	NJROTC General Rules of Conduct	6
2.4	Harassment	6
2.5	Bystander Intervention	7
2.6	Classroom Conduct	7
2.7	Enforcement	8
2.8	Probation.....	8
2.9	Disenrollment	8
2.10	NJROTC Office Entry Procedures	8
2.11	Classroom Procedures	9
2.12	Drill Rifle and Sword Policy	9
3	Uniform Wear and Etiquette	10
3.1	General	10
3.2	Rules of Conduct	10
3.3	When to Wear the Uniform.....	10
3.4	Penalty for not wearing the uniform.....	11
3.5	Borrowing or Lending Uniform Items.....	11
3.6	Exchanges/Lost/Replacement of Uniform Items.....	11
3.7	Uniform Return	11

3.8	Covers.....	11
3.9	Uniform Shoes.....	12
4	Unit Lines of Effort.....	13
4.1	Academics and Professional Development	13
4.2	Unit Participation in Extracurricular Activities	13
4.3	Citizenship (Community Service and School Support).....	14
5	Unit Training and Evaluation.....	15
5.1	Evaluation of Cadet Performance (Aptitude Grade)	15
5.2	Annual Employment Schedule	16
5.3	Quarterly Training Plan	17
5.4	Monthly Training Plan.....	17
5.5	Personnel Qualification Standard Program	17
5.6	Planning Board for Training (PB4T).....	17
6	Advancement	18
6.1	General	18
6.2	Advancement and Selection Board.....	18
6.3	Command Leadership Board	18
6.4	Promotion and Leadership Assignment.....	19
6.5	Advancement and Promotion Requirements	19
6.6	Advancement Examinations	19
6.7	Advancement and Promotion Requirements	20
6.8	Meritorious Promotions.....	21
6.9	Advancement Procedures	21
6.10	Promotion and Demotion Authority	21
6.11	Disciplinary Review Board	21
7	Awards	22
7.1	General	22
7.2	Eligibility.....	22
7.3	Awards Board	22
7.4	Required Wear of Awards	22
7.5	Criteria and Order of Precedence of NJROTC Ribbons.....	23
7.6	Medals	25
7.7	Team Commanders	25
7.8	Non-NJROTC Awards.....	25

7.9	Pins	25
7.10	National Rifle Association Awards	26
7.11	Special Individual, Organization, and National Awards	26
7.12	Unit Cord	26
8	Unit Organization and Job Requirements	28
8.1	General	28
8.2	Position Assignment	28
8.3	Cadet Staff Organization.	28
8.4	Duties and Responsibilities	28
8.5	Staff Meetings.....	38
Appendix A: References		39
Appendix B: NJROTC Patuxent High School Activities.....		40

1 INTRODUCTION

1.1 Junior Reserve Officers Training Corps Program Background

Junior Reserve Officers Training Corps Units (JROTC) for all the military services were authorized by the Reserve Officers Vitalization Act of 1964 (Public Law 88-647 of 13 October, 1964 -- Title 10, U.S. Code, Chapter 102). Department of Defense Directive 1205.13 of June 16, 1982 requires the military service secretaries to "Sponsor and conduct a Junior ROTC program". Each of the services currently supports active programs in schools across the country and some overseas locations. Reference (a) establishes the guidelines for Navy JROTC (NJROTC) units.

The Navy currently has over 640 NJROTC programs in schools across the continental United States, and in Alaska, Hawaii, Guam, Japan, and Italy. The Chief of Naval Education and Training (CNET), with headquarters in Pensacola, Florida directs the program for the Navy. Under CNET, there are a number of NJROTC Area Managers, each responsible for the supervision of school programs in several states. Patuxent High School comes under the Area FOUR Manager with headquarters in Norfolk, Virginia.

This is a free and very low-cost elective for the student. A student has no military nor financial obligation (other than incidental expenses such as haircuts, some physical training gear, uniform cleaning, meals on field trips, etc.) from taking NJROTC course in high school. There are significant benefits for those enrolled whether or not they plan on going into the military after graduation. Although we try to cover all expenses through fundraising and donations, NJROTC students who participate in extracurricular activities and field trips will be required to pay for their own meals, some entry tickets and fees, and other incidental expenses.

1.2 Goals and Objectives

The overarching NJROTC program instills in students ... the values of citizenship, service to the United States, personal responsibility, and a sense of accomplishment. Our mission at Patuxent High School is:

To develop patriotic, informed, responsible citizens that are prepared to lead and positively contribute to their community whether in or out of uniform, ensuring that cadets graduate high school within 4 years and are prepared to meet the requirements of their chosen post-secondary plan.

The objectives of the NJROTC program are defined in reference (b):

1. To promote patriotism
2. To develop informed and responsible citizens
3. To promote habits of orderliness and precision, and to develop respect for constituted authority.
4. To developed a high degree of personal honor, self-reliance, leadership, and self- discipline.
5. To promote an understanding of the basic elements of and requirements for national security.
6. To develop respect for and an understanding of the need for constituted authority in a democratic society.
7. Provide incentives to live healthy and drug free.
8. Develop leadership potential.
9. Promote High School completion.
10. Provide information on the military services as a possible career.

1.3 Benefits of Enrollment

Upon graduation from high school, all cadets will receive a NJROTC certificate indicating the number of years of Naval Science completed. This document can be used for advanced placement in the military, scholarship applications, Service Academy applications, or a host of other uses.

1.3.1 College

For students interested in attending college, scholarship opportunities of varying value are available for application. Each year the Senior Naval Science Instructor can nominate students to complete for Navy Reserve Officers Training Corps scholarships as well as admission to the US Naval Academy and, often, other service academies.

1.3.2 Military Enlistment and Pay Grade

For those students interesting in enlisting in the military after graduating from Patuxent High School, all five military services give one or two advanced pay grades (ranks) for people who enlist after taking Junior ROTC courses for at least two years in high school.

1.3.3 Graduation Pathway

The NJROTC program is available to students as a Career & Technical Education (CTE) graduation pathway. To meet CTE pathway graduation requirements, students must successfully complete Naval Science I, Naval Science II, and Naval Science III in order to be designated as CTE completers through NJROTC.

1.3.4 Community Service

For those enrolled students who do not join the military after high school, the leadership skills, and traits of pride, commitment, loyalty, responsibility, civic responsibilities, patriotism, self-discipline, and teamwork learned in the NJROTC program are qualities that will make them better citizens and more productive members of the civil work force (i.e., law enforcement, fire and rescue, etc.) the trades, and our community. Unit leadership positions and community service can be used as work experience. As well, having participated for a length of time provides instructors the opportunity to observe and report on cadet work ethic and promise through letters of recommendation and job application references.

1.4 Requirements for enrollment in the NJROTC program

The general requirements for enrollment or continued enrollment in NJROTC are:

- Good conduct at home, in school, and in the community
- Satisfactory grades (including a 60% or higher in NJROTC)
- Be eligible for enrollment in Patuxent High School (which includes home school students)
- Be physically able to take Physical Education (PE) (special cases will be considered individually)
- Be willing to meet the grooming and uniform standards when required
- Be a U.S. Citizen or legal alien

Any Patuxent High School student may enroll in NJROTC at any time during the school year, whether through a schedule change (with administration approval) or as a “zero period” cadet. 9th grade cadets may not be enrolled in more than one Naval Science course during their first year in High School. If enrolled before August, the student is highly encouraged to participate in the new cadet orientation (Basic Leadership Training or BLT) held during the summer.

New cadets, regardless of grade, must be enrolled as Naval Science I students. If scheduling permits 12th grade students may also enroll in a second or third Naval Science course during the same school year.

1.5 Instructors

NJROTC instructors are retired officers, senior petty officers and non-commissioned officers of the Navy, Marine Corps or Coast Guard who have been specially certified by the Navy for employment as Naval Science Instructors. Each instructor is employed and paid by the local school board, not by the Navy, and are regular faculty members of Patuxent High School that report directly to the Principal.

1.6 Instruction and Credit Awarded

NJROTC, or Naval Science, courses carry full elective credit and are considered a graduation “pathway.” In Naval Science 1 (NS1) there are units on Leadership, uniform wear, physical fitness, introduction to the U.S. Navy, military customs, courtesies, etiquette, and ceremonies, and military drill. Naval Science-2 (NS2) and Naval Science 3 (NS3) include such subjects as oceanography and meteorology, first aid, U.S. maritime history, navigation, leadership, astronomy, world geography, health, naval customs, drill, seamanship and more advanced work on topics covered the first year. Naval Science 4 (NS4) is for students who can to work more independently and take on the leadership responsibilities of running the NJROTC unit.

1.7 Weekly Schedule

Typical weekly schedule (subject to change based on school and academic requirements):

- Monday - academic work
- Tuesday - academic work
- Wednesday - military topics including drill and competition preparation
- Thursday - uniform inspection, awards, advancement, and/or academic testing
- Friday - physical fitness training

1.8 Grading

NJROTC students will receive regular grades just as in any high school class. The aptitude of the cadet will be assessed using five (5) performance traits, Naval Science, Military Bearing, Physical Fitness Training, Professional Development, and Citizenship and Conduct. Performance traits are explained, in detail, in the [Unit Training and Evaluation](#) section of this document. Grades will be balanced between process, product and quarterly assessment grading categories.

1.8.1 Process Grades (50% of Overall Aptitude Grade)

Process grades are the “effort” part of a cadet’s overall aptitude grade. Accounting for 50% of the overall aptitude grade, process grades are used to monitor and assess the training and education a cadet does to prepare themselves for formal assessments and progress toward a curriculum goal.

1.8.2 Product Grades (40% of Overall Aptitude Grade)

Product grades are the “mastery” part of a student’s overall Aptitude grade. Examples of product grades are assessments, quizzes, tests, exams, projects, writing assignments, formal inspections, etc. This grade assesses the cadet’s overall mastery of NJROTC knowledge, skill or ability. Often, this grade reflects the effort a given cadet put into preparation in the given area.

1.8.3 Quarterly Assessment (10% of Overall Aptitude Grade)

For NJROTC, the quarterly assessment is a measure of a cadet's citizenship and service, the core mission of the Unit. One Community and School Service grade will be assigned each quarter. A maximum grade is achieved by meeting the minimum community service or school support hours. Specific details can be found in the [Unit Training and Evaluation](#) section of this document.

1.8.4 Academic Help.

Help on NJROTC material and other class materials is available to Cadets, and other students in the school, who are struggling. On most days, during lunch and, before or after school, a team of willing Cadets provide help on all academic subjects through volunteer NJROTC tutors. In addition, most teachers also have help sessions. It is up to the individual cadet who wants to remain eligible and to take every advantage of these opportunities. Grades will be monitored at interims, quarters, and as indicated basis.

1.9 Zero/Ninth Period Enrollment Expectations

Zero (0) Period is a construct in which students who cannot otherwise accommodate NJROTC into their high school schedule may enroll and complete NJROTC. This is often the path for cadets in Career Technical Education or homeschool environments. Where the course of instruction may not be considered a graduation requirement for these students, the Navy does require that each enrolled cadet meet a minimum set of requirements to earn a completion certificate. To successfully earn all of the benefits of NJROTC annually, Zero/Ninth Period cadets are expected to:

- Participate in at least one Basic Leadership Training
- Take a formal SAT/ACT preparation course and sit for the PSAT and/or the SAT/ACT (NS 3/4).
- Participate in at least one (1) US Naval Academy Orientation Visit
- Participate in not less than two (2) Unit Orientation Visits
- Complete a minimum of 15 community service hours and five (5) school support hours, with a goal of 30 and 10 hours, respectively
- Participate in not less than 2 (two) extracurricular NJROTC teams, including 1 (one) Drill meet and at least 3 (three) other team competitions
- Complete asynchronous Naval Science academics and achieve passing marks on exams

1.10 Supplies and Cost

Instructional materials, uniforms, supplies, and most other items are paid for by the Navy and are loaned to the cadet to use as long as they are enrolled in the NJROTC program. There are a few incidental items for which cadets must pay, including but not limited to: haircuts, undershirts, socks, uniform cleaning, field trips, PT gear, food, camps, etc.

