

Battle Born Youth ChalleNGe Academy (BBYCA)

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NATIONAL GUARD BUREAU
111 SOUTH GEORGE MASON DRIVE, AH2
ARLINGTON, VA 22204-1373

NG-J1-AY

8 May 2015

SUBJECT: ChalleNGe Program "Hands-Off Leadership" Policy

1. Purpose and Applicability:

a. Sets guidelines regarding the National Guard Youth Challenge Program (NGYCP) Hands-Off Leadership

b. Applies to all NGYCP sites

2. Reference: National Guard Youth ChalleNGe Program Cooperative Agreement (MYPCA)

3. Policy: The National Guard Youth ChalleNGe Program is a **"Hands-Off Leadership"** program.

a. Hands-Off Leadership means that no staff member may touch a cadet or use abusive language as a means of coercive leadership. If a staff member has to resort to shoving, pushing, or swearing to lead cadets, he or she has already failed.

b. When the occasion calls for a staff member to adjust a uniform or touch a cadet to teach a skill, the staff member will professionally ask, "May I correct your uniform?" or "May I help you get a better grip on your rappel rope?" This is good policy when working with youth and an excellent example of civility and courtesy to the cadet.

c. This policy does not conflict with, in fact it complements, Non-Violent Crisis Intervention training. Likewise, it does not in any way infer that a staff member cannot defend themselves against an out of control cadet, nor meant to interfere with any instances where a staff member may need to react physically and or/quickly to ensure the safety of the cadets or others.

d. Hands-Off Leadership also prohibits staff members from using unprofessional language, including profanity, vulgarity or off-color jokes when interacting with, correcting or motivating cadets. This includes joking and horseplay that is easily carried too far. The litmus test is this - If you would not want the language being used by your staff toward your cadets to appear on public media and/or broadcast, it should not be used. **The uncompromising standard for behavior and language on the part of the staff is nothing less than complete transparency and total professionalism.**

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SUBJECT: ChalleNGe Program Hands-Off Leadership

4. Training and Implementation: Program Directors will implement "Hands-Off Leadership" policy outlined in paragraph 3 above immediately. Implementation will include, but is not limited to the following actions:

a. Challenge staff will be trained on the "Hands-Off Leadership" policy prior to supervising Cadets. Once training is complete, programs are required to update a Data Management System (DMS) and retain documentation for future audits and inspections. **Staff training will require any staff member, observing or witnessing any violation of this directive, to be responsible for immediately reporting it to their superior or the next member in the chain of command, and to fail to do so is, in itself, a violation of the policy.** Likewise, any employee who violates this directive is required to document their actions and report it to their superior immediately.

b. The program Commandant will inform Challenge candidates that this is a "Hands-Off Leadership" program, on Day 1 of the Acclimation Period. Cadet training will include the opportunity for questions and answers, both initially and ongoing. Cadet training will also include the requirement that any cadet experiencing or witnessing any violation of this directive to immediately report it to their superior or the next member in the chain of command and exactly how to make such a report. If asked, any candidate/cadet should be able to state what to do if they were subject to any of the aforementioned violations. This shall be a recurring, consistent message throughout the Residential Phase from the program leadership to all staff members and from all staff members to cadets.

c. Cadet and parent orientation briefings and program marketing will emphasize the Hands-Off Leadership Program. All briefings will include the opportunity for questions and answers, both initially and ongoing.

d. Staff and cadet handbooks will be revised to reflect the parameters outlined in this policy letter. In addition, a program SOP shall be written to address issues outlined in this policy letter and shall become part of your state plan. Staff and cadet handbook revisions and the program Hands-Off Leadership SOP shall be in place within 30 days of the effective date of this policy letter.

e. All Challenge staff shall reacquaint themselves with the National Guard Youth Challenge Program Cooperative Agreement policy for the Acclimation period and residential phase. The Youth Challenge program philosophy mandates a "tough love, caring, disciplined" approach. At no time will prospective candidates be subjected to harassment or required to perform demeaning tasks; what we do and how we do it should always have a rational teaching point.

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SUBJECT: ChalleNGe Program Hands-Off Leadership

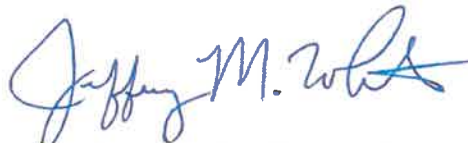
5. Policy Enforcement:

a. All reports of an alleged violation of Hands-Off Leadership by a ChalleNGe staff member shall be impartially investigated and facts gathered under the direction of senior staff. Appropriately document the investigation facts and forward to the Director for action. NGB-J1-AY shall be notified via a Serious Incident Report anytime a Program Director conducts an investigation regarding an alleged inappropriate event.

b. Candidates/cadets or staff shall not be subject to disciplinary action or any other form of retaliation for reporting an alleged violation.

c. Any substantiated violations of this policy shall subject staff to disciplinary action up to and including dismissal from employment.

6. Questions regarding this policy letter may be directed to Major Karen Patrick at (703) 607-2754 or at Karen.S.Patrick2.mil@mail.mil.

A handwritten signature in blue ink, reading "Jeffrey M. White".

JEFFREY M. WHITE, GS-15, NGB
Chief, Office of Athletics and Youth
Development

CF:
OSD-RA
Alutiq, LLC

Grievance Policy

Grievance Procedures. Any Cadet who believes that he or she is being treated unfairly may use the grievance process to seek remedy for the unfair situation. Procedures for processing grievances within the Battle Born Youth Challenge Academy include:

- a. Opportunity for Alternative Dispute Resolution (ADR).
 - 1) The request for ADR must be initiated within four (4) days of alleged occurrence.
 - 2) All program participants must be advised in writing of their right to file a grievance.
 - 3) If the grievance is with a member of Cadre, the ADR request should be addressed to the Commandant. If the grievance is with any other staff member, the request should go to the Program Coordinator. The Commandant or Program Coordinator will address the ADR, informally, with no rules of evidence.
 - 4) All parties will maintain confidentiality during the ADR process.
 - 5) If the grievance is not resolved within ten days of initiation the program participant must be informed in writing of their right to file a formal grievance.
- b. Formal grievance procedures.
 - 1) Formal grievances must be forwarded in writing to the Program Director no later than 30 days of their occurrence.
 - 2) The Program Director will hear all formal grievances within 30 days of filing.
 - 3) The Program Director will publish his or her decision within 60 days of the date that the grievance was filed.

Attention Cadets/Candidates please use the Self advocacy forms for the ADR and place them in the box in the chow hall of the person you wish to seek mediation with. You may also use a piece of paper and request to speak with a Department head but you must specify that this is an ADR compliant on the form.

Notice to Cadets and Candidates

Notice to Cadets/ Candidates: Upon arrival at the program site, Cadet/Candidates will be given orientation and instruction on the following subjects:

- What constitutes unauthorized goods (contraband)
- When and where unauthorized goods may be surrendered voluntarily and how they may be surrendered without penalty.
- The policy on unauthorized goods will be strictly enforced.
- Possession of unauthorized goods will result in disciplinary action and may result in criminal prosecution.
- Unannounced inspections may be conducted to ensure cadet/staff health, welfare and safety.

To all Cadet/Candidates: While receiving training under the ChalleNGe Program, you are neither federal employees nor members of the National Guard except under certain provisions of the law:

- Cadet/Candidates shall be considered federal employees for the purposes of compensation for work injuries.
- Cadet/Candidates are processed through the Federal Employees Compensation Act (FECA) when injuries are sustained as a result of participation in the Program.
- Cadet/Candidates shall be considered federal employees relating to the liability of the United States for tortious conduct of employees of the United States.
- Cadet/Candidates shall not be considered to be in the performance of duty while not at the assigned location of training or other activity authorized in accordance with the Program agreement except when the participant is traveling to or from the location.
- In computing compensation benefits for disability or death, the monthly pay of a participant (Cadet/Candidates) shall be deemed that received under the entrance salary for a grade
- GS-2 Federal employee.
- The entitlement of a person to receive compensation for a disability shall begin on the day following the date that the person's participation in the Program is terminated

PROGRAM CURRICULUM

8 CORE COMPONENTS, ELECTIVES, & CREDIT RECOVERY

The entire National Youth Challenge model is predicated upon a congressionally approved model that was developed by National Guard Bureau personnel. The model combines a very structured military oversight combined with basic education principles and eight (8) specific required core components.