A complete, tailored, military-style uniform is provided free for the use of the cadet and is required to be worn once a week on a designated day. Cleaning and pressing of the uniform is the responsibility of the cadet and is an important part of the NJROTC program. Students must always wear the uniform correctly, as prescribed in the Cadet Field Manual (reference (c)) and in this instruction. The uniform must be laundered and returned in good condition when enrollment ends. Grooming must meet minimum standards established by the Navy, as described in the Cadet Field Manual (reference (c)).

Cadets and parents are required to acknowledge receipt of these loaned uniform items by signing a supply custody card once a year, or upon significant issue or return of uniform items. This custody card will indicate all items issued to and subsequently returned by the cadet. Cadets must reimburse the U.S. Treasury for items lost or maliciously damaged or destroyed. A financial responsibility report may also be submitted to the school for items not returned at the end of program enrollment.

2 General Rules of Conduct

2.1 General

NJROTC cadets hold a unique place among students at PATUXENT High. They are easily identified as belonging to a group that stands for honesty, patriotism, and living by the rules. NJROTC cadets are expected to learn and follow all the rules of the school and the unit. Cadets will often find themselves held to a higher standard of conduct by teachers, administrators and the general public because they are cadets in the NJROTC program and live by the core values of *Honor, Courage and Commitment*.

2.2 Conduct in the School

Teachers and administrators at PATUXENT High form their opinions about the NJROTC program based on the actions of the cadets they observe. The outstanding reputation of the Unit is based in part on the outstanding conduct of the cadets. Therefore, teachers have come to expect the best from NJROTC. A cadet who causes trouble in another class can expect the teacher or the Vice Principal to contact the Naval Science Instructors for assistance addressing the issue. Students who fail to show proper respect during the pledge and national anthem, who fail to wear the uniform properly, are tardy to class, fail to do assigned work, or other similar negative behaviors can expect to have their conduct brought to the attention of the Naval Sciences Instructors. If attempts to correct the problem fail, the cadet risks being dis-enrolled from the NJROTC program without credit.

2.3 NJROTC General Rules of Conduct

It is impossible to provide a complete set of rules that covers all situations. Cadets are expected to guide their conduct by these three words: HONOR, COURAGE, and COMMITMENT. Cadets are expected to be honest, courteous, and be respectful to individuals at all times. In addition to meeting the standards established for all students by the Calvert County Public Schools Student Code of Conduct, Cadets of the Patuxent NJROTC unit are expected to strive toward a higher standard of conduct, and set a good example for their fellow students. In keeping with the objectives of the program, learning and demonstrating self-discipline is a prerequisite to becoming a good leader, as are habits of orderliness and precision, a respect for authority and responsibility for one's own actions. The list of expected or prohibited conduct below is only a guide and not in any way all-inclusive.

2.4 Harassment

Under the NJROTC Patuxent Bullying/Harassment Policy, reference (d), harassment of faculty, staff, another cadet, or student will not be tolerated. Whether it is sexual, racial, cultural, physical, or religious in nature, harassment is unacceptable in Patuxent High School and in the NJROTC PAX program. Remarks or actions which the recipient believes to be harassment should be reported to the SNSI or NSI as soon as possible. No cadet should put up with unwanted comments or actions by another, even if no real harm seems to have been done. Repeated harassment or harassment of a serious nature will be dealt with by the school or other authorities, as necessary.

2.5 Bystander Intervention

NJROTC PAX encourages Bystander Intervention, reference (e), to empower and equip cadets to effectively assist in the prevention of inappropriate behavior or assault.

2.6 Classroom Conduct

In class, the following standards of conduct apply:

- Do not talk when the instructor or another student is talking. If you have something to say, raise your hand to be recognized.
- Sit up in your chair and remain alert. If you are sick, ask for a pass to the front office to be checked out by the school nurse. Do not put your head down on the desk or close your eyes to nap in class.
- Do not ask to go to the bathroom during class except in an emergency. Go between class periods.
- Chewing gum or eating in Naval Science Class is not permitted.
- Cadets in uniform are not to chew gum at any time while at school or in public places.
- Do not sit on any NJROTC table/desk or lean back in any chair. The tables/desks are not designed to hold human weight and we cannot afford to replace any that are broken.
- The NJROTC telephone is available for limited cadet use only with prior permission of the SNSI/NSI.
- No loud talk or boisterous activity is permitted in NJROTC spaces unless it is part of a planned activity.
- The NJROTC trailers (classrooms, office, quarterdeck, Ordnance and Supply) are only for authorized cadets working on NJROTC business. It is not to be used for personal conversations, as a lounge, or as a storage area for personal items, issued uniforms, or personal school materials. Exceptions may be made for quiet lunch time activities for unit members.
- No personal or other gear is to be left in any NJROTC space without the permission of an instructor.
- Guests are allowed, when escorted by an enrolled cadet. Each must comply with the regulations of the unit or risk being banned from the unit spaces, and the host cadet may lose their hosting privileges.
- In class when a test is being given, no talking or leaving the classroom is permitted until all test papers have been turned in. A grade of zero may be assigned for any violations.
- Any person who cheats is subject to a grade of zero and will be dealt with accordingly.
- Book bags, purses, etc., are private personal property and no one except the owner is to touch or go into these items without permission. Any evidence of theft will result in disciplinary action by the school.
- Cadets shall keep cell phones, and other personal electronic devices (including ear buds), off and out of sight during the school day. This means phones must be powered off and stowed away, not just silenced, according to the CCPS Code of Conduct (reference (f)).
- Proper military courtesy is expected from cadets at all times in uniform. This includes proper salutes and a respectful manner when dealing with cadet's senior in the chain of command. The words sir and ma'am, as appropriate, are to be used freely.
- On uniform day, a complete and correct uniform is always to be worn unless variations are permitted by an instructor. The type uniform will be selected by the SNSI before the uniform day. Uniform coats, when worn, are to be buttoned or zipped; hats are to be worn when outside; ties are to be run up to the top of the collar; sleeves to be rolled down and all buttons to be buttoned. Cadets are required to be in the complete uniform for the entire school day.

- Only material related to the NJROTC class may be out or in use during your NJROTC class hour. Letters, books, magazines, and assignments from other classes are to be put away before the tardy bells rings and may not be brought out without the permission of the instructor. Non-NJROTC material may be picked up by the instructor and may not be claimed until after class that day.
- Tardy is defined as not being on deck or present in the classroom when the tardy bell rings and not having an excused-pass from the prior teacher or the office.
- Unless the instructor has specifically indicated otherwise, students are expected to bring the following items to each class : (1) paper and pencil; and (2) any other items assigned by the SNSI and NSI.
- A cadet is not authorized to borrow or be in possession of any unit-owned item or other equipment not formally issued to him or her.

2.7 Enforcement

Patuxent High School rules are strictly enforced. In order to have satisfactory conduct in NJROTC, a cadet must obey school rules and the laws of the community as well as NJROTC regulations. Behavior that is not respectable for a cadet may include but is not limited to: not fulfilling obligations and commitments, In School Suspension (ISS) and Out of School Suspension (OSS), violation of public law or community standards, and inappropriate behavior at home and with the family. A Cadet violating these behavior standards will be counseled, placed on NJROTC probation, reduced rank, school administrative action, or disenrolled from the NJROTC program based on the severity of the offense, cadet attitude and performance in school and the NJROTC unit.

2.8 Probation

The Senior Naval Science Instructor is authorized, by reference (b), to place on probation any cadet who:

- Fails to meet and maintain the standards of grooming or wearing the uniform.
- Fails to meet established standards of conduct and behavior as described previously described in this chapter.
- This action will be taken provided the SNSI considers the shortcomings to be temporary, and that the individual has such a strong motivation and aptitude to make him/her particularly desirable as an NJROTC Cadet. Any Cadet placed on probation shall be notified in writing of the reason and the terms of the probation. A copy of this letter will be mailed home to the parent or guardian.

2.9 Disenrollment

A Cadet may be disenrolled for disciplinary reasons by the Principal, with or without the recommendation of the Senior Naval Science Instructor.

2.10 NJROTC Office Entry Procedures

Cadets having business within the Office will strictly adhere to the appropriate procedure listed below:

- Cadets ordered to report to the SNSI/NSI will stand at attention, knock 3 times on the door frame, and then enter. They will then move to the appropriate desk, stand at attention, and report: "Cadet/[Rank] [Last Name], reporting as ordered."
- Cadets conducting other business within the office or Ordnance will stand at attention, knock 3 times on the door frame, and then enter to quietly and respectfully conduct Unit business.

2.11 Classroom Procedures

2.11.1 Entry of Senior Member

When the SNSI, NSI, Principal, or a Commissioned Officer from any branch of the Military enters the classroom when, and if senior to others already in the classroom, “ATTENTION ON DECK! Good morning/afternoon/evening sir/ma’am” will be sounded off by the first Cadet seeing the person. All cadets will immediately come to the position of attention and repeat “Good morning/afternoon/evening sir/ma’am.” until told to “CARRY ON”. After “CARRY ON” is said they repeat “CARRY ON AYE AYE sir/ma’am.” This courtesy only needs to be exercised once per class period for that senior individual.

2.11.2 Muster

Muster (attendance) will be taken by Platoon Commander, Chief or Leading Petty Officer during Basic Daily Routine. “ATTENTION TO MUSTER, SQUAD LEADERS REPORT!” will be called, at which time all Cadets come to the position of attention and squad leaders will report all cadets absent by name, and any accounting for missing cadets. Muster will then be reported to the NSI/SNSI.

2.11.3 Dismissal

At the end of a class period, the Naval Science Class will be dismissed by the SNSI/NSI or designated cadet. Cadets will be called to the position of “ATTENTION ON DECK”, then “CLASS DISMISSED”. All cadets will reply “AYE, AYE, MA’AM or SIR” as appropriate, and then depart the classroom in an orderly manner.

2.12 Drill Rifle and Sword Policy

The NJROTC program trains all Cadets in the basic manual of arms. Cadet Officers are required to become proficient in the manual of the sword. The Navy has provided the Unit with a number of replica, drill rifles and Naval Officer swords which are used for training. Cadets must become familiar with wear, maintenance, and basic manual of arms related to these tools. Improper handling of these training aids may result in personal injury or property damage, therefore, this policy pertains to all cadets. Drill rifles and swords:

- Shall be kept locked in the designated storage area when not in use for organized training.
- Will normally only be used outside during scheduled drill periods.
- May be used in the classroom for instruction in the manual of arms only, and only when under the direct supervision of the SNSI/NSI.
- Shall not leave the school campus unless in the custody of the SNSI/NSI for official purposes (e.g. drill/field meets, ceremonies, parades, etc.)
- Shall be reserved for use by enrolled cadets only.
- May be used after or outside of school, for individual practice, only when prior arrangements have been made with the SNSI/NSI for direct supervision and appropriate custody paperwork has been completed and filed.

Cadets abusing the privilege of using the training rifles or swords in an unsafe manner by aiming or pointing them as a weapon, or other such abuses, will forfeit the privilege of using the training rifles or swords for a given time period which will be determined by the SNSI.

3 Uniform Wear and Etiquette

3.1 General

This chapter provides guidance to cadets concerning the proper wear of the NJROTC uniform, for correct personal grooming and for public conduct while in uniform. Each cadet is responsible for knowing and following the standards of grooming, conduct and uniform wear established here and by the Chief of Naval Education and Training (CNET) in the current edition of the Cadet Field Manual ([reference](#) (c)).

3.2 Rules of Conduct

NJROTC cadets, when in uniform, are looked upon by the public as representatives of the U.S. Navy and Patuxent High School. It is important, therefore, that the reputation of the Navy and PHS not suffer because of poor cadet or appearance in uniform when they are in public view. *Public showing of affection, except for holding hands and short hugs, placing hands in pockets, chewing gum or tobacco, smoking, and other similar activities while in uniform detracts from military smartness and as such is considered inappropriate.*

3.3 When to Wear the Uniform

3.3.1 Uniform Day

A weekly “uniform day” will be designated by the SNSI/NSI, normally every Thursday. A special event, such as the annual NJROTC Unit inspection, Cadet Ball, drill meets, and other special events may change or add a “uniform day.” A cadet must wear the designated full and complete uniform from the time he leaves home in the morning, until he returns home after school, unless he has received the permission of the SNSI/NSI, in advance, to change. Permission may be granted to change for such things as sports practices, Career and Technology Academy, or some jobs. Even if a student expects to check out of school early on designated uniform days, goes on a field trip, or does not attend NJROTC class that day, he still must wear the uniform unless excused, in advance, and must make an appearance before the SNSI/NSI prior to departing from school to receive credit.

3.3.2 Special Wear

If a cadet wishes to wear the uniform at another time, such as for an event special to him or his family, he should get permission from the SNSI or NSI in advance.

3.3.3 “Make-up” Uniform Day

If a cadet is a member of a school sport team or club and is required to represent their team or club on uniform days, the cadet must wear the uniform the day before the assigned uniform day, or on a day mutually agreed between the cadet and the SNSI/NSI. If a cadet has an excused or unexcused absence on a required uniform day, the cadet must make up the uniform day within the school-allotted period for making up assignments, typically one day to make up the uniform day for each day of absence, following return from the absence.

3.4 Penalty for not wearing the uniform.

A cadet, present in school for any part of the day, who does not wear their uniform on the designated day, or takes it off after NJROTC class, will receive a grade of zero for that day.

3.5 Borrowing or Lending Uniform Items.

Uniforms are issued to a cadet for their sole use. Items may not be loaned used by another cadet, or any other person, whether they are in NJROTC. A cadet is not authorized to borrow or be in possession of any uniform item, or other equipment, not formally issued to him or her.

3.6 Exchanges/Lost/Replacement of Uniform Items.

3.6.1 Uniform Exchange

If any item does not fit properly or is too worn to look correct, it will, with the recommendation of the be repaired or replaced at no cost to the cadet. Cadets must obtain authorization from the SNSI or NSI for exchange. An item to be exchanged must be **laundered and/or dry cleaned**, before it is turned in, unless it is clearly not suitable for reissue (as determined by the Cadet Supply Officer and confirmed by the SNSI/NSI). No exchanges or issues of replacement uniform items will be made on a day scheduled for a graded uniform inspection, until the next school day.

3.6.2 Uniform Loss

Lost uniform items or equipment will be replaced upon payment for the item by the cadet at the current Navy Catalog price. Payment must be by check payable to Patuxent High School so that the school can reimburse the Treasurer of the United States. The SNSI or NSI may authorize payment be delayed or suspended for good reason, but it must be show that the loss or damage was beyond the cadet's control. The value of lost/destroyed uniform items will be added to the school indebtedness list and will incur administrative consequences until the debt is paid.

3.7 Uniform Return

Uniforms must be properly cleaned and returned when a cadet is no longer enrolled in NJROTC at Patuxent. Uniforms accepted for return must be in good condition and reflect only normal wear and tear. Items must be cleaned prior to turn-in. If a cadet is transferred to another High School which has a NJROTC unit, the cadet may be authorized to retain his uniform items if enrolled in the NJROTC program at the new school.

3.8 Covers

Covers are required to be brought to NJROTC class on each uniform day and will be worn during inspection. Once in the classroom, the cadet may not return to his locker to get his cover until after the inspection

3.8.1 Outdoor Wear

Except while inside a car or bus, covers must be worn on the way to school, going home and at most other times while outdoors in uniform.

3.8.2 Indoor Wear

Covers will not be worn inside of Patuxent High School except in the following conditions:

- Uniform inspection
- Participating in a special event, such as presenting the colors at an assembly, during the Pledge of Allegiance, drill competition, or school tour guide.
- Other events directed by the SNSI/NSI.

3.8.3 Saluting when Covered

Saluting is the customary greeting between members of the military and is done smartly, and with pride. While wearing your cover in uniform, proper military salutes and greetings are required to be rendered to the SNSI, all commissioned officers, and to cadet officers that are senior to you.

3.9 Uniform Shoes

Cadets are issued black leather uniform shoes. Corram Shoes are not authorized in NJROTC activities.

4 Unit Lines of Effort

4.1 Academics and Professional Development

4.1.1 Orientation Field Trips

Orientation field trips may be offered to a variety of locations and for various purposes throughout the year. Selected cadets will be invited to attend based on the number of seats available, performance, and participation in unit activities, academic standing, attitude, and parental permission. Cadets may also be offered an opportunity to participate in an overnight field trip. Chaperones are vital to the success of any field trip. Normally there will be one chaperone for every 20 cadets. There will be at least one female chaperone (preferably two) on an overnight field trip if there are any female cadets participating. All annual NJROTC forms and parental permission slips are required for all cadets participating in field trips. Cadets whose parents chaperone and/or volunteer to provide transportation to events for cadets will be given preference for attending that event or activity.

4.1.2 National Academic Exam

Numerous cadets in the unit will participate in the competitive National Academic Exam. This is a comprehensive assessment of a cadet's knowledge of Naval Science, general academic knowledge and current events. Placing in this event within Area FOUR, and nationally, earn points toward designation as a Distinguished Unit.

4.1.3 Leadership Training

Numerous leadership training opportunities may be offered for enrolled cadets. Beginning with Basic Leadership Training (BLT) for new cadets, followed by Sail Academy and culminating in a regional Leadership Academy or CO/XO School. All cadets may participate in BLT, but more advanced academies require SNSI nominations for those interested in more advanced training.

4.2 Unit Participation in Extracurricular Activities

4.2.1 Extracurricular Activities

The NJROTC unit provides a wide range of extracurricular activities. The exact numbers and types depend on the interests of the students and availability of coaching and supervision. Each activity is open to any cadet, in good standing, who wants to take part. A cadet may get started with most teams at any time during the year just by regularly attending practices (marksmanship and sailing teams first require a safety certification).

Extracurricular activities usually available during the year are:

- Academic Team
- Athletic Team
- Color Guard
- Drill Teams
- Marksmanship Team
- Orienteering Team
- Various social events including the Military Ball

See Appendix B for detailed descriptions of each activity.

Cadets must decide if they want to take part in any of those extracurricular activities based on their interests and how much time they can afford to commit outside of the normal classroom schedule. Most students take part in at least one of the many activities offered by the NJROTC program, but participation in extracurricular activities is not required and will not affect their class grade one way or another. Participation will help the cadet meet the objectives of the NJROTC program and parents are highly encouraged to promote and help with these extracurricular activities.

In many cases, the success of the various teams leads to travel to distant competitions in other parts of the nation. The Unit endeavors to cover the costs associated with cadet travel, lodging and food, but donations by participating families are greatly appreciated to offset these costs.

4.3 Citizenship (Community Service and School Support)

“Non Sibi Sed Ministerio” means “Not for self, but for service.” This motto underpins the NJROTC PAX Citizenship line of effort, supporting the local community and the school through various activities, thus teaching the importance of service and community engagement.

4.3.1 Community Service

Community service is a key component of the NJROTC ethos. For NJROTC PAX, it takes three specific forms:

- People Oriented. These events are specialized and provide a service that helps people in need. An exceptional cadet contributes 15 hours annually to People Oriented community service on behalf of the Unit.
- Environment Oriented. These events provide a service to enhance the community's appearance. An exceptional cadet contributes 10 hours annually to Environment Oriented community service on behalf of the Unit.
- Community Support. The Unit provides these volunteer services to improve the success of a community-related event. Exceptional cadets contribute 5 hours annually on behalf of the Unit.

4.3.2 School Support

Unit volunteer support to the school serves to, like Community Support, improve the success of a given school event. Examples include VIP or distinguished visitor or freshman orientation escorts, parking, post-event cleanup, program hand-outs, greeters, ushers, etc.

5 Unit Training and Evaluation

The training of cadets to meet the mission of NJROTC PAX is a prime factor affecting the readiness, effectiveness, and performance of the Unit. The cadet executive officer is responsible for leading the training effort. It is of significant importance to unit readiness that operator and maintenance personnel obtain in-rate and NEC training, watch station qualification and maintain watch station proficiency

5.1 Evaluation of Cadet Performance (Aptitude Grade)

Reference (b), paragraph 6-4, requires that Cadets are evaluated and graded on their aptitude, each term, “based on performance of duty, leadership, bearing, dress, and attitude, as manifested by their interest, motivation, and cooperation.” in NJROTC. Aptitude grades are used by the instructors to select cadet officers and as criteria on whether a cadet should be disenrolled. NJROTC PAX cadets will be formally evaluated on their performance in five areas (or traits):

5.1.1 Naval Science

All of the Naval Science curriculum will be taught and assessed as if in any other academic class in Patuxent High School. During classroom instruction of the Naval Science Curriculum, Cadets are expected to be respectful, follow directions, participate in group discussions, and come prepared with all necessary supplies. Process grades will be graded on the effort shown toward completing the work required to train in the requisite knowledge, including, but not limited to, formative assessments (pre-tests and “checks for understanding”), readings, videos, written assignments, and/or lectures. Product grades will be an evaluation of the cadet’s mastery of the knowledge as demonstrated through summative assessments, such as written and/or verbal examinations, essays, labs and projects. These assessments may be individual or group efforts.

5.1.2 Military Bearing

Cadets will be graded based on their understanding and demonstration of military bearing, specifically their personal conduct, appearance, and adherence to unit rules and regulations. The Military Bearing grade assesses a cadet’s ability, while in uniform, to:

- Maintain Proper Appearance: Proper uniform wear, grooming standards, and adherence to height and weight standards demonstrate pride in oneself and the military.
- Exhibit Proper Mannerisms: A confident and composed demeanor, including posture, gait, and tone of voice, conveys professionalism and self-discipline.
- Demonstrate Knowledge of the Cadet Reference Manual (Reference (g)): Knowledge of the basic tenants of uniform regulations, chain of command, and other NJROTC-related knowledge is key to presenting the highest standards of NJROTC and the Unit.

Focused Area Inspections (FAIs) will be graded under the Process grade category and serve as both formative assessments and training in proper military bearing and courtesies. Product grades will be derived from formal uniform inspections, and may be events such as a Unit Personnel Inspection (UPI), Area Manager’s Inspection, Change of Command Ceremony, Unit Quarters and Awards Ceremonies, and other formal occasions in which Cadets are fully and formally inspected.

5.1.3 Physical Fitness Training

Physical fitness is a core life necessity and an important part of NJROTC. Cadets will be graded on their weekly participation in physical fitness training to include proper wear of the Navy Physical Training Uniform. Each week there will be one or more fitness events to provide cadets with some physical training but, more so, to provide them with awareness of the types of things that can be done to maintain a lifetime of fitness and health. Both individual and team activities will be graded as Process grades based on 50% dressing properly and 50% cadet participation. Each quarter, one official “Cadet Challenge” or Physical Readiness Test (see [reference \(c\)](#)) will be graded in the Product category.