Core Curriculum: The curriculum is comprised of eight (8) core components as follows:

- **Academic Excellence:** (Responsibility – Elko County Schools) In this component the primary focus is the High School Diploma, HiSET, High School Credits and cadet academic improvement. The education staff administers the mandatory TABE test at the beginning of each class to evaluate cadet academic level. The TABE is administered at the end of each class to evaluate cadet progress and achievement. The core educational curriculum integrates classroom learning with educational experiences drawn from the cadet's living environment and work activities program. Instruction is tailored to each cadet's needs. In addition to the 8 Core Components, subjects include English/Language Arts (Writing Skills), Social Studies, Science, and Math. Cadets shall attend classroom instruction a minimum of four days per week beginning in week three.
- **Physical Fitness:** (Responsibility - Commandant) This component focuses on cadet physical fitness, conditioning and personal health. All cadre staff and cadets are required to participate (subject to reasonable accommodations/ADA exceptions) in physical fitness training. The physical fitness training is administered and led by cadre and designated cadet leaders utilizing the Army FM physical training manual, FM 21-20 and the **required President's Council on Physical Fitness and Sports Program**. The President's Council on Physical Fitness program includes three required activities: The one-mile run/walk, curl-ups, and push-ups. All parts of the P.T. program shall incorporate aspects of the President's Council on Physical Fitness program on a weekly basis. Cadets shall learn the importance and benefits of physical fitness and health.
- **Leadership/Followership:** (Responsibility - Commandant) Staffing and daily activities are based on school and military based activities, settings and techniques. These include classroom tutoring, drill and ceremony, platoon and squad leadership, cadet council activities, living area inspections, teamwork and structured living guidelines. Military training, values and principles are an essential component of the program.
- **Job Skills:** (Responsibility – RPM Department) Job skill information and training is not intended to qualify cadets for any specific field of work. Rather, the program provides instruction in basic soft and technical skills, an orientation to successful work attitudes and workplace behaviors, and a composite of what it takes to be a quality and a productive employee. This component utilizes a classroom instruction model as well as

participation in the ASVAB. Cadets learn to complete a job application and resume. Through classroom interaction and instruction, they explore and learn work ethics and participate in mock job interviews.

- **Life Coping Skills:** (Responsibility – RPM Department) Through classroom instruction, using large and small group instructional techniques, cadets learn how to set goals and develop their personal life plans, gain practical experience with techniques for successful personal financial/banking/checking accounts/paying bills/credit issues and responsible financial management; learn to manage difficult life events (death/dying, long-term illness/disease), and learn alternative techniques for conflict resolution, anger management, problem solving, setting goals and objectives.
- **Service to Community:** (Responsibility – Program Coordinator) this component is considered “*Service Learning*” and is an extension of the classroom. The goal is that each cadet will complete 50 hours of service in the community. The intent is that cadets contribute to their community while using guiding principles to have a meaningful experience.
- **Responsible Citizenship:** (Responsibility – RPM Department) This training encompasses a broad range of subjects designed to assist the cadet in living as a responsible citizen. Issues addressed include cultural awareness, promoting justice, respecting differences, environmental responsibility, signing up for the selective service, registering to vote, understanding our constitution, election / voting process, diversity, and effective use of community resources.
- **Health & Hygiene:** (Responsibility – Medical Department) This component is classroom instruction, guest speakers and includes a broad range of subjects including parenting, substance abuse, medication management, sexual responsibility and sexually transmitted diseases and effects of tobacco. Preventive health care will focus on personal hygiene, grooming, nutrition, physical fitness, and practicing a healthy lifestyle.



Battle Born Youth ChalleNGe Academy



What are the 5 Ws?

The Five Ws are questions in basic information-gathering. They include Who, What, When, Where, Why. They constitute a formula for getting the complete story on a subject. According to the principle of the Five Ws, a report can only be considered complete if it answers these questions.

- **Who** is it about?
- **What** happened?
- **When** did it take place?
- **Where** did it take place?
- **Why** did it happen?

Each question should have a factual answer — facts are necessary to include for a report to be considered complete. Importantly, none of these questions can be answered with a simple "yes" or "no". **Emotions are not Facts.**

The 5 Ws Example

Think about answering these 5 Ws

1. **Why** – why am I feeling this way, why is it important, why does it affect me...
2. **What** – what happened (remove emotion) what lead up to it, what was the outcome...
3. **Who** – who was involved (you, CDTs, Staff, other) were there any witnesses...
4. **When** – Time (this can be approximate), Date {(mm/dd/yyyy) "Today" is not a date...} If you can't give a time frame, use the date and the class period or activity you were doing.
5. **Where** – tell us where it happened and be specific. This info will help us in our fact finding if needed.

CADET HONOR CODE

Each Cadet will be expected to memorize, understand and live by the Cadet Honor Code while at the Battle Born Youth Challenge Academy.

1. I will not lie, cheat, steal, or tolerate those who do.
2. I will treat my peers, staff, and myself with integrity, dignity, and respect.
3. I will give my best effort while at the Battle Born Youth Challenge Academy.
4. I will follow all directives and standards of the Academy.
5. I will seek self-improvement.
6. I will be tolerant of others.
7. I will be accountable for my actions.
8. I will utilize my chain of command.
9. I will recognize that my personal success rests in the success of the group.
10. Every day I will remember that this Academy is what "I" choose to do. I will stay true to that choice.

CADET CREED

I AM A NATIONAL GUARD YOUTH CHALLENGE CADET.

I PROUDLY ATTEND THE BATTLE BORN YOUTH CHALLENGE ACADEMY

WITH HONOR, COURAGE AND COMMITMENT.

I BELIEVE IN AND UPHOLD THE PROGRAM'S EIGHT CORE COMPONENTS.

I WILL OBEY ALL STAFF AND CADET LEADERS APPOINTED OVER ME.

I ACKNOWLEDGE THE SPIRIT AND COMMITMENT OF THE YOUTH CHALLENGE

AND ALL THOSE WHO HAVE COME BEFORE ME.

I AM COMMITTED TO MAINTAINING THE HIGHEST STANDARD OF EXCELLENCE

AND THE FAIR AND JUST TREATMENT OF ALL.

SOP/MOI Definitions

Standard Operating Procedure (SOP)

A standard operating procedure is a set of step-by-step instructions compiled for individuals to specifically carry out an operation regardless of the Platoon they are currently supervising. SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure. SOP's are universal to the entire company and will not vary in approach or implementation.

Memorandum of Intent (MOI)

A memorandum of intent describes the outcome of a movement that all Cadets/Candidates are expected to do but may have to approach the operation differently based on location, staff, or time constraints. The intent of outcome is the same for the entire company but it dictated by staff on how to get to the end result. Staff will use their best judgement to maintain an orderly, controlled and consistent approach that promotes a stable working environment for their platoon. Team leaders should use the same approach to an operation each time and if a change is made be open with the platoon and explain the change to mediate confusion and anxiety.

MOI – Cadet Assessment Form (CAF)

The Cadet Assessment Form (CAF) is used to document positive and negative behaviors. Cadets are required to carry three CAFs at all times and produce one when requested. Forms will be reissued to Cadets at the end of the duty day, before lights out.

Once the Cadet Assessment Form (CAF) contains all required information, it will be turned into the Cadre Shift Supervisor as soon as possible, no later than the end of shift. Cadre Shift Supervisors will direct the information to the appropriate audience. Original forms will be maintained in the Cadet's file.

CAF Disciplinary Codes

DISCIPLINARY CORRECTIVE ACTION

1. LEVEL 1 DISCIPLINARY CODES:

- a. **101 LACK OF DISCIPLINE**
Cadet demonstrated a lack of personal bearing.
- b. **102 IMPROPER HYGIENE**
Cadet failed to perform personal hygiene to standard.
- c. **103 FAILURE TO COMPLETE ASSIGNED DUTIES**
Failure to complete tasks assigned by Staff or Cadet Leadership. Includes being prepared for class.
- d. **104 OFF TASK**
Cadet engaged in any activity or behavior that was deemed a distraction or unacceptable by Staff.
- e. **105 IMPROPER UNIFORM**
Cadet was not in assigned uniform.
- f. **106 SPEAKING ANOTHER LANGUAGE**
Cadet verbalized any language other than English while speaking to another Cadet or Staff member.
- g. **107 FAILING TO REPORT FOR MEDICATION**
Cadet failed to report for medications during the designated med calls after being instructed to do so.
- h. **108 GENERAL PROFANITY**
Cadet stated, whispered, non-verbally mouthed or otherwise expressed irreverent, abusive or vulgar language but NOT directed at a fellow Cadet or Staff member.

2. LEVEL 2 DISCIPLINARY CODES:

- a. **200 INAPPROPRIATE BEHAVIOR**
Cadet displayed behavior that is detrimental to the safety, health and welfare, or morale of others.
- b. **201 CONDUCT UNBECOMING A CADET**
Cadet has engaged in actions that are unprofessional, immature, or that lessens the positive image that a BBYCA Cadet is expected to maintain.
- c. **202 POSSESSION OR KNOWLEDGE OF CONTRABAND**
Cadet was in possession of any item deemed as "Unauthorized" by the Cadet Handbook, or had knowledge of another Cadet being in possession of contraband yet failed to report it.
- d. **203 UNAUTHORIZED USE OF COMPUTER**
Cadet used the computer for any other purpose other than school or research.
- e. **204 COMMUNICATING ABOUT DRUGS OR ALCOHOL**
Cadet communicated with another person about drugs and alcohol in a manner that glorifies or communicates a desire to continue using.
- f. **205 EATING IN AN UNAUTHORIZED LOCATION**
Removing or taking food outside of the Chow Hall or from a S2C without Staff authorization.
- g. **206 FRATERNIZATION**

CAF Disciplinary Codes

Cadet attempted to communicate verbally or non-verbally in an inappropriate or unauthorized manner with another Cadet or Staff member.