5.1.4 Professional Development

Weekly in-class drill participation will be graded as a Process grade to assess the effort a cadet makes toward improving their skills as a leader and a follower. Product grades will be assessed for qualified participation in no less than 2 advancement and/or ACT/SAT exams. Should a cadet pass their first advancement exam in the quarter and, therefore, be in-eligible for a second due to time-in-grade requirements, the second exam requirement may be waived by the SNSI. For those cadets that have achieved Chief and/or Officer ranks and are assigned leadership positions, the Product grade will be an assessment of their performance in their assigned position and demonstrated leadership.

5.1.5 Citizenship and Conduct

Citizenship and Conduct will be graded as both Process (Interim) and Product (Quarterly) grades that both start at 100 % and will only be decreased, like demerits, for school and community behavior considered beneath the standards expected of members of NJROTC PAX. The amount of decrease will be determined by the severity of the infraction. The expectation for cadets is that they will have:

- A positive attitude, a willingness to follow orders, and a commitment to the mission which are essential components of citizenship.
- Discipline and respect. Specifically, it is expected that cadets will have strict adherence to regulations, respect for authority, and consideration for others are fundamental to citizenship.
- No school behavior requiring referrals and/or assignment to detention, In-School Suspension (ISS), and/or Out-of-School Suspension OSS.

5.1.6 Community and School Service

Cadets are expected to contribute to the success of the unit by participating in the service opportunities to the community and/or the school. The service portion of the Quarterly Assessment will be a percentage of the 10 hours of service expected, per quarter, per cadet in the Unit.

5.2 Annual Employment Schedule

Annually, in the final quarter of the school year, the new TRIAD and their new staff will hold a scheduling conference to lay out the proposed schedule for the balance of the school year and the rest of the NJROTC calendar, which typically runs from 01 APR to 31 MAR each year. The Operations Department will host the scheduling conference and all departments and teams will attend to ensure all Unit events, whether hosted, supporting or supported will be included so that they are planned, staffed, equipped, trained and executed with success. This long-term schedule should contain all of the milestones that play a significant role in Unit and Cadet training and development.

The training officer and department heads are responsible for developing and maintaining the training plan. The command's training officer shall consolidate the inputs received from each department and/or team, and forward it to the commanding officer for approval. The training officer is responsible for maintaining the unit's training plan through the Planning Board for Training (PB4T).

5.3 Quarterly Training Plan

The purpose of this quarterly training plan is to identify unit plans that may affect the scheduling or conduct of training, either group training or formal schools. The updated segment from the Long Range Training plan forms the basis. The PBFT uses this schedule as a guide, coordinates unit wide training evolutions required to meet the identified milestones. This provides the basis for developing the training that needs to occur in each division to support the milestones.

5.4 Monthly Training Plan

Using the Quarterly Training Plan as a guide, each training group shall develop a detailed plan for training, which shall include specific dates. The Department Heads review and approve each Training Monthly plan. The department head keeps copies of the department's Monthly Training Plans and uses the compiled package as their primary tool for scheduling training at the PBFT.

5.5 Personnel Qualification Standard Program

Within NJROTC PAX, standardized training and consistent expectations define the process for producing future community leaders and ensuring that every cadet has similar experiences. To accomplish this, the Navy model of Personal Qualification Standards (PQS) is applied to the various aspects of Unit training and evaluation. PQS will be developed for each Naval Science level, each rank and leadership position, as well as the various teams and activities to ensure that each cadet has a clear path to success, develops the proper knowledge, and builds the correct skills and abilities through experience to achieve their goals. Specifically, PQS and Job Qualification Requirements (JQR) are developed for Leadership and Advancement (Including Drill), Drones, and Air Rifle.

5.6 Planning Board for Training (PB4T)

5.6.1 Purpose.

The PB4T shall guide and govern all command training. The PB4T shall develop short and long range training plans for the command. The PBFT is responsible to the commanding officer for developing a comprehensive unit training program with the ultimate goal of well-trained and qualified personnel.

5.6.2 Membership

The PBFT is chaired by the Executive Officer and consists of; CSC, department heads, training officer, educational services officer, and team captains.

5.6.3 Procedures

The monthly, or as required, PB4T considers the employment of the unit and establishes immediate and long-range training objectives to ensure unit readiness. The board will coordinate overall school schedule, training requirements, personnel availability, and space allocation of the unit to maximize qualified personnel to best deliver the requirements of unit employment, graduation preparation, academic and physical achievement, and team success.

6 Advancement

6.1 General

NJROTC is the only course at Patuxent High having formal instruction in leadership. Students practice what they learn by organizing the extra-curricular groups and taking charge of large parts of the NJROTC program. This opportunity to lead is won over time through consistent and sustained effort. Cadet rank, patterned after the U.S. Navy rank structure, is awarded based on achievement, conduct, participation, and the requirements of the unit. Increased rank normally means increased responsibility. The SNSI/NSI evaluates a large number of facts concerning each individual cadet before awarding promotion, advancements, or assigning job responsibilities. This chapter outlines the standards for promotion to each level of cadet rank.

6.2 Advancement and Selection Board

6.2.1 Purpose

The NJROTC PAX Advancement and Selection Board will be held monthly, or more frequently as required and is responsible for assisting the SNSI in evaluating advancements and promotion recommendations for unit personnel and to ensure compliance with all directives of higher authority.

6.2.2 Membership

The board will be convened by the Cadet Executive Officer and shall be composed of the Cadet Command Senior Chief Petty Officer, the Admin Officer, the Training Officer, and two or more cadet officers. A cadet chief warrant officer or cadet chief petty officer may also be assigned. The board may officially convene with a quorum of members present.

6.2.3 Procedure

The Advancement and Selection Board will review all recommendations and nominations for advancement and selection and ensure applicable directives and requirements are met. The Board will ensure each nominee has properly met all requirements for the recommended rank and is consistent with the SNSI's policy. The Advancement and Selection Board does NOT have the authority to approve/disapprove promotions but, rather, makes recommendations to the SNSI.

6.3 Command Leadership Board

6.3.1 Purpose

The NJROTC PAX Command Leadership Board will be held twice annually, or more frequently as required, and is responsible for assisting the SNSI in evaluating recommendations for Unit leadership and to ensure compliance with all directives of higher authority. The first meeting of the board is to select the prospective Unit leadership triad (CO, XO, CSC) and the second will be convened to propose a slate of Unit leadership at or below the Department Head level.

6.3.2 Membership

The board will be convened by the Cadet Commanding Officer and shall be composed of the Cadet Executive Officer, and the Cadet Command Senior Chief Petty Officer. Unit Department Heads may be added to the board at the Unit Commanding Officer's discretion. The board may officially convene with a quorum of members present.

6.3.3 Procedure

The Command Leadership Board will review all recommendations and nominations for leadership positions within the Unit and ensure applicable directives and requirements are met. The Board will ensure each nominee has properly met all requirements for the recommended position and is consistent with the SNSI's policy and guidance. The Command Leadership Board does NOT have the authority to approve/disapprove the command or department slate but, rather, makes recommendations to the SNSI.

6.4 Promotion and Leadership Assignment

In order to be promoted and/or be assigned leadership positions, cadets must demonstrate (1) high moral standards, (2) overall good conduct, (3) exceptional appearance in uniform, (4) sustained superior performance in carrying out any assigned NJROTC responsibilities, and (5) a reasonable level of participation in NJROTC activities and programs. Also considered are the grade level of the cadet, the number of years he/she has been in NJROTC, and other factors as determined by the SNSI/NSI. Table 1 shows a typical advancement path for cadets, including maximum achievable rank for each Naval Science (NS) Level, but exceptions may be made with SNSI approval.

NS 4	LCDR LT LTJG
NS 3	ENS SCPO CPO
NS 2	PO1 PO2 PO3
NS 1	SN SA SR

Table 1. Typical Advancement Path

Assignment to a new position requires that the cadet complete all work underway in his/her previous job and properly turn over all responsibilities to his or her relief. It is up to each cadet to find who his/her new supervisor will be and report for duty.

New cadets in grades eleven and twelve may be considered for meritorious advancement and assignment to leadership positions. Advancements may be assigned to develop leadership, organizational, and managerial skills, and to improve opportunities for post-secondary education.

6.5 Advancement and Promotion Requirements

To be eligible for advancement and promotion nomination, all cadets must fulfill a core set of requirements including, time in rate/grade, basic military requirements, pass a practical exam, pass a final written exam, and finally be selected/approved by the Advancement and Selection Board.

6.6 Advancement Examinations

Two different types of examinations are involved with advancement and promotion.

6.6.1 Practical Examinations

Practical exams allow Cadets to demonstrate their proficiency at military drill, the manual of arms, etc. These examinations will be given by the SNSI/NSI, platoon commander, or a designated Cadet (assigned

by the NSI) who will determine whether the degree of skill demonstrated meets the requirement for advancement in rank. This examination shall be passed prior to attempting the written examination.

6.6.2 Written Examinations

Written exams will contain objective (multiple choice, completion, and true/false) questions. A score of 70% or better is required to pass. In case of failure, the Cadet will NOT be told which questions are incorrect. Cadets who do not pass on their first attempt must observe a 14-day waiting period before a re-test is administered. If a cadet fails a second time, the Training Officer will design extra military instruction (EMI) for the cadet to complete, addressing identified training shortfalls before retaking the written test. A third failure will require the cadet to wait a full “time-in-grade” cycle prior to attempting the test once again.

6.7 Advancement and Promotion Requirements

The following basic military requirements (BMR) apply to all promotions and requirements:

- Cadets must be recommended for promotion by their chain of command
- Have not missed, without permission, a uniform inspection in the current marking period
- Have no missing homework or classwork in Naval Science in the current marking period
- Naval Science grade of 70% or higher
- For Chief and Officer, a Naval Science Grade of 80% or higher
- Must be passing all other classes
- No ISS in the previous 2 months
- No OSS in the previous 3 months
- Must have held the current rank for not less than 2 months

In addition to the BMR, each rank may have specific requirements or additional restrictions.

6.7.1 Requirements for Seaman Apprentice (SA)

BMR and testing requirements may be waived for promotion to Seaman Apprentice (SA) if a cadet successfully completes the Basic Leadership Training (BLT) Course of Instruction.

6.7.2 Advancement to Seaman (SN)

BMR and testing requirements may be waived for promotion to Seaman (SN) if the cadet successfully completes the Basic Leadership Training (BLT) Course of Instruction in the top 10 % of all cadets.

6.7.3 Requirements for Petty Officer Third Class (PO3)

No additional restrictions or requirements.

6.7.4 Requirements for Petty Officer Second Class (PO2)

No additional restrictions or requirements.

6.7.5 Advancement to Petty Officer First Class (PO1)

No additional restrictions or requirements.

6.7.6 Advancement to Chief Petty Officer and Officer Ranks

In addition to the BMR, advancement to Chief Petty Officer and Officer ranks may be based on both position and satisfaction of the following requirements:

- Be appointed by the SNSI/NSI.
- Rank is required for the assigned position
- Demonstrated potential and leadership skills
- No ISS for the previous 2 months or OSS for the previous 12 months.

6.8 Meritorious Promotions

Meritorious promotion from Seaman Apprentice through Petty Officer First Class may be awarded at the discretion of the SNSI/ NSI, and by the recommendations of the Unit CO, XO, CSC, and Platoon Commanders through the Selection Board. Specifically, meritorious promotions may occur on the following occasions, if BMR are also satisfied:

- Advanced to Seaman Apprentice upon successful completion of Basic Leadership Training (BLT)
- Advanced to Seaman for earning “top 10%” and Honor Cadet designation at BLT
- Promoted to the rank commensurate with a newly assigned Unit leadership position.

Upon meritorious promotion, cadets will have 3 months to pass both practical and written exams that meet or exceed the rank to which they were promoted, or risk forfeiture of both rank and position.

6.9 Advancement Procedures

Promotions will be announced on uniform day. New rank insignias will be issued to those being promoted by the SNSI/NSI, only. The old insignia will be turned in to their Platoon Commander or Leading Chief Petty Officer.

6.10 Promotion and Demotion Authority

In keeping with the time-honored tradition of the Navy that the Commander has the responsibility and authority for those in his command, only the SNSI/NSI can promote or demote a cadet. Advancements and demotions recommendations can be made by the disciplinary review board to the NSI/SNSI. No cadet is authorized to demote or promote another cadet, nor use the threat of demotion or ask favors in return for a promotion in dealing with another cadet regardless of rank or class.

6.11 Disciplinary Review Board

Demotions will be recommended by the adhoc disciplinary review board and will be used to evaluate and recommend to the NSI/SNSI appropriate punishments for infractions of rules. The Board will be in place in order to ensure that the standard for both leadership and subordinates is upheld. The board will consist of the CO, XO, CMC, and/or a minimum of two other cadet officers or cadet chiefs as prescribed by the SNSI/NSI.

7 Awards

7.1 General

There are a large number of awards given for participation and achievement in NJROTC. Some are given by the unit, some by the school, and others by local and national civic and patriotic groups. Involvement, personal effort, and sustained performance are the main requirements. The information in this chapter amplifies the awards section of references (b) and (c) and is the policy of this Unit.

7.2 Eligibility

In order to be eligible for an NJROTC ribbon award, a cadet must meet the criteria for the award and be nominated for consideration by the Awards Board.

7.3 Awards Board

7.3.1 Purpose

The NJROTC PAX Awards Board will be held quarterly, or more frequently as required and is responsible for assisting the SNSI in evaluating recommendations for awards to unit personnel and to ensure compliance with all directives of higher authority.

7.3.2 Membership

The board will be convened by the Cadet Command Senior Chief and shall be composed of two or more cadet officers. A chief warrant officer or chief petty officer may also be assigned.

7.3.3 Procedure

The Awards Board will review all recommendations and nominations for awards and ensure applicable directives and requirements are met. The Awards Board will ensure the acts or services described in the recommendation fulfill all requirements for the recommended level of the award and is consistent with the SNSI's policy. The awards board does NOT have the authority to approve/disapprove awards, but makes recommendations to the SNSI.

7.4 Required Wear of Awards

NJROTC ribbons and awards become a required part of the uniform when earned. They must be worn whenever a uniform (except a working uniform) is worn. Ribbons must be kept clean and in good condition. Proper placement of ribbons is described in the Cadet Field Manual (reference (b)). Earned medals may be worn at formal uniform inspections and at all formal events such as the Area Managers Inspection, Change of Command, Veterans Day ceremonies, etc., and other activities as designated by the SNSI.

7.5 Criteria and Order of Precedence of NJROTC Ribbons

The criteria for the award of each of the ribbons is based on that established by CNET in the Cadet Field Manual (reference (b)). The following descriptions amplify these requirements for NJROTC PAX.

- A. Meritorious Achievement: Awarded as earned to any cadet who has distinguished himself by outstanding meritorious achievement as determined by the SNSI and approved by the NJROTC Area FOUR Manager on a case-by-case basis. The award may be based on a series of events of meritorious service to the unit or community or a single qualifying act. Any cadet may make nominations for this award to the SNSI.
- B. Distinguished Unit: Awarded as earned to each cadet in good standing in the unit during the academic year in which the unit has qualified as a Distinguished Unit.
- C. Distinguished Cadet: Awarded yearly to the one cadet in each Naval Science group (NS1, NS2, NS3, NS4) with the highest overall scholastic achievement for the first three quarters of the current academic year, earned an “A” in Naval Science, earned the Aptitude ribbon for the current year, has been actively involved in the most extracurricular and community service NJROTC activities. The cadet must be enrolled in NJROTC for the entire school year.
- D. Honor Cadet: Awarded yearly to the one cadet in each Naval Science group (NS1, NS2, NS3, NS4) with the highest combined GPA for the first three quarters of school year and has also earned the Aptitude ribbon for the current year. The cadet must be enrolled in NJROTC for the entire school year and earned an “A” in Naval Science. In the event of equal GPAs, the cadet taking the higher-level courses will be the Honor Cadet.
- E. Cadet Achievement: Any cadet can nominate any other cadet for this award which is awarded on a case-by-case basis by the Area Manager. Can be earned by any cadet who distinguishes themselves with outstanding performance will be awarded this ribbon.
- F. Military Aptitude Award: Awarded yearly to the cadets in each Naval Science year group (NS1, NS2, NS3, NS4) based on military bearing, fitness, willingness to learn, innate ability, readiness or quickness to learn, suitability to the NJROTC program, and intelligence.
- G. Outstanding Cadet: Awarded yearly to the outstanding cadets in each Naval Science year group (NS1, NS2, NS3, NS4) based on citizenship, academic performance, personal appearance and conduct. The following criteria must be met to receive this award: earned the **exemplary personal appearance** award for both semesters of the current academic year, earned the **community service** ribbon (or subsequent award) during the current academic year, earned the **Exemplary Conduct** award for the current academic year, and **passing all courses** as of the third marking period.
- H. Exemplary Conduct: Awarded yearly to each cadet who demonstrated exemplary conduct for the entire year. The criteria is no more than one day of ISS and/or no OSS for the year.
- I. Academic Award: Awarded to the cadet who meets either of the following criteria:
- J. Academic Team: awarded once each year to the member of the Academic team who has taken part in at least **three** formal competitions.
- K. Honor Roll: awarded once each year to those cadets who have been named to the PATUXENT High School Honor Roll for any **two** marking periods during the school year.
- L. Exemplary Personal Appearance: Awarded to each cadet who displays exemplary personal appearance and has worn his/her uniform on all uniform days during the 1st and 2nd marking period. Also awarded to each cadet who displays exemplary personal appearance and has worn

his/her uniform on all uniform days during the 3rd and 4th marking period. Can be awarded by the SNSI and Area Manager meritoriously for a single event such as the Area Manager's Inspection. The ribbon will also be awarded to all members of the inspection team if they place 1st, 2nd, or 3rd in the personnel inspection phase at a drill meet.

M. Physical Fitness: Awarded twice a year to the cadet who meets physical fitness exercise requirements contained in the Cadet Field Manual. Cadet must have a sports participation physical with a doctor's approval to take the Physical Fitness Test as well as any other required forms.

N. Participation: Awarded as earned to the cadet who has participated in each of three separate NJROTC sponsored events or activities designated by the SNSI. Three (3) credits are required with each event or activity counting as one (1) credit.

O. Unit Service: Awarded when earned to any cadet who has demonstrated exemplary service and dedication to the unit. This service can be shown by participation in NJROTC extracurricular activities, community service projects with the unit, individual effort to help improve the unit, and participation in school activities as a representative of the NJROTC unit, which improves the image of NJROTC. Fifteen (15) credits are required, with each credit equal to one hour of active service.

P. Community Service: Awarded as earned to the cadet who has contributed fifteen (15) hours of satisfactory volunteer work toward a project or activity designated by the SNSI/NSI for community service. Service normally must be as part of an NJROTC sponsored or recognized activity. Credit up to 15 hours may be granted by the SNSI during the summer vacation for community service work accomplished while school is not in session, if the cadet is enrolled in Naval Science.

Q. Drill Team: First ribbon award may be earned by the drill team member who has a combined total of three (3) drill competitions and/or participated in public drill team performances. Subsequent ribbons are earned for every three (3) drill meets and/or public drill team performances.

R. Color Guard: First ribbon award earned by the cadet who has entered in a combined two (2) Color Guard competitions and/or public (i.e., not school support) Color Guard performances. Subsequent awards may be earned for every two competitions and/or public Color Guard performances.

S. Rifle Team: Award earned by the cadet member of the rifle team who has:

- i. Passed with a score of 100%, an annual test on shooting safety and range rules.
- ii. Participated in at least two postal or shoulder-to-shoulder (STS) competition as a principal shooter
- iii. Subsequent awards are earned by competing in two additional postal or STS matches.

T. Orienteering: Awarded when earned to any cadet who successfully completes two yellow, or higher, level orienteering courses within required time limits. Subsequent ribbon awards are awarded for every two yellow, or higher, level courses successfully completed within the required time limits.

U. Inter-Service Competition: Awarded when earned to any cadet who has successfully participated in any inter-service national level competition. This ribbon cannot be awarded to along with another team-specific ribbon for the same competition. For example, it cannot be awarded for competing in a local, area, or postal multi-service drill, academic, marksmanship, or orienteering meet for which another ribbon has been awarded.

V. Recruiting: Awarded as earned to the cadet who is directly responsible for enrolling two new students, who are not already in the NJROTC program. The new cadet must be enrolled as of 1 October of the current school year and remain through 01 February. Active participation in two or more formal recruiting presentations to middle school students may be counted as one of these enrollments.

W. Mini Boot Camp: Awarded as earned to the cadet who has successfully completed an overnight mini-boot camp, NJROTC leadership academy, other service leadership academies, or a similar program of training designated by the Area FOUR Manager.

X. Sea Cruise: Awarded as earned to any cadet who has been to sea (under way) or flown in a Naval aircraft as part of an NJROTC sponsored orientation visit as determined by the SNSI.

7.6 Medals

Medal awards will be worn in the order listed in the Cadet Handbook: NJROTC Academic competitions, then NJROTC Marksmanship competitions, followed by the NRA Air Rifle Qualification Badge. Then all other medals. A medal and ribbon representing the same award are generally not worn simultaneously as a matter of routine, but on formal or ceremonial occasions, both may be worn.

7.7 Team Commanders

Commanders of teams for which a ribbon is given, wear the ribbon of their team on the right side of the chest, above the name tag, in a position comparable to the ribbons on the left. The ribbon will bear a distinguishing anchor device. Past Commanders of teams will wear the team ribbon in its normal position of precedence on the left chest if they are still on the team.

7.8 Non-NJROTC Awards

Civic, service and school groups make periodic presentations of awards to cadets, cadets can receive ribbon awards from JROTC units of the other services. These outside awards, when approved for wear by the SNSI/NSI, take precedence after all NJROTC ribbons. They will take precedence among themselves as follows: (1) JROTC awards of other services, (2) awards from other organizations in alphabetical order of the official name of the presenting organization unless the SNSI makes other determination in individual cases.

7.9 Pins

There are only two types of pins authorized on the NJROTC uniform by the SNSI. Earned pins may not be worn on working uniforms and may be worn on the same occasions as medals. (See paragraph 6.4 “Required Wear of awards.”)

7.9.1 Civilian Marksmanship Program Pin

Civilian Marksmanship Program (CMP) pins are to be worn on the right side of the chest below the name tag by 1/4th of an inch, measured from the bottom and not from the middle of the pin. If a cadet has more than one, they will wear no more than four (4) pins per row, starting from the left to the right, and start a new column under the first pin if more than one row is required. Cadets must ensure that the pins look professional and are parallel to the deck.