- h. 207 UNAUTHORIZED TALKING
Cadet engaged in a conversation in an unauthorized location or time.
- i. 208 HORSEPLAY
Cadet engaged in pushing, wrestling, slap-boxing, touching or any other action that is unauthorized.
- j. 209 UNWANTED PHYSICAL CONTACT (with/without consent)
Cadet had physical contact with another Cadet that was uncalled for or undesired.
- k. 210 UNAUTHORIZED AREA
Cadets are not allowed in unauthorized areas at any time, unless escorted by Cadre/Staff member. Cadets are not allowed in certain authorized areas during certain times of the day/night. This will also include being out of his/her rack after lights out unless using the latrine with Cadre Permission.
- l. 211 ARGUING WITH CADET LEADERSHIP
Cadet engaged in a verbal exchange with another Cadet in any Cadet Leadership position.
- m. 212 HAIR/BODY MODIFICATION
Cadet altered, shaved, blocked, colored or otherwise modified appearance of their hair or eyebrows without authorization this includes shaving head with a razor or any other part of the body unless authorized by Staff.
- n. 213 FAILURE TO FOLLOW INSTRUCTIONS
Cadet failed to follow the instruction given by a Staff member or Cadet Leadership.
- o. 214 SUBSTANDARD PERFORMANCE
Cadet failed to meet a BBYCA performance or behavioral standard.
- p. 215 PROFANITY DIRECTED AT STAFF OR CADET
Cadet states, whispers, non-verbally mouths or otherwise expresses irreverence, abusive or vulgar language that is directed at a Staff member or fellow Cadet.
- q. 216 DISRESPECT TO A FELLOW CADET OR CADET LEADERSHIP
Cadet engaged in any action, gesture, stare, and leer, verbal or nonverbal communication that a Staff member determines to be disrespectful towards a fellow Cadet, to include Cadet Leadership.

NOTE: (*) ARE OFFENCES THAT MAY LEAD A CADET TO A BOARD OF REVIEW.

3. LEVEL 3 DISCIPLINARY CODES:

- a. 301 ASSAULT/ FIGHTING (*)
Cadet made physical contact with a Staff member or Cadet via kick, punch or any other means where, in the Staff member's opinion, the Cadet meant to cause physical harm.
- b. 302 ATTEMPTING OR COMMITTING COERCION AND/OR BLACKMAIL

CAF Disciplinary Codes

Cadet attempted to obtain money, property, personal favor or action from an unwilling person.

- c. 303 DAMAGING BBYCA FACILITY OR PROPERTY (*)
Cadet altered, dismantled, wrote on, tore or otherwise lessened the value of their issued gear or the gear of others, or caused damage to the facilities of BBYCA.
-EXAMPLES: Include but are not limited to punching holes in the walls, graffiti and damaging furniture.
- d. 304 DISRESPECT/ARGUING WITH STAFF/CADET
Cadet engaged in any action: gesture, stare, leer, verbal/nonverbal that a Staff member determines to be disrespectful. Cadet engaged in a verbal exchange with a Staff member that disrupts on-going activities or prevents Staff from giving instructions.
- e. 305 TAMPERING WITH FIRE ALARM/SYSTEMS or SECURITY CAMERAS (*)
Cadet endangered the security or safety of others by disabling the fire system/security cameras or causing it to work improperly. This violation also covers setting off “false alarms/or discharging a fire extinguisher”.
- f. 306 HABITUAL REPETITION OF NON-COMPLIANT BEHAVIOR
Cadet has performed the same violation at least 3 times and all corrective actions administered by Staff have been ineffective.
- g. 307 HAZING OR BULLYING (*)
Cadet performed any action, physical or non-physical against another Cadet(s) that is for the purpose of harassment, degradation, intimidation, humiliation, acceptance into/or rejection from a group.
- h. 308 MISUSE OF MEDICATIONS (*)
Cadet used medications for any purpose other than what was designated by the health care provider. Cadet gave his/her medications to another Cadet. Cadet obtained medications that are not prescribed.
- i. 309 UNAUTHORIZED USE OF A COMMUNICATION DEVICE
Cadet used or attempted to use a phone/computer without the consent of Staff.
- j. 310 ACCESSING/POSSESSION OF PORNOGRAPHY
Cadet was in possession and/or of a drawing, picture, cartoon, advertisement or any other representation that is interpreted by the Staff as sexual or pornographic in nature.
- k. 311 PROFANITY DIRECTED AT STAFF OR CADET
Cadet extremely expresses irreverence, abusive or vulgar language that is directed at a Staff member or fellow Cadet.
- l. 312 DISCRIMINATION (*)
Bigotry, vulgar comments, or actions against another Cadet or Staff member based on race, creed, religion, or gender.
- m. 313 SEXUAL CONTACT (*)
Cadet was observed by a Staff member, found through investigation, or discovered through admission to be kissing, petting or engaged in any other behavior that is interpreted to be sexual in nature.

CAF Disciplinary Codes

- n. 314 SEXUAL HARASSMENT (*)
Cadet engaged in behavior or acts that comment, hint, bring about discussion or otherwise make suggestions about the anatomy, masculinity, femininity or sexual orientation of a Staff member or Cadet.
- o. 315 TATTOOING/MARKING BODY/SELF MUTILATION
Cadet marked or drew on his or her skin, or the skin of another Cadet. The modification of existing tattoos is included, as well as intentionally cutting, burning, scratching or carving the skin.
- p. 316 PHYSICAL OR VERBAL THREATS (*)
Cadet engaged in any verbal or physical act that caused a Staff member to believe there is a threat to another individual's security, Staff or Cadet's possessions, or family and friends. All threats will be treated as real.
- q. 317 POSSESSION OR CONSUMPTION OF TOBACCO/ALCOHOL OR CONTROLLED SUBSTANCES (*)
Cadet was in possession of and/or consumed alcohol, tobacco or a controlled substance while being a Cadet at BBYCA. This includes scheduled Cadet passes/emergency leave.
- r. 318 TAMPERING WITH OTHERS WATER (*)
Cadet attempted and/or engaged in placing a foreign substance into another individual's water.
- s. 320 POSSESSION OR ATTEMPTED POSSESSION OF A WEAPON
Cadet was found to have, or attempted to possess, a weapon.
- t. 321 FIGHT, VERBALLY ANTAGONIZING
Cadet engaged in verbal or non-verbal actions that incited an argument, provoked physical confrontation or otherwise interrupted a cohesive environment.
- u. 322 DISRESPECT TO THE NATIONAL COLORS
Cadet showed disrespect by not saluting when commanded to or not standing at the Position of Attention during colors formation.
- v. 323 GANG ACTIVITY/INVOLVEMENT
Including forming cliques/groups/gangs or the perception of, recruitment, graffiti/tagging, or glorifying gang activity, etc.
- y. 324 HUFFING OR INHALANT ABUSE
This can be anything from abusing prescribed medication or anything that is not intended to be inhaled.

CAF Disciplinary Codes

CONSEQUENCES

Consequences are designed to redirect a Cadet's behavior. The severity of consequences placed on a Cadet depends on a variety of factors including the type of violation, overall performance at BBYCA, and individual Cadre judgment. Types of consequences include the following:

1. **On the Spot Corrections:** Can include being directed to perform CAPE.
2. **Counseling:** Informal and formal counseling.
3. **Loss of Privileges:** As determined by Staff/Cadre.
4. **Board of Review:** Serious and/or habitual offenses may lead to a Board of Review in which the implementation of constructive consequences or possible dismissal from the program will be under review.

Chow Hall Producer SOP

Purpose: This standard operating procedure provides guidance to Cadre on how Cadets and Candidates will conduct themselves in the chow hall.