7.9.2 Cyber Patriot Pin

The Cyber Patriot pin may be worn on the right side of the chest, centered above the nametag by 1/4th of an inch measured from the bottom, not from the middle, of the pin. If the cadet is a team commander, the pin will be measured 1/4th of an inch above the assigned team commander ribbon. Only one Cyber Patriot pin may be worn on the uniform, the pin must mark the most recent Cyber Patriot competition and not any competition prior.

7.10 National Rifle Association Awards

National Rifle Association (NRA) air rifle and air pistol awards may be won and worn by cadets who qualify. A maximum of two NRA qualification medals may be worn at one time (one pistol, one rifle).

7.11 Special Individual, Organization, and National Awards

Special recognition is provided to outstanding cadets by patriotic, veterans, fraternal and service organizations. Although underclass cadets are eligible for several of these awards, the majority are given to recognize the accomplishments of juniors and graduating senior cadets. A list of many of these awards is available in reference (b), however not all awards are presented each year. Any cadet earning these awards and medals are authorized to wear the associated medals and ribbons on their NJROTC uniform.

7.12 Unit Cord

The Unit Cord, the only aiguillette awarded by NJROTC PAX, can be earned by any cadet. This cord is earned by meeting the requirements of the activity or team. Wearing the Unit Cord is a symbol of dedication and perseverance that makes a cadet stand out from his peers. The Unit Cord will be monitored and issued by the SNSI/NSI. All Unit Cords will be tracked by the Unit Command Senior Chief. Cadets may be nominated by their chain of command or a team captain if they meet the requirements of the following two paragraphs.

7.12.1 General Requirements

Must be an active member of the PHS NJROTC Teams and Activities:

1. Participate in all required practices.
2. Conform to team rules and spirit.
3. Maintain grades with no grades less than 60% on a given report card.
4. Be an active member of the team and meet the requirements each year.
5. Be a positive role model for the team in and out of school.
6. Be endorsed by the team captains or chain of command.

7.12.2 Activity-Specific Requirements

The requirements to earn the Unit Cord are listed by each individual team activity, or may be a combination of activities with the approval of the SNSI:

- Drill Team: Perform in 3 drill competitions (as a member of the drill team, excluding inspections)

- Marksmanship Team: Compete in 3 postal or shoulder-to-shoulder matches as a member of the Varsity Team.
- Orienteering Team: Successfully compete on the Varsity Team in 3 competitions or other designated meets.
- Athletic Team: Compete in 3 JROTC athletic events (team athletic events, field meets as a member of the team.)
- Drone Team: Compete in 3 JROTC drone competitions as a member of the team.
- Color Guard: Compete in 3 competitions or community events.
- Community Service: Accumulate over 40 hours of community and/or school service per year.
- Academic/Cyber Patriot: Compete in 3 academic competitions with a score of 60% or higher or compete in 2 Brain Brawl competitions/Cyber patriot.

7.12.3 Wear of Unit Cords

The Unit Cord shall be worn on the left shoulder of the Service Dress Blue and Navy Service Uniform. The cord shall be attached to the Service Dress Blue Jacket with a gold uniform button and with a fouled anchor on the Navy Service uniform. The Cord may only be worn by cadets meeting the requirements in the current school year. When a Cadet no longer meets the requirements, he/she shall immediately return the cord to the SNSI/NSI or will be told not to wear the cord until meeting the requirements. Grades and team requirements must be met, if they are not a cadet can be placed on probation from wearing the Unit Cord for a period of time that is determined from the SNSI/NSI.

7.12.4 Wear of Drop Cords

As of 18 February 2025, unit drop cords are no longer authorized within NJROTC AREA FOUR, however, cadets to whom they were awarded prior to school year 2025-2026 may continue to wear them except when specifically prohibited such as the Area Manager's Inspection and other such events outside of NJROTC PAX. When worn, the drop cords will be attached to the inside of the unit cord with the pin that is attached to the drop cord.

8 Unit Organization and Job Requirements

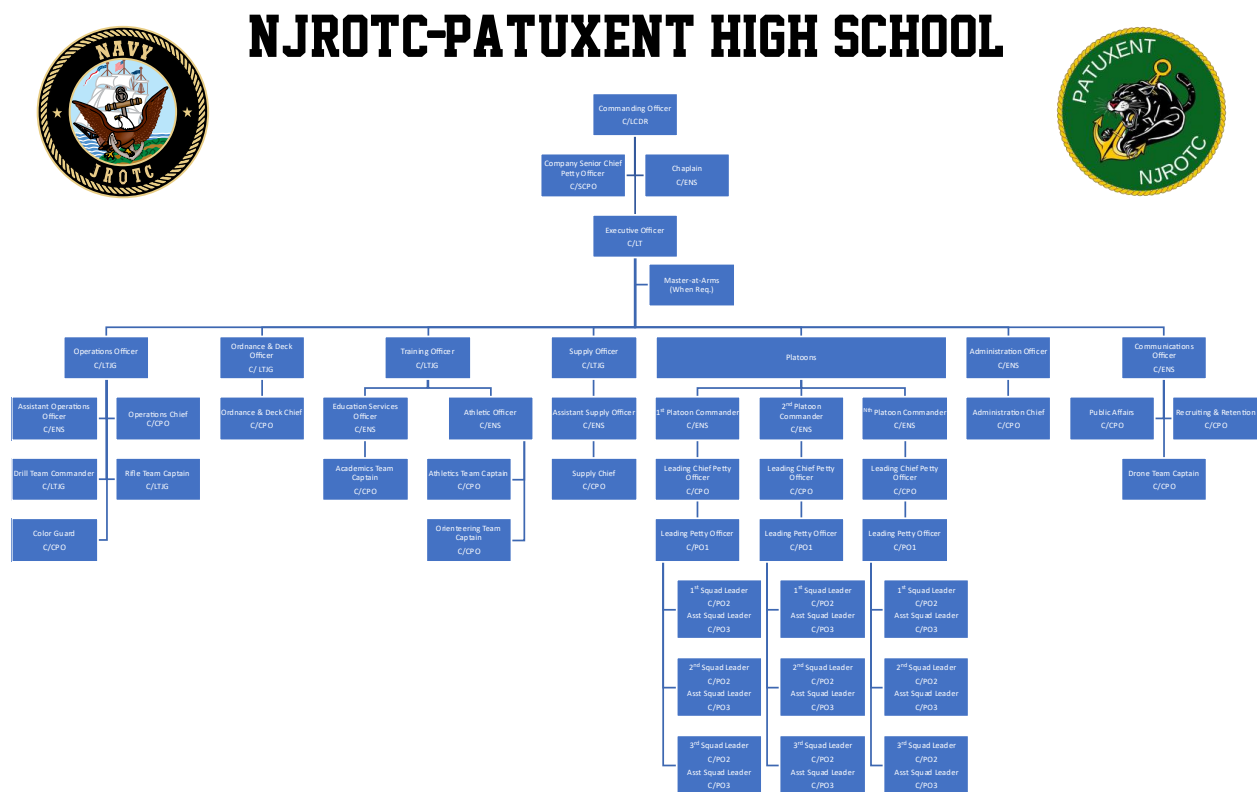
8.1 General

In order for NJROTC to support a large number of teams and activities, there must be an effective and functional cadet organization to manage the day-to-day operations of the Unit. This instruction provides guidance and minimum performance standards for those assigned this responsibility.

8.2 Position Assignment

Cadets are assigned duties based on their interests, abilities, and the needs of the Unit. Initial assignment will normally not occur until the cadet has been enrolled for one semester. Cadets can expect to be assigned a variety of jobs as they progress so that they will have a better understanding of the entire unit's operation. Service in a Command or Staff billet provides meaningful learning experiences and plentiful opportunities for the application of leadership skills.

8.3 Cadet Staff Organization.



8.4 Duties and Responsibilities

This chapter is NOT intended to provide detailed instructions for every situation or to limit cadet initiative. Cadets are expected to use it as a guide and a set of minimum requirements. Cadets in the chain of command are responsible for the fulfillment of their own listed tasks and for the tasks assigned to cadets under them.

8.4.1 Basic Duties and Responsibilities

The basic duties and responsibilities of the individual assigned to a specific billet are contained in the paragraphs that follow. It is emphasized that these lists are not all inclusive. Each cadet is expected to take the initiative to do the additional things which will make the billet function more smoothly. These additional duties and tasks will be recorded and described in the turnover files maintained for each billet.

8.4.2 Officer and Chief Petty Officer Responsibilities

The Senior Naval Science Instructor selects and promotes Cadets to Officer and Chief Petty Officer billets based on demonstrated leadership, performance, academic competence, active participation in unit activities, and enthusiasm. Cadet Officers and Chief Petty Officers are expected to set the example for junior Cadets in every aspect of the NJROTC program at Patuxent High School, as well as in school activities, in the community and at home. The responsibilities of leadership must be accepted before the privileges associated with officer and chief rank may be enjoyed. Extra effort and time will be required to do the job assigned. Continued enthusiasm, a positive attitude, strong motivation, and outstanding performance are required of each Cadet Officer and Chief Petty Officer if he/she wishes to remain in their assigned billet or to earn promotions.

The primary responsibility of leadership for all Cadet Officers and Senior Enlisted cadets (c/CPO and c/SCPO) is to set the highest standards of performance, led by an example, and do the best possible job to ensure that all NJROTC PAX cadets meet the expected standards of conduct and personal grooming as explained in this document and the Cadet Field Manual, reference (c). Avoid joining or forming cliques or special groups which may result in, or have the appearance of, giving favor or special treatment to individuals within these groups.

The SNSI will remove the Officer and Chief Petty Officer ranks from any cadet whose performance is unsatisfactory. All cadets promoted to Chief Petty Officer and Enlisted positions will be briefed at the end of each marking period by MCPO regarding performance.

8.4.3 Unit Commanding Officer

The Commanding Officer (CO) is responsible to the SNSI/NSI for the performance of the Cadet Company (NJROTC PAX Unit). The CO's duties include, but are not limited to, those listed below:

- Set the highest standard of performance, conduct, military bearing and appearance as an example to all.
- Maintain high morale and enthusiasm within the unit.
- Develop *esprit de corps* and a desire to excel in the unit.
- Avoid joining or forming cliques or special groups which may result in, or have the appearance of, giving favor or special treatment to individuals within these groups.
- Act as the official point of contact between the Cadet Unit and the SNSI/NSI on all matters relating to the functioning of the Battalion/Company.
- Take actions to involve the maximum number of cadets in NJROTC activities.
- If possible, represent the Unit in the Student Government Association (SGA) and/or other school bodies where appropriate.
- Ensure that all military formations, ceremonies, and routines are planned and carried out in a proper fashion and in a timely manner.
- Promote the personal growth and well-being of each cadet.
- Advise the SNSI on matters of unit morale, activity schedule, training, and personnel.

- Conduct frequent inspections to ensure the proper execution of unit functions.
- Be aware of and ensure coordination of all unit activities to ensure that conflicts and omissions are minimized.
- Arrange for a new cadet orientation course to be held prior to the fall opening of school to introduce new cadets to NJROTC and NJROTC activities. A portion of the course may be devoted to developing the basic drill skills of new cadets.
- Carry out such other duties as may be assigned by the SNSI/NSI

8.4.4 Executive Officer

The XO will support the CO in all respects, and be ready to take charge of the unit in the absence of the CO. The XO is also tasked to:

- Supervise and coordinate the activities of the Staff.
- In the absence of the CO, supervise the subordinate cadet officers as directed by the CO.
- Enforce the rules and regulations of the unit, acting to solve the disciplinary problems before they come to the attention of the SNSI.
- Keep the Company and Platoon Commanders and Staff Officers informed.
- Supervise and coordinate the activities of all staff departments.
- Oversee promotion and advancement of Unit members ensuring that training is developing unit and community leaders.

8.4.5 Unit Senior Chief Petty Officer.

Under the direction of the Commander and as the senior enlisted of the Unit, The Unit Senior Chief Petty Officer performs the functions listed below and others, as assigned.

- Supervise and be the “expert reference” for all unit ceremonies.
- Initiate and maintain a current roster of all cadets in the unit and their assigned position.
- Take part in staff meetings to represent the views of the Cadet rank and file to the staff.
- Determine Cadet Concerns and make these known to the staff at the appropriate time.
- Conduct frequent inspections to ensure the proper execution of unit functions.
- Carry out such other duties as may be assigned by the SNSI/NSI/CO/XO.
- Instruct guidon bearers in the guidon manual.
- Supervise the Unit Chief Petty Officers in the performance of their duties.

8.4.6 Operations Officer

The Operations Officer (OPSO) will support the CO and XO in all respects. The primary duty of the OPS Officer is to plan, schedule and coordinate all unit activities and events. Specific activities include:

- Coordinate all scheduled Unit activities to ensure that the events happen according to plan.
- Maintain the Unit’s online calendar and Plan of the Week.
- Assist the SNSI/NSI in planning for orientation trips, sea cruises and Unit events.
- Coordinate community and school service projects and events.
- Manage and coordinate all Request for Service (RFS) as they relate to the unit core functions.
- Maintain records of the events in which the unit participated during the school year, number of cadets who participated, creditable service and hours, and a historical file of event information

such as directions, travel time, transportation arrangements, chaperone names and other relevant information for future planning, and so that they may be added to the End of the Year Report.

- Create and submit completed permission slips to the SNSI/NSI for approval and printing a minimum of two weeks before every event the unit is participating in. Rosters/Muster Sheets should be ready a minimum of two weeks before every event.
- Maintain Unit schedule and event coordination through unit coordination media applications.
- After an event, make sure that all relevant event information from the OIC gets transferred to admin for input into CDMIS.
- Directly supervise the Drill Team, Color Guard and Air Rifle Teams.

8.4.7 Supply Officer

Under the direction of the XO and the Military Property Custodian (SNSI/NSI) the Supply Officer (SUPPO) is responsible for the requisition, receipt, issue, accounting, stowage and security of all items of uniform clothing, textbooks, training aids, and other material placed in the NJROTC storage room and supply room. Specific duties include:

- Prepare orders for uniforms and other equipment as required by the NSI.
- Ensure that an accurate record of all uniform issued to each cadet is maintained
- Ensure that the supply store room is kept clean and neat at all times.
- Utilize all assigned personnel to handle issue and turn-in of uniforms and equipment
- Inform the NSI of items which need to be ordered because of high usage and/or short supply
- Advise the SNSI/NSI in cases where inventory has exceeded useful life or has sustained damage requiring maintenance or survey/replacement.
- Ensure that an accurate wall-to-wall inventory is conducted twice annually, or as required by the SNSI/NSI.
- Train, direct and supervise supply room personnel in the performance of supply functions.
- Select and train a supply petty officer for each platoon (class) to act as supply liaison.
- Maintain an accurate record of supply inventory and cadet uniform issue and return in the CDMIS data base.

8.4.8 Administration Officer

The Administration Officer (ADMIN) is responsible for the administration and personnel functions of the unit. Specific duties include:

- Establish a system to ensure that personnel data on file is current.
- Appoint a secretary to keep and write up minutes of all staff meetings. After the minutes have been approved by the CO/XO, distribute copies to each officer and the SNSI/NSI. Keep a file of all minutes.
- Assist the SNSI/NSI/CO in the preparation of all required reports.
- Prepare and maintain the unit's administrative and personnel records and other such files as the SNSI/ NSI may require.
- Ensure accuracy of individual cadet records (i.e., ribbons, participation, promotion, awards).
- Conduct training for Admin personnel in personnel record keeping.
- Select and train an ADMIN Petty Officer in each platoon (class) to act as ADMIN liaison.
- Maintain an accurate record of cadet participation, ranks, awards, and required personal data in the CDMIS data base.

8.4.9 Training Officer

The training officer is the officer designated by the commanding officer to assist the executive officer with implementing the command training program that prepares cadets both mentally and physically to fulfill the Unit's mission, vision and goals. Specific duties include:

- Develop and maintain a training programs that:
 - Provides a path for professional development and regular Cadet promotion.
 - Prepares the unit for academic competitions and success in Naval Science courses.
 - Builds and maintains physical fitness and healthy lifestyles among cadets, while also preparing the Unit for athletic competitions.
- Coordinate with other departments, teams, and platoons as required, to ensure seamless and consistent training and integration across the Unit.
- Execute and monitor the "Running Mate" program for new cadets.
- Directly supervise the Educational Services Officer and the Athletics Officer

8.4.10 Educational Services Officer

The Educational Services Officer (ESO) is responsible for the academic training of personnel and promotion process of personnel in the unit. Fundamentally, the ESO must ensure Cadets maintain mental sharpness and academic rigor by developing a training program that ensures Naval Science knowledge, NJROTC and military knowledge, prepares the Unit for academic competitions, and places Cadets on a path to success once graduated from the NJROTC program and Patuxent High School. Specific duties include:

- Manage, coordinate and grade promotion exams.
- Monitor cadet academic grades, advise the SNSI/NSI on status, and ensure the proper help is accessible to those who need it.
- Create a process by which cadets can receive tutoring in Naval Science and other high school content areas from within the unit.
- Establish and maintain a NJROTC PAX tutoring service (school support) in which fellow Patuxent High School students, or other Calvert County Schools, may get help with academics from qualified cadets.
- Oversee formal SAT/ACT preparation within the Unit and track PSAT, ACT and SAT participation, reporting status to the SNSI/NSI on a regular basis.
- Assist the Administration Officer in all cases regarding personnel.

8.4.11 Athletic Officer

Under the direction of the Training Officer, the Athletic Officer builds and maintains physical fitness and healthy lifestyles among cadets, while also preparing the Unit to participate in competitions with other NJROTC units and organizations.

- Prepare schedule for weekly physical fitness training using the Physical Fitness Assessment (PFA) testing schedule, Physical Training ribbon requirements, field meet events and other upcoming scheduled events as the basis for training.
- Keep a record of attendance and the performance of each cadet participating in athletics training.
- Track status of the physical readiness of each member of the Unit, identify struggling cadets and ensure access to proper remedial assistance to help them reach their full potential on the PFA.

- Ensure that no cadet is allowed to participate in practices or competitions who is ill or injured in any way without the express permission of his/her parents and the SNSI/NSI.
- Maintain records relative to the participation and success of cadets and ensure proper coordination with ADMIN for entry into CDMIS.
- Supervise the administration of the quarterly physical fitness assessment (Cadet Challenge) test.
- Select and train a Command Fitness Leader in each platoon (class).

8.4.12 Communications Officer

The Communications Officer (COMMO) is responsible for establishing a consistent communication (messaging) plan to foster good will with the community and the school, recruit positive and motivated prospective cadets, and cast a positive light on the NJROTC Unit as a whole. Specific duties include:

- Develop and maintain a branding and communications plan to include logos, audio/visual media, pamphlets, posters, social media, presentations with a consistent message supporting the SNSI strategic communications plan.
- Establish a system which will ensure positive contact by a Communications Department member with each NJROTC group likely to have newsworthy activities.
- Act as liaison between the Unit and the Booster President, ensuring clear and consistent communications between the unit and the NJROTC Booster Club.
- Establish communications with parents through the NJROTC PAX website, to be updated at least once per month, and Booster Band Account.
- Act as liaison between NJROTC and student-led media organizations within the high school.
- Directly supervise the Public Affairs Officer, Recruiting and Retention Officer, and Drone Team Captain.

8.4.13 Public Affairs Officer

The Public Affairs Officer is responsible for assisting with all public relations/publicity matters affecting the unit. Specific duties and responsibilities include:

- When possible, provide awareness of NJROTC activities and accomplishments via school announcements, the school newspaper staff, and/or the Yearbook Committee.
- Ensure that press releases and/or articles are prepared and submitted, via the chain of command and the SNSI/NSI, to appropriate news media each time an event of interest is scheduled and/or takes place. Media to be considered will include local newspapers, social media outlets, radio and the school newspaper. Utilize school administrators for school social media accounts.
- Ensure that comprehensive files for PAO-related material are established and maintained. As a minimum, the following files are to be established.
 - NJROTC news releases and list of media to which submitted
 - Copies of all news stories mentioning NJROTC or NJROTC Cadets
 - NJROTC Newsletters
 - Photographs of NJROTC activities arranged by subject and properly labeled as to date, event and persons involved.
- Arrange for publicity for NJROTC activities including annual inspection, competitions, field meets, drill meets, Change of Command, fundraisers, social events, and projects.
- Ensure the maintenance of a unit history in such detail that a clear picture of the year's activities is reported and retained in perpetuity. An annual Unit History Report shall be submitted to the SNSI.

- Make sure appropriate photographic coverage of all Unit events is obtained and shared where and when appropriate via the chain of command, NSI and SNSI.
- Ensure that the NJROTC pages in the yearbook properly reflect the activities of the cadets by working with the yearbook staff on the layout.
- Ensure that fund raising activities sponsored by the Unit or the NJROTC Booster Association are given appropriate support and publicity.
- Maintain the Unit's World Wide Web Home Page.
- Maintain a point of contact listing for all local news media

8.4.14 Recruiting and Retention Officer

The Recruiting and Retention Officer in the NJROTC unit plays a critical role in maintaining healthy unit numbers and morale. Below is a comprehensive list of tasks and responsibilities that would set them up for success, grouped into functional categories for clarity:

- Recruiting Duties
 - Develop & Execute a Recruitment Plan including annual recruitment goals and target groups (e.g., incoming freshmen, athletes, students interested in leadership or STEM)
 - Organize and lead recruitment events and explore opportunities to recruit from feeder middle schools.
 - Build and maintain a recruitment website and social media campaign.
 - Coordinate with the Public Affairs Officer to create and distribute promotional materials such as videos, slideshows, flyers, posters, and banners for the unit.
 - Maintain and update recruitment materials like brochures and FAQs.
 - Maintain a Prospective Cadet Spreadsheet to track interested students through first contact through enrollment to the Fall enrollment Report.
 - Communicate with the Admin Officer for record-keeping and rosters.
- Retention Duties
 - Monitor Cadet Morale and Engagement through periodic surveys, interviews or check-ins with cadets at risk of dropping out.
 - Plan team-building events and/or welcome socials for new cadets.
 - Work closely with the Training Officer to implement the "Running Mate" program.
 - Implement recognition and motivation initiatives such as a cadet "spotlight" system to recognize effort and achievement, attendance, participation, or improvement.
 - Recommend cadets for awards or promotions based on contribution and retention efforts.
 - Conduct exit interviews with disenrolling and graduating cadets to identify trends or fixable issues.
- Report recruitment and retention statistics, by year-group, to the unit's Senior Naval Science Instructor (SNSI) and CO, to include metrics such as new recruits, dropout rate, and projections.

8.4.15 Ordnance and Deck Officer

The Ordnance and Deck Officer (ORDO) is responsible for assisting the NSI and Cadet CO in all matters relating to assigned weapons and related equipment. Specific duties and responsibilities include:

- Maintain the assigned drill rifles in good operating condition
- Maintain the Unit Armory in a secure, orderly, and neat manner.
- Assist in care and storage of swords and belts.
- As directed by the NSI, perform maintenance and upgrades on drill rifles.
- Select and train a Gunner's Mate in each class.
- Assist the Drill/Color Guard Team Commander in all matters involving drill rifles.