Standards:

- **CDT'S/CNDT'S will not be allowed to talk at any given time in the chow hall.**
- Platoons will have assigned seating and all sit within assigned squad locations
- As each table fills up the cadets will place their trays and then take their seat and begin eating
- There will be no consuming of food or drink once the table has stood up
- There will be no trading or giving away food or drinks at any time

Execution:

How chow hall procedures will be executed

- Platoons will form up outside of the front entrance by tower on the concrete pad.
- A doorman post will be chosen by the cadre member to prop the door open with the door stop to enter into the chow hall. The door man will stand by the door and close the door after the entire platoon has entered.
- A squad at a time will enter the chow hall and execute a right face and then snake around to the stopping point and then go to the position of parade rest. CDT's/CNDT's will secure a self-advocate form or sick call if needed to meet their needs and fill it out and place it into the correct box and then fall back into the correct squad in the serving line. Once all CDT's/CNDT's have left the table area in front of brown boxes the next squad may enter into the chow hall and begin the same process.
- After the squad has entered in and begin going through serving line and receiving their food they will snake back around through the dividing ropes and CDT'S/ CNDT'S will go to their platoon assigned seating and begin filling in the tables by their assigned squad location.
- There will be carts and trash cans place by each platoon sitting location in the chow hall. The platoon that entered the chow hall first will begin getting up first by the squad that entered the chow hall first, once the platoon that entered first is finished the next platoon will begin the same process. They will stand up and center face towards the cart and trash can and then began dumping their trays and placing their trays and silverware and cups on the cart. As the

CDT'S/CNDT'S are finished dumping their things they will fall out the door and form up in a formation by the tower on the concrete pad.

- Once the entire platoon has formed up outside the platoon will carry out with the training schedule for the day.

Hazing SOP

HAZING

1. Hazing is prohibited! Such incidents often lead to physical/emotional injury.
2. Hazing is defined as:
 - a. Harassing or persecuting with meaningless, difficult and/or demeaning tasks.
 - b. Hazing includes, but is not limited to, requiring a Cadet to do any of the following activities or any variation thereof:
 - i March, drill or run in a humorous or degrading manner.
 - ii Perform physical exercise not authorized for training and becomes humorous to those Staff watching or hearing about it.
 - iii Perform physical exercise in authorized uniform inappropriately, such as wearing ponchos indoors when exercising.
 - iv Enter areas of possible danger in which the well-being or safety of the Cadet may be jeopardized.
 - v Assault other Cadets or participate in belt lines or blanket parties.
 - vi Shave without soap and water. (Cadre will not force a Cadet to “dry shave”)
 - vii Shower while partially dressed or bathing in water that is uncomfortably hot or cold.
 - viii Perform gross or degrading acts, such as washing hands in urinals or toilets.
 - ix Shower drills will not be done, Cadre will adhere to the Shower MOI.
 - x No one shall cause a Cadet to consume paper or other foreign objects not commonly used as food for human consumption:
 - () Consume food or beverage in excess of human needs
 - () Consume spices and/or hot sauces not normally consumed or by methods not normally employed by average individuals
 - xi Perform exercises or activities to the point where life or health is endangered and illness or injury may be reasonably foreseen as a result.
 - xii Conduct “kangaroo courts” or any other ceremonial practice or ritual designed to humiliate or embarrass the student.
 - xiii Make embarrassing comments to Cadets concerning their religious beliefs and/or practices, physical appearance, speech, etc.
 - xiv Use foul, abusive profane insulting and demeaning language when talking to Cadets and/or other persons within potential hearing distance of Cadets.
 - () Cadets will not be ridiculed nor made to suffer humiliation or embarrassment.
 - () Taunting does not improve Cadet performance. It lowers their self-esteem and causes discouragement.
3. Physical contact with students or physically abusing students in any manner is prohibited including, but not limited to:
 - a. Manhandling Cadets in any way to include pushing, kicking, and shoving.
 - b. Placing a foot on a Cadet’s back or buttocks to straighten their body during push-ups.
 - c. Shoving or dragging Cadets if they are not moving fast enough or in the correct direction.
 - i Marching behind and deliberately stepping on the heels of students to get them in step.
 - ii Causing Cadet to run into objects, do physical training on any surface that is likely to inflict injury or having students assume unnatural or painful body positions.

HUMILIATION

1. To humiliate means to lower the pride or dignity of another person.
2. BBYCA Cadets will not be humiliated.
 - a. When possible, counseling will be accomplished in private.
 - b. This does not preclude Cadre and/or staff of providing on the spot corrections wherever and whenever necessary.

Hazing SOP

3. In constructive training/correction there is no room for anger or emotional reactions. Cadre must be careful to manage their tone, volume, and facial/body gestures while working with a Cadet.
4. Cadets are required to be courteous and respectful to Cadre/staff and are to receive the same courtesy/respect from Cadre/staff.

Barracks Maintenance MOI

Purpose:

This memorandum provides guidance on how barracks maintenance will be conducted.

Standards:

- CNDTs/CDTs will perform cleaning duties to ensure the cleanliness of the sleeping bay and the latrines.
- Each squad in the Platoon will take part in the assigned duties to guarantee that all CNDTs/CDTs know how every job and/or assigned duty will be performed.
- Squads will be assigned a time frame that they will be responsible for barracks maintenance.
- Barrack's maintenance will be completed as dictated by the training schedule.

Execution:

How barracks maintenance will be preformed

- All tasks will be performed **EVERDAY**. Staff/Cadre and Cadet leadership will ensure that each task is completed as dictated by the training schedule.
- Racks will be made soon after morning wake up.
- After the racks have been made, all CNDTs/CDTs will make sure everything is off the floor. Boots, running shoes, and shower shoes will be placed on their racks.
- The assigned squad will gather materials needed for barracks maintenance. Mop buckets will be filled at this time.
- Cleaning will be done in a logical order starting with high touch cleaning and dusting.
- Sweeping must happen through out the entire area. Racks will be moved to ensure all areas are swept.
- Mopping will be done in the same method. After the floors have dried, racks will be moved back to their designated areas.
- The common area/ entry hallway will follow same guidelines with out the moving of the racks.
- Mopping materials can be used in both the bay and common area/ entry hall **UNLESS** the mop water is too dirty.

Barracks Maintenance MOI

Latrines Maintenance

- Latrines will be cleaned **after morning** hygiene.
- Mirrors cleaned (They will be free of toothpaste and streaks).
- Sinks and counters will be cleaned and wiped down. **There will be no hair, soap scum or toothpaste left on/in sinks or counters.**
- Toilets scrubbed then wiped down. Stall walls and surrounding areas are cleaned with a separate cloth/brush.
- **Do not use the same cloth and brushes that the toilets and stalls are cleaned with for any other barracks maintenance.**
- Sweep dry areas.
- Squeegee shower areas.
- Mop all latrines.

****Each Platoon is responsible for the cleaning and the sanitization of each living and utilization area. This is part of the leadership/ followership component needed for graduation. Each Platoon will have a rotating schedule so ALL CNDTs/CDTs will perform assigned duties.****

Barracks Maintenance MOI

This list will be completed daily and will be inspected after completion.

Bay Maintenance

- Racks(beds) made.
- Wipe down high touch areas with cloth and cleaning solution.
 - Doors
 - Doorknobs/Push bars
 - Door frames
 - Racks
 - Windowsills
- Wash windows.
- Dust fans.
- Sweep bay floors (make sure to move racks to sweep under them). Then move racks to one side of the bay.
- Mop bay floors.
- After floors are dried, move racks back to the designated areas.

Latrine maintenance

- Wipe down mirrors.
- Clean counters.
- Clean sinks.
- Wipe down shower walls with cleaning solution.
- With toilet brush, scrub toilets. Then wipe down with toilet rag and cleaning solution.
- Wipe latrine walls with clean rag and cleaning solution.
- Sweep latrine floors.
- Mop floors.

Open common area/ Entry hallway

- Wipe down high touch areas.
 - Doors
 - Doorknobs
 - Door frames
 - Pilings (if located in area)
 - Water fountains
- Wash door windows
- Sweep Floors.
- Mop floors.

Customs and Courtesies

Standard Operating Procedure: Customs and Courtesies.

Date: 02/25/2021

Purpose: To define standards for the proper communication etiquette, times, and approach for both Cadet/Candidates and all BBYCA Staff.

Standards: Respect is the foundation of our program and our character. At BBYCA our focus is on the betterment of Cadets and Staff. We show respect by utilizing Military Customs and Courtesies. These Customs and Courtesies define the standards of respect shown in all aspects of the BBYCA Program. From first wake up until the command of dismissed at graduation, we show our respect through the actions described below. Drill and Ceremony will be used for both staff and Cadets when going to any position, refer to the Drill and Ceremony SOP Binder for clarification.

The Chain of Command describes the order of precedence from the Candidate to the TAG. Each level of leadership is shown respect in different ways.

1. The following are individuals that the entire company will stand at attention for when talking to or when they enter your area of operation. **The TAG, the Director, The Deputy Director, The Program Coordinator, the Commandant and the Deputy Commandant.** The above listed order are individuals that the company will stand at attention for. When one of these individuals enters the area the first person to see them will call the room/group to “ATTENTION.” If a more senior person enters later, again call the room to attention. Refer to the Staff Organization Chart for order of precedence in staff ranks and titles.
 - a. Example: If the Director is talking to a Platoon and the Commandant enters the area, the Platoon will do nothing and continue to pay attention to the Director.
 - b. Example: If the Commandant is supervising a Platoon and the Director walks into the area the first person to see the Director will call “ATTENTION.” Once the Director gives the command to carry on, activity will resume.Note: Instructional periods will not be interrupted, but the instructor should find an appropriate time to speak with the senior staff.