- Maintain and produce official nametags utilizing the NJROTC PAX engraving machine. Advise NSI when supplies and maintenance requirements arise.
- Maintain and ensure cleanliness of all NJROTC areas.

8.4.16 Academic, Athletics and Orienteering Team Captains

Under the direction of the Training Officer, organize, and train cadets to take part in NJROTC and other competitions.

- Establish and hold a regular schedule of training sessions.
- Conduct try-outs for all competitions at least two weeks in advance of the scheduled time of the meet.
- Nominate qualified Cadets to take part in competitions.
- Establish and maintain team assignments to support the best training and competitiveness of the teams.
- Verify team members ribbon request forms for awarding the Team Ribbon in accordance with established criteria.
- Maintain a file of material which will assist cadets in preparing for tests.
- Endeavor to schedule and host at least one in-person or postal meet annually.
- Coordinate desired competitions with the NSI/SNSI, via the team Coach
- An accurate roll will be maintained at each scheduled practice. A permanent roll book will be utilized and the book will be placed in permanent file at the end of the school year. Those team members who are an excused absence from school on the day of a practice or who have been excused by the CO/XO or SNSI/NSI will not be penalized in anyway.
- The PAO is to be provided with the information concerning activities of teams so that press coverage can be obtained.
- Provide the SNSI/NSI with a list of those cadets qualified to receive the NJROTC Varsity Letter one weeks prior to the Change of Command ceremony.

8.4.17 Drill Team and Color Guard Commanders

Under the direction of the Operations Officer, organize, direct, train and manage the NJROTC team or group to which assigned.

- Be prepared to meet all scheduled appearances and to act at short notice to request for special appearances.
- In conjunction with the SNSI/NSI/OPS establish practice schedules which will cause the least inconvenience to Cadets, their families, and the school and result in the greatest training value. Practices not listed on the master schedule, will not be held unless expressly approved by the SNSI/NSI.
- Work with the SNSI/NSI and CO/XO/OPS/PAO to schedule public appearances in the school and community. A tentative schedule should be worked out for the Teams Coordinator within one week of the start of school in the fall.
- Team Commanders will be held responsible for knowledge of the contents of the Drill and Ceremonies Manual in so far as it affects their teams.
- An accurate roll will be maintained at each scheduled practice. A permanent roll book will be utilized and the book will be placed in permanent file at the end of the school year. Those team

members who are an excused absence from school on the day of a practice or who have been excused by the CO/XO or SNSI/NSI will not be penalized in anyway.

- Verify team members ribbon request forms for awarding the Team Ribbon in accordance with established criteria.
- The PAO is to be provided with the information concerning activities of teams so that press coverage can be obtained.
- Color Guard Commander is responsible for maintenance and accountability of the unit and school flags.
- Coordinate desired competitions with the NSI/SNSI.

8.4.18 Rifle Team Captain

- Oversee the functioning of the team and all casual shooters.
- Ensure that range safety rules are observed at all times and that any violations are reported to the SNSI/NSI without delay.
- Maintain an up-to-date list of cadets eligible to fire and ensure the SNSI/NSI has a copy. To be eligible, a cadet must complete three annual requirements: (1) a formal safety lesson, (2) pass the range safety test with a 100%, and (3) submit a signed safety pledge.
- Maintain accurate records of attendance at practice and the scores of each shooter on every target fired. Compute average scores for each participant at least once monthly utilizing the ten most recent targets (ten for each firing position for rifle)
- Ensure that all supplies, targets, ammunition, etc., are adequate for at least six weeks of shooting. Advise the SNSI of equipment needs in ample time to order, allowing for shipping time. A list of all pellet rifles, traps, scopes, etc. Not fully serviceable will be provided to the SNSI at the start of each semester and this will be updated as changes occur.
- Ensure that the range is kept in good repair, is properly set up for each practice, is cleaned after each practice and that all spent pellets are removed at least once a month.
- Maintain the Pellet traps for the air rifle team in satisfactory condition.
- Make recommendations to the SNSI for awarding the Rifle Team Ribbon and NRA awards, based on established criteria.
- Coordinate desired competitions with the SNSI/NSI, via the team Coach

8.4.19 Drone Team Captain

Under the direction of the Communications Officer, organize, direct, train and manage the NJROTC team or group to which assigned. Specific duties include, but are not limited to:

- Develop and maintain a Drone Pilot Personnel Qualification System (PQS) and/or specific Job Qualification Requirements (JQR) to prepare and certify:
 - Drone Spotter
 - Student Drone Pilot
 - Leads to Federal Aviation Administration (FAA) Recreational Drone Pilot Certificate
 - Competition Drone Pilot
 - Video Service Drone Pilot
 - Leads to FAA Commercial (Part 107) Drone Pilot Certificate
- Oversee the functioning of the team and all casual pilots.
- Ensure that drone range safety rules are observed at all times and that any violations are reported to the SNSI/NSI without delay.

- Maintain an up-to-date list of cadet qualifications and those eligible to fly and ensure the SNSI/NSI has a copy.
- Maintain accurate records of attendance at practice.
- Ensure that all supplies, drones, batteries, competition equipment, tools, and parts, etc., are adequate for at least six weeks. Advise the SNSI/NSI of equipment needs in ample time to order, allowing for shipping time.
- Provide a list of not fully-serviceable equipment to the SNSI at the start of each semester and this will be updated as changes occur.
- Ensure that the drone spaces and storage is kept in good repair, is properly set up for each practice, is cleaned after each practice.
- Coordinate desired competitions with the SNSI/NSI.

8.4.20 Platoon Commanders

Under the direction of the Unit CO, train and lead assigned platoon personnel in all aspects of military drill.

- A thorough knowledge of the individual, squad, and platoon drill, plus the guidon, inspection and sword manual portions of the drill and Ceremonies Manual is required. A score of 80% or greater on a test covering that material must be taken by each Platoon Commander prior to appointment
- Take steps necessary to ensure the platoon is prepared for the Area Managers Annual Unit Inspection, Change of Command and for any other functions where basic drill skills are required.
- Take charge of the assigned platoon for all inspections, and other military formations.
- Develop and promote high morale and spirit in their platoons.
- Take personal responsibility for the advancement, participation, and welfare of the cadets in their platoon.
- Be the motivator and driving force to make the platoon the best in the unit.

8.4.21 Platoon Chief Petty Officers

Platoon Chief Petty Officer is the assistant to the Platoon Commander in all matters. Coordinate with the Leading Petty Officers to ensure the platoon works together as a team. Responsibilities include:

- Take muster at all Platoon formations.
- Supervise the performance of the squad leaders and guide as directed by the platoon commander.
- Promote high standards of military bearing, discipline and conduct.
- Act to solve the little problems as they rise within the platoon.
- Be prepared to assume the duties of the Platoon Commander in his/her absence.

8.4.22 Platoon Leading Petty Officer.

The Leading Petty Officer is the individual first in line above the individual cadet in the chain of command. Responsibilities include:

- Knowing each individual in the squad.
- Assist the Platoon Chief in all platoon activities and formations.
- Take responsibility for the state of training of the squad, its proficiency at drill, and its military bearing and discipline.

8.4.23 Subordinate Assignments

A number of cadets will be assigned to positions for which there are no written guidelines, such as deputies, assistants and chiefs. Essentially, the duties of a subordinate are to support their seniors in a way that they are able to fulfill the mandated tasks assigned to their superior cadet and they must be prepared to assist the senior member and take charge in his or her absence. Cadets are expected to know the task of the unit or section to which they are attached and to be prepared to assist as required.

8.5 Staff Meetings

The SNSI/NSI and Unit CO/XO shall call weekly TRIAD and/or staff meetings, including those Department Heads and other Unit staff members and team commanders, as required. If there are staff members that are unable to attend, they must send a representative of their department or team to actively participate in the staff meeting, ensuring that all information passed is relayed to Department or Team subordinates.

Appendix A: References

- (a) OPNAVINST 5761.1(series) Navy Junior Reserve Officers Training Corps and Navy National Defense Cadet Corps Programs
- (b) NSTC M-5761.1(series) Regulations for Citizenship Development
- (c) NAVEDTRA 37116-L (series) Cadet Field Manual for the Navy Junior Reserve Officers Training Corps (NJROTC)
- (d) Patuxent High School Navy Junior Reserve Officers Training Corps (NJROTC) Bullying/Harassment Policy
- (e) Patuxent High School Navy Junior Reserve Officers Training Corps (NJROTC) Bystander Intervention Policy
- (f) Calvert County Public Schools Students' Rights, Responsibilities and Code of Conduct (<https://www.calvertnet.k12.md.us/departments/student-services/code-of-conduct>)
- (g) Naval Junior Reserve Officers Training Corps (NJROTC) Cadet Reference Manual (series)

Appendix B: NJROTC Patuxent High School Activities

- Academic Team: The Academic Team is composed of cadets who are particularly interested in academics, and who are willing to devote extra effort in representing the Unit in academic competition against NJROTC units locally and in the NJROTC national academic examination.
- Athletic Team: The Athletic Team is composed of cadets who are willing to devote time and effort to becoming more physically fit, so they can represent the unit in competition at Field Meets.
- Color Guard: NJROTC Color Guards are expected to present the Colors (National Ensign, Navy Flag and Unit Flag) proudly and with precision in parades, ceremonies, and at sporting events. Color Guard members are normally drawn from, and participate on, the drill team.
- Cyber Patriot: The CyberPatriot Team is composed of cadets who are competitive and who are interested in learning about Cybersecurity and other types of computer technology. The team competes with other JROTC branches in the nation by finding and fix security vulnerabilities and challenges in Window s and Linux operating systems as well as online virtual networking exercises. If qualified, the team could enter different and advanced “tiered” rounds of competition that lead to the National Finals, if successful.
- Drill Teams: The Armed Drill and Unarmed Drill Teams are composed of cadets who are particularly interested in the sharpness and precision developed through close order drill and the manual of arms. They represent Patuxent High School in parades, ceremonies, and competitions with other JROTC units. They are expected to set the highest standards for the unit in terms of sharpness, discipline, grooming and performance.
- Drone Team: The Drone team is a competitive team comprised of cadets interested in unmanned aerial vehicle piloting. The unit competes in both local and regional meets. Qualified cadets will earn their Recreational Pilot Certification and some will have the opportunity to meet the requirements for certification as a Commercial Drone Pilot under 14 CFR Part 107.
- Drum and Bugle Corps (D&B): The Drum & Bugle Corps is comprised of cadets who are usually in the Patuxent Band or cadets who are interested in playing instruments during ceremonies for the Unit and at public or school events. Cadets in the D&B will participate in NJROTC events such as award ceremonies, parades, community events, Area Manager’s Inspection and more.
- Marksmanship Teams (Air Rifle): The NJROTC Marksmanship Team is made up of cadets who would like to shoot better. They represent the Unit in both regional and national competitions. Members are required to meet CMP standards to compete.
- Orienteering Team: The Orienteering Team is composed of cadets who are interested in improving their level of physical fitness while exercising their land navigation and map reading skills. The team competes against other JROTC units and also in meets through membership in the Quantico Orienteering Club (QOC). If qualified, the team may represent the Unit at national competitions including the Navy National Championship meet and the National Interscholastic Championship meet.
- Military Ball: Each year, cadets participate in at least one formal dress military ball. This offers the cadets an opportunity to experience and honor military tradition and apply the military courtesies they have learned. Often these events mark occasions such as Change of Command, a successful Unit inspection or a Unit award. There is often good food, music, dancing and camaraderie!



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