Customs and Courtesies

2. For the following staff Cadets will stand at “Parade Rest” when talking to them. Cadre Supervisor, RPM Coordinator, Team Leader, Teaching staff, Kitchen staff, Case Managers, Admission Specialists, Guest Speakers, and any other person that approaches you while in a BBYCA Uniform or any other persons visiting the campus.
 - a. The Cadre Supervisors and RPM Coordinator are the highest of the above listed persons in this section and when they enter an area the first person to see them will call the area to “AT EASE” unless a higher-level leader is already in the area.
 - i. Example: If a Team Leader is supervising the bay and the Cadre Supervisor enters the room the first person to see the Cadre Supervisor will call “AT- EASE” the entire platoon will come to parade rest and wait until the Cadre Supervisor gives the command to “Carry On”.

All Cadets/Candidates will address all Staff using appropriate titles either with the rank and last name or Mr./Mrs. and last name unless specified to call them by another name. Sir/Ma’am are also appropriate for use as well. All Staff will address the Cadets/Candidates by Cadet Rank and last name, as Sir/Ma’am or by Cadet. Ranks may be abbreviated for both Staff and Cadets.

Example: TL Smith or Mr. Smith is appropriate for addressing staff.

Example: CDT PFC Jones or Mr. Jones is appropriate for addressing a Cadet.

Leadership/Followership SOP

Leadership/Followership SOP

Purpose: This memorandum provides Cadre the CNDTs/CDTs leadership structure, CNDTs/CDTs duties in each leadership role and the time frame of each leadership position.

Standard:

- Each cadet gains the skills necessary to be a good follower, a valued member of society, and gains exposure to the traits of good leaders so they may be prepared to lead when the opportunity arrives.
- Leadership Positions, Color Guard, Drill and Ceremonies, and Character Development are part of Leadership/ Followership core component.
- All the CNDTs/CDTs will have to assume the base leadership position (squad leader). This is an NGB requirement and is needed to successfully graduate the program.
- Leadership roles will have a designated time frame when the positions can be filled and for how long they can be expected to be in that position.
- Cadet Leadership does NOT have authority to punish another CNDT CDT/ in any way.

Duties and Duration of Assigned Positions

Platoon Guide

* Cadet Leader of all BBYCA Cadets*

Platoon Guide Duties

- a. Forming the Company correctly for all Company formations under the supervision of the Cadre Shift Supervisor (CS).
- b. Taking reports from Squad Leaders and then reporting results to the CS.
- c. Forming the Platoon correctly for all formations under direct supervision of Cadre.
- d. Making a formal report to the Cadre at all Formations.
- e. Inspecting all cleaning duties and details as prescribed by Cadre.
- f. Moving the Platoon from one location of training to another.
- g. Conducting Physical Training under the supervision of Cadre as per the daily training schedule.
- h. Always knowing the location of Platoon members.
- i. Reporting violations of regulations to the Cadre that they are unable to correct.
- j. Other duties assigned by the Cadre.

Platoon Guide duration of assignment

- a. Will hold the position for 4 weeks.
- b. Will be elected by **Staff/Cadre**.
- c. Can be taken away at any time if Cadet is not performing up to standard.
- d. Must have a passing Squad Leader Blue Card.

Leadership/Followership SOP

- a. Blue Card for Platoon Guide must be requested on their own volition from a staff member and must be graded by a Team Leader assigned to your Platoon.
- e. Must have current PT test.
- f. Must have been a Squad Leader.

Squad Leader

* Cadet Leader of a Squad*

Squad Leader Responsibilities

- a. Forming their sections in accordance with the Drill and Ceremony SOP.
- b. Knowing location of the members of their squad.
- c. Ensuring all squad areas are kept properly policed and cleaned.
- d. Reporting to the Platoon Guide (or Cadre when Company Guide has not been instated) any discrepancies, questions or concerns of their squad.
- e. Other duties assigned by the Cadre.

Squad leader duration of assignment

Squad Leader rotations will start at the beginning of week 3

- a. Will hold the position for at least one week.
- b. Can be taken away at any time if Cadet is not performing up to standard.
- c. They will have to complete at least **one full week** in this position in order to fulfill this core component requirement.
- d. Must have a most current PT test.

Squad Leaders are elected by Staff/Cadre

Guidons Bearer

* Guidons Bearer is the Representative for carrying the Platoon Flag*

Guidons Bearer Responsibilities

- a. Carries the Guidon when the Platoon marches.
- b. Returns the Guidon to its proper place when not in use.
- c. Proper placement of the Guidon is as follows: When the group is inside the barracks or off duty the Guidon is placed in the holder outside the front door of the barracks.
- d. Earning the Guidon can be based on the PT Test or other qualities as deemed appropriate by Staff/Cadre.

Guidons Bearer duration of assignment

- a. The length of this assignment is directly connected to the PT test.
- b. The date and time that the PT Test is administered is dictated by the training schedule.

Leadership/Followership SOP

Cadet Leadership Chain of Command

Platoon Guide Cadet Leader of the Platoon.

Squad Leader Cadet Leader of a Squad

Other Cadet appointed positions not considered Cadet Leadership.

Guidons Bearer Representative for carrying the Platoon Flag

In addition to the above a flag detail is assigned on a rotating basis.

Duties of Assigned Positions

1. Platoon Guide Responsibilities

- a. Forming the Platoon correctly for all formations under direct supervision of Cadre.
- b. Making a formal report to the Cadre at least twice daily.
- c. Inspecting all cleaning duties and details as prescribed by Cadre.
- d. Moving the Platoon to the dining facility.
- e. Conducting Physical Training under the supervision of Cadre.
- f. Knowing the location of Platoon members at all times.
- g. Reporting violations of regulations to the Cadre.
- h. Other duties assigned by the Cadre.

2. Squad Leader Responsibilities

- a. Forming their sections according to the Drill and Ceremony SOP Binder.
- b. Knowing location of their personnel.
- c. Ensuring all squad areas are kept properly policed and cleaned.

3. Guidons Bearer Responsibilities

- a. Carries the Guidons when the Platoon marches.
- b. Returns the Guidon to its proper place when not in use.
- c. Proper placement of the Guidon as dictated by Staff.

4. Class Leader Responsibilities:

- a. Marches academic class to and from classroom.

Leadership/Followership SOP

- b. Calls class to attention and dismisses class at request of instructor.
- c. Reports absent and tardy cadets to instructor.
- d. is appointed by the Staff or Teacher.

Standard Operating Procedure

Candidate and Cadet Grooming Policy

Purpose: To define and set standards of the proper appearance of all Candidates and Cadets in terms of hair, fingernail and facial hair while in the residential phase of the BBYCA program.

Standards: The following guidelines help create a uniform appearance for all Candidates and Cadets. These Standards are based on AR670-1 and have been revised for the BBYCA program needs. If the Army of the United States of America makes changes to AR 670-1, this policy may be subject to change. If a change is made, all Candidates and Cadets will be given reasonable and adequate time to adhere to the changes. All Candidates and Cadets are required to adhere to the following standards.

Male Standards for Grooming:

- Male Haircuts
 - Male Candidates and Cadets will have their hair cut every Sunday of the residential phase of the BBYCA program. Candidate and Cadet haircuts are to be cut on the zero (0) setting of the clipper with no guards or combs.
 - Exceptions for medical profiles are expected from an appropriate medical authority.
 - Exception for end of cycle haircuts- Approved styles will be provided from the barber for the Cadet to choose from. Cadets will be allowed to grow out the hair on their head and have it styled by our barber for graduation. The time frame for when the Cadets are allowed to grow out their hair will be dictated by Higher Leadership. The hair length will not exceed a number 3 cutting guard on the clippers. The haircut cannot have any designs. The haircut will also not be eccentric or faddish in style and will present a conservative, professional appearance. **Candidates are not authorized by this exception.**

- **Male Facial hair**
 - Males will keep their face clean-shaven everyday of the residential phase of the BBYCA program. Mustaches are not permitted at any time during the residential phase. Sideburns are not authorized during the residential phase for any Cadets/Candidates.

Female Standards for Grooming:

- The illustrations provided in figure 3–4 are intended only to clarify language regarding authorized hair lengths and bulks. The requirements for hair regulations are to maintain uniformity with female Candidates and Cadets while in all uniforms during the residential phase of the BBYCA program, unless otherwise specified. Female hairstyles may not be eccentric or faddish and will present a conservative, professional appearance. For the purpose of these regulations, female hairstyles are organized into three basic categories: short length, medium length, and long length hair (see figure 3–3).
 - Short length hair is defined as hair length that extends no more than 1 inch from the scalp (excluding bangs). Hair may be no shorter than 1/4 inch from the scalp (unless due to medical condition or injury), but may be evenly tapered to the scalp within 2 inches of the hairline edges. Bangs are not authorized.
 - Medium length hair is defined as hair length that does not extend beyond the lower edge of the collar (in all uniforms), and extends more than 1 inch from the scalp. Medium hair may fall naturally in uniform, and is not required to be secured unless hair interferes with the proper wear of all uniform headgear. When worn loose, graduated hairstyles are acceptable, but the length, as measured from the end of the total hair length to the base of the collar, may not exceed 1-inch difference in length, from the front to the back. Layered hairstyles are also authorized, so long as each hair's length, as measured from the scalp to the hair's end, is generally the same length giving a tapered appearance.
 - **Bangs are not authorized.** No portion of the bulk of the hair, as measured from the scalp, will exceed 2 inches.

- Long length hair is defined as hair length that extends beyond the lower edge of the collar. Long hair will be neatly and inconspicuously fastened or pinned above the lower edge of the collar. **Bangs are not authorized.** No portion of the bulk of the hair, as measured from the scalp as styled, will exceed 2 inches (except a bun, which is worn on the back of the head and may not extend a maximum of 3 1/2 inches from the scalp and be no wider than the width of the head).
- **Additional hairstyle guidelines:** Faddish and exaggerated styles, to include shaved portions of the scalp other than the neckline, designs cut in the hair, unsecured ponytails (except during physical training), and unbalanced or lopsided hairstyles are prohibited. Hair will be styled so as not to interfere with the proper wear of all uniform headgear. All headgear will fit snugly and comfortably around the largest part of the head without bulging or distortion from the intended shape of the headgear and without excessive gaps. When headgear is worn, hair should not protrude at distinct angles from under the edges. Hairstyles that do not allow the headgear to be worn in this manner are prohibited. Examples of hairstyles considered to be faddish or exaggerated and thus not authorized for wear include, but are not limited to hair sculpting (eccentric texture or directional flow of any hairstyle to include spiking); buns with loose hair extending at the end; hairstyles with severe angles or designs; and loose unsecured hair when medium and long hair are worn up.
- **Devices:** Hair holding devices are authorized only for the purpose of securing the hair. Candidates and Cadets will not place hair holding devices in the hair for decorative purposes. All hair holding devices must be plain and of a color as close to the Candidates or Cadets hair as is possible or clear. Authorized devices include, but are not limited to, small plain scrunchies (elastic hair bands covered with material), barrettes, combs, pins, clips, rubber bands, and hair or head bands. Such devices should conform to the natural shape of the head. Devices that are conspicuous, excessive, or decorative are prohibited. Some examples of prohibited devices include, but are not limited to: large, lacy scrunchies; beads, bows, or claw or alligator clips; clips, pins, or barrettes with butterflies, flowers, sparkles, gems, or scalloped edges; and bows made from hairpieces. Foreign material (for example, beads and decorative items) will not be used in the hair.

Candidates and Cadets may not wear hairnets unless they are required for health or safety reasons, or in the performance of duties (such as those in a dining facility).

- **Physical training:** Long length hair, as defined in this policy, may be worn in a ponytail during physical training. A single ponytail centered on the back of the head is authorized in physical fitness uniforms only when within the scope of physical training. When hair securing devices are worn, they will comply with the guidelines as defined above. A ponytail may be worn after night time personal hygiene outside the bay as well.
- **ALL BABY HAIR AND SIDE HAIR HAS TO BE PULLED BACK OR GELLED BACK AND NOT JUST HANGING.**
- **No Twists, or Locks are authorized.**
- Wigs are not authorized unless an appropriate medical authority allows. Wigs will meet and follow all of the above hair standards in this policy when worn.

Cosmetics: Cosmetics are **NOT** allowed unless otherwise specified by Senior Leadership.

- **Expectation:** Cadets may be offered the option to have cosmetics for graduation or banquet if deemed appropriate by Senior leadership. If allowed, the Cosmetics will be provided by BBYCA. **Candidates are not authorized by this exception.**

Fingernails/Toenails: All personnel will keep nails clean and neatly trimmed. Males will keep all nails trimmed so as not to extend beyond the fingertip/toe tip unless medically required and are not authorized to wear nail polish. Females will not exceed a nail length of 1/4 inch as measured from the tip of the finger. Fingernails should not be seen from the palm of the hand if looking straight on the palm. No false nails, polish or any other items or colors are allowed. Natural Nails only.

Hygiene and body grooming: Candidates and Cadets will maintain proper personal hygiene and grooming on a daily basis per the Health and Hygiene 8-Core Component.

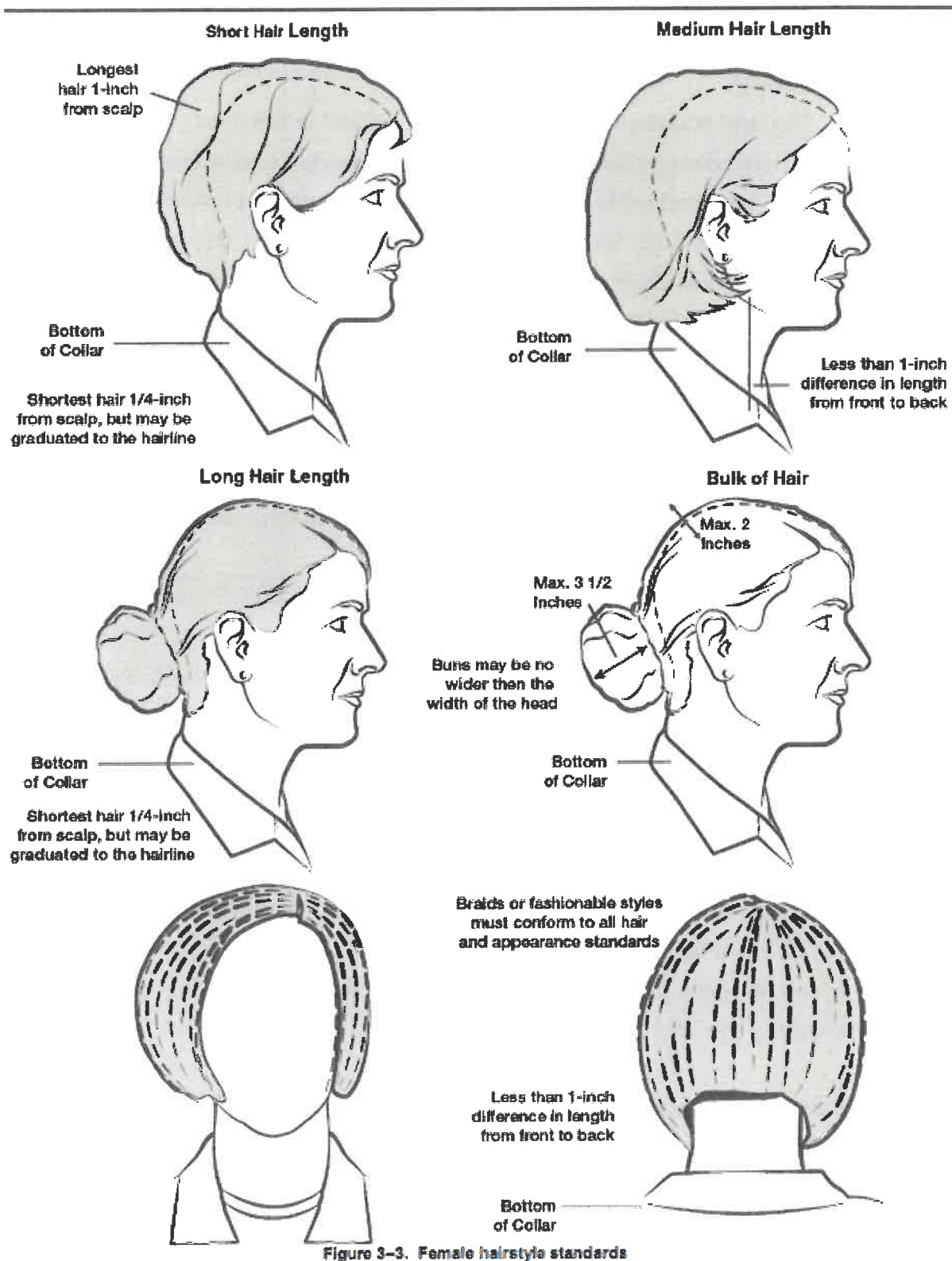


Figure 3-3. Female hairstyle standards

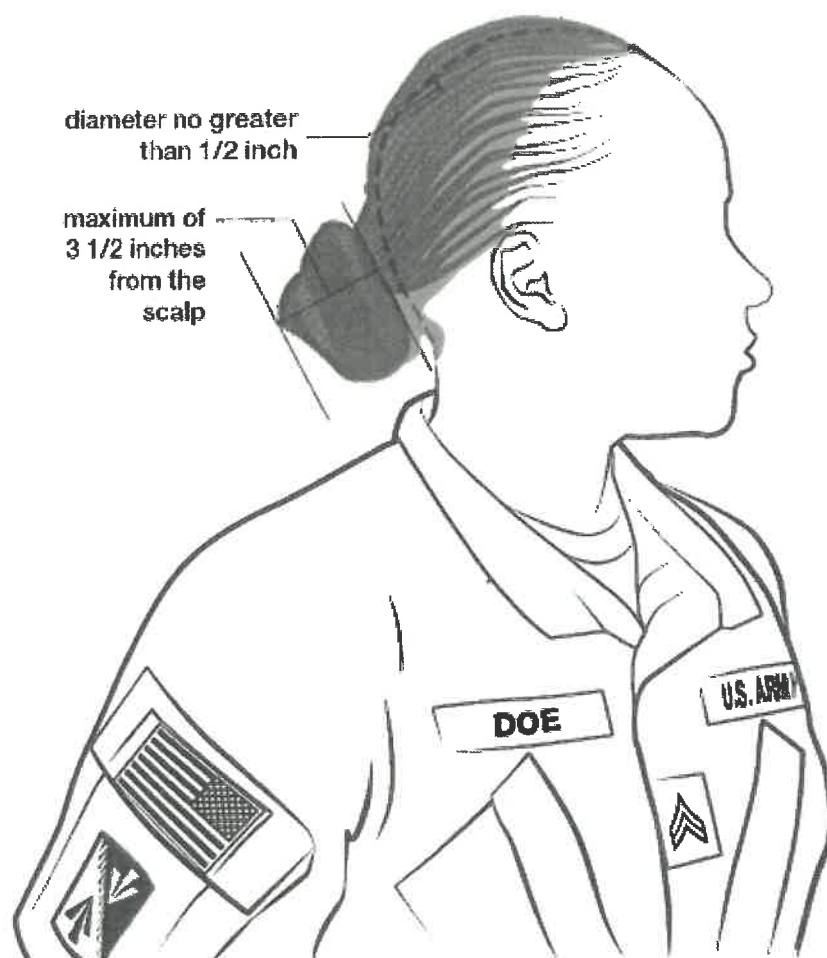


Figure 3-4. Measurement figure

Acceptable Hair Standards For Females



Unacceptable Hairstyles for females



FEMALE UNAUTHORIZED HAIRSTYLES



- Multiple braiding (more than 2 braids) must be small



- Headband is not plain



- Twists are not authorized



- Unauthorized device (claw clip)



- Loose, unsecured hair



- Bulk of hair exceeds more than 2" from



- More than 1" difference in length from front



- Bangs fall below eyebrows



- Scrunchie color is not similar to hair color



- Hair not properly secured



- Unbalanced or lopsided hairstyle



- Part is not one straight line

Cadet Uniform SOP

Standard Operating Procedure: Cadet Uniform SOP

Date: 02/25/2021

Purpose: To define the standard of the proper wear, appearance and storage of the Cadet Uniform and gear.

Standards: All uniforms and gear will be worn as described in this SOP and taught by the Cadre. All uniforms will be well maintained, cleaned, folded/rolled, and stored in the appropriate location as described in the layout displayed inside the rack.

Proper ware of the Cadet Uniform- Uniforms will not be mixed up. PT uniforms are not to be worn with the Duty uniform and the duty uniform is not to be worn with the PT uniform.

A) **PT Uniform-** The PT (Physical Training) uniform has two variations; winter and summer.

- a. The Winter PT Uniform is the main PT uniform used here at BBYCA, it consists of the sweat top, sweat bottoms, yellow PT T-Shirt, Summer PT Shorts, PT Cover (if authorized by Cadre/ Staff), Gloves (if authorized by Cadre/ Staff), and appropriate footwear. The yellow PT T-Shirt will be tucked in at all times. The PT Winter Top will not be tucked in. The Canteen will be worn on the outside of the uniform with the canteen on the left hip.
 - i. Footwear in this uniform is not always Running shoes. During Acclimation duty boots will be worn with this uniform as directed. Candidates will also wear boots in this uniform.
 - ii. Running shoes will only be worn in this uniform for PT or if the training schedule dictates their use.
- b. The Summer PT uniform will only be worn by itself if dictated by the training schedule and will be worn to sleep in. The Summer PT uniform consists of the Yellow PT Shirt, the Summer bottoms, and will only be worn with running

Cadet Uniform SOP

shoes. The Yellow PT shirt will be tucked in and the canteen will be worn on the outside of this uniform with the canteen on the left hip.

- B) **Duty Uniform-** The Duty uniform is our main uniform of BBYCA and will be used for the majority of the cycle, unless lost due to poor performance. The uniform consists of the following: ACU Duty Top, ACU Duty Bottoms, gray Duty Undershirt, Duty Belt, Patrol Cap, and Boots. The gray Duty Undershirt is to be tucked into the Duty ACU Bottoms. The ACU top is not tucked in. The Canteen, if worn in this uniform, will be worn on the outside of the ACU Duty Top Uniform.
- C) **Cold Weather uniform additions-** The field jacket, gloves and PT Cover are to be worn when applicable for the weather outside and will be determined by the Cadre staff using the inclement weather SOP as a guide. If a field jacket is worn, gloves and the PT cap will also be worn. Cadets may wear the Thermal Underwear at their discretion, however they will not be given time to change during the training day if they get too hot.
- D) **Other gear-** the following gear are issued to cadets and will be maintained at all times
- a. Ponchos- ponchos will be kept in their original packaging unless told otherwise. Once opened for use the ponchos will be folded up for storage.
 - b. Canteen, Pistol Belt, canteen holder- these 3 items are part of the hydration system cadets use. The canteen will be worn with all PT uniforms at all times with the canteen on the left hip. The canteen holder is not to be used for storage of any other items than the canteen and CAF cards. If the Canteen is not in use it needs to be secured on the outside of the Rack on the lift bars of the individuals issued rack (top bunk on the top left bar and bottom bunk on the bottom right bar). Canteens are not to be hung on the sides of the rack. Hanging a canteen belt from the sides of the rack will damage the canteen belt if the rack is opened.
 - c. Ruck Sacks- If a Cadet or Candidate is issued a Ruck sack the ruck sack will be stowed in the rack when not in use. The Cadet or Candidate will need to maintain the Rack display even with the Ruck sack. Ruck sacks will be placed in the top left corner of the rack.
 - d. Library Books will be held in left hand only, not placed in pockets.
 - e. Gloves of any type if not worn will be placed in the left cargo pocket of the duty uniform. Or in the left pocket of the duty jacket if applicable.
 - f. Squad leader issued items are authorized to have on person once issued. i.e. the issued watch and the note pad

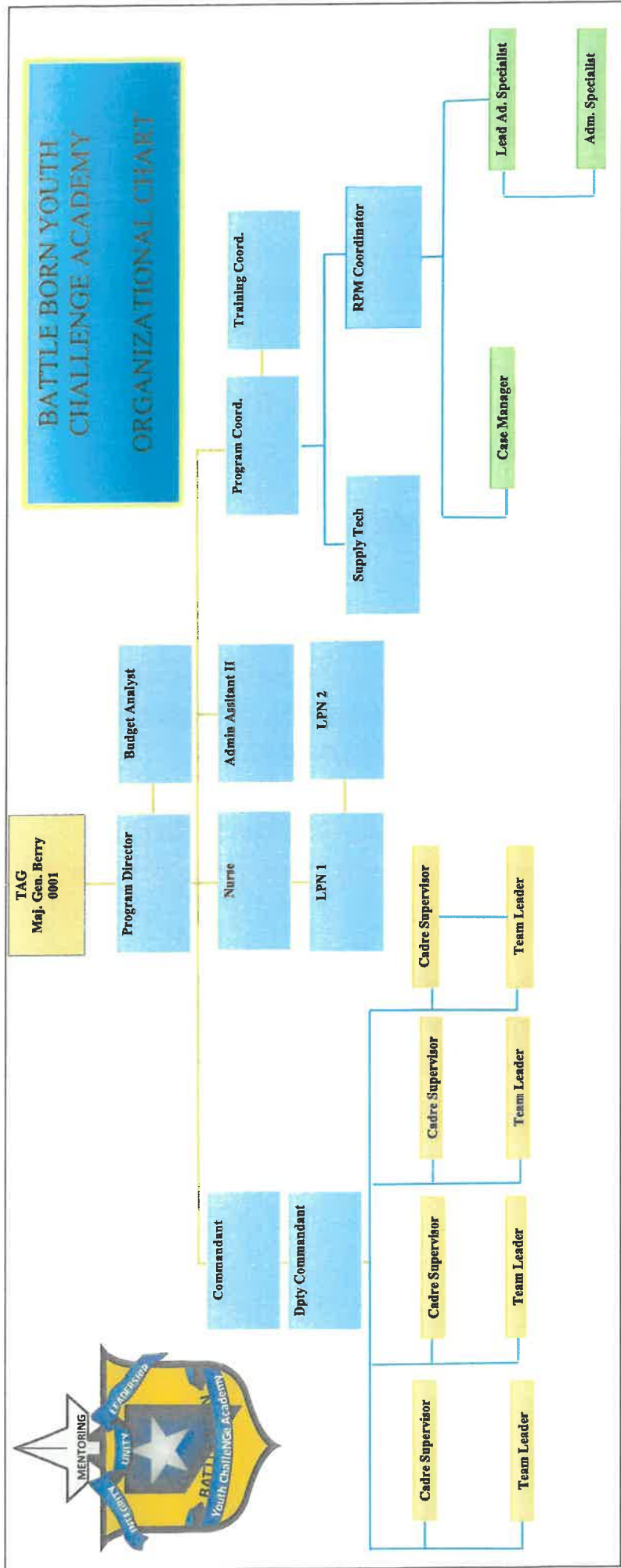
Cadet Uniform SOP

- g. Only one pencil is authorized to be on a cadet/candidate at any time. If in duty uniform only one pencil will be allowed even though the uniform has multiple slots.
- h. If a medical item is on person it must have a profile from the medical staff with it.
- i. NO Chapstick or any other issued items are authorized in uniform.
- j. CAF Cards will be kept in a baggie inside the canteen and in the left breast pocket of the duty uniform.

E) **Marking clothing/gear for identification.**

- a. All gear will be marked in with the Cadets/Candidates Roster Number as assigned to them on Training Day 0. The number should not be seen when the uniform is properly worn.
- b. PT uniform tops, both Winter and Summer, will be marked on the bottom.
 - i. The Winter PT Top will be stenciled on the inside of the bottom of the shirt.
 - ii. The Summer PT will be marked on the inside of the bottom of the shirt but low enough that when tucked in it is not visible.

Battle Born Youth Challenge Academy
Organization Chart



Cadet Ranks and Privileges

All ranks are a privilege and are earned, they are **NOT** a right . If a Candidate or Cadet earns or loses any rank or privilege it is the individual's responsibility. Read and understand all rank requirements and privileges. Ranks are not permanent and can be lost. If a deduction in rank happens the Cadet or Candidate are responsible for meeting all requirements to earn back the rank. This includes all promotion testing regardless if previously taken and passed. **One's Rank does not grant authority to a Cadet over another Cadet.** Ranks only grant individual privileges. Appointed or elected Leadership roles are the only positions of authority a Cadet will have, these leadership roles are defined with all duties and abilities in the Leadership and Followership section of your Cadet Handbook.

Rank: Candidate- PT's are the only authorized uniform and has no physical rank or privileges

This is the starting rank for all BBYCA Youth. You are on your way to earn your Cadet status and will be focusing your efforts on understanding and complying with the BBYCA standards listed in the Cadet Handbook and Staff SOP's. Compliance throughout the Acclimation phase and strong motivation will lead to your success. ALL EYES ARE ON YOU!

If you do not promote into Cadet status at the end of Acclimation you will have a group or individual Board of Review that will set a reasonable time frame with terms and conditions for you to achieve your Cadet status.

If you have been demoted from Cadet status back into Candidate Status you will have an individual Board or Review and a candidate contract that will be solely based on your actions and have specific individual requirements to meet on top of all normal listed requirements of BBYCA.

Rank: Cadet Private 1 (PV1)- no physical rank but earns the Duty Uniform

This rank is earned by completing the acclimation phase or their candidate phase of the program. This rank can be Waived (no physical waiver is required for this rank from the Cadet, the staff are the deciding factor for this waiver, more information on waiver requirements found in the Cadet Private 2 (PV2) rank description below.

This rank requires the following:

- 2 weeks of compliant behavior either during the acclimation phase or 14 consecutive days of compliant behavior.
- Must Complete the first PT Test. Only Profiles for medical reasons will be accepted to skip this requirement.
- Passing of all Cadet required testing during the acclimation phase.
- If earned after acclimation the time frame will be decided in a board of review by Higher Leadership. This could include the completion of a Cadet Contract if the Cadet is having issues with compliance (if this is the case this will be on an individual basis).

This Rank awards the Cadet the following on a weekly basis:

- 10 tokens awarded weekly while in grade this allotment will change with each rank achieved and will not be added to the next ranks token allowance. Token account balance is like a bank account: the tokens you have stay until you spend them.
- A 5-minute weekly phone call to family, friends, or mentor at the Cadet's discretion.
- Cadets are allowed to attend off campus events if they can afford the token requirements and are in compliance with the BBYCA standards.
- Cadets can purchase items during token economy events when available.

Rank: Cadet Private 2 (PV2)- Rank is displayed

below.



This Rank has the following prerequisite items:

- Having earned the rank of Cadet Private 1(PV1) and held that rank in good standing for no less than 2 weeks (14 days)
 - Cannot have more than (3) **negative CAFs** during the required 2-week prerequisite.
- This Rank can be awarded for excellent achievement and positive attitude in the acclimation phase and the rank of Cadet Private 1 (PV1) can be Waived (no physical waiver is required for this rank from the Cadet, the staff are the deciding factor for this waiver). To achieve this the following must be met:
 - Candidates (CNDT) must have no behavioral outburst or compliance issues.
 - Candidates (CNDT) must participate in every event of acclimation to their utmost ability.
 - Candidates (CNDT) must demonstrate the values of the Cadet Creed and Honor Code.
- No testing required for promotion to this rank.
- Must have a current PT Test completed. Only Profiles for medical reasons will be accepted to skip this requirement.

This Rank awards the Cadet the following on a weekly basis:

- 20 tokens awarded weekly while in grade this allotment will change with each rank achieved and will not be added to the next ranks token allowance. Token account balance is like a bank account: the tokens you have stay until you spend them.
- A 7-minute weekly phone call to family, friends, or mentor at the Cadet's discretion.
- Cadets are allowed to attend off campus events if they can afford the token requirements and are in compliance with the BBYCA standards.
- Cadets can purchase items during token economy events when available.
- Cadets are entitled to any other privilege not listed here that were earned in the previous rank.

Rank: Cadet Private First Level (PFC)- Rank is displayed below.



This Rank has the following prerequisite items:

- Having earned the rank of Cadet Private 2 (PV2) and held that rank in good standing for no less than 3 weeks (21 days) prior to Testing for promotion (This rank cannot be waived).
- Must Pass a promotion test with an 80% or higher.
 - Promotion testing will be on the Sunday before the Monday awards ceremony, if a Cadet passes the test and then gets a **Level 2 or higher** counseling statement the test will not count. The cadet will have to take the test again once compliance requirements have been met.
- Must be passing all academic classes currently enrolled in with a 80% or higher (case by case consideration can be used to waive this: determined by higher leadership).
- Cannot have more than (2) **Level 1** Cadet Assessment Forms, (1) **Level 2** Cadet Assessment Forms or any **Level 3** Cadet Assessment Forms. The Cadets time in grade will start over once one of the above disqualifying items are met. Ex: if CDT Joe gets (1) **Level 2** counseling this week then he is not eligible for promotion. His time will start over on the next day that he doesn't receive a counseling statement
- Must have a current PT Test completed. Only Profiles for medical reasons will be accepted to skip this requirement.

This Rank awards the Cadet the following on a weekly basis:

- 40 tokens awarded weekly while in grade this allotment will change with each rank achieved and will not be added to the next ranks token allowance. Token account balance is like a bank account: the tokens you have stay until you spend them.
- A 10-minute phone weekly call to family, friends, or mentor at the Cadet's discretion.
- Cadets are allowed to attend off campus events if they can afford the token requirements and are in compliance with the BBYCA standards.
- Cadets can purchase items during token economy events when available.
- Cadets are entitled to any other privilege not listed here that were earned in the previous ranks.

Rank: Cadet Corporal (CPL)- Rank is displayed below.



This Rank has the following prerequisite items:

- Having earned the rank of Cadet Private First Level (PFC) and held that rank in good standing for no less than 4 weeks (30 days) prior to Testing for promotion.
 - This requirement can be waived to 3 weeks (21 days) of time in grade, if the Cadet is maintaining an 80% or higher in all enrolled academic classes and is not stagnate in their classes. Ex: CDT Joe has all A's in every one of his classes and is actively working in each one. In this scenario he meets the requirement to waive the time. Now if he had all A's in his classes but in math he hasn't done work in it over a week then he doesn't meet the requirements. If a Cadet wishes to waive this requirement they need to fill out a waiver, this waiver can be acquired by asking the Team Leader for one and you will only be given one waiver for this rank. This waiver must be done the week before the requested date of promotion and turned into the Commandant's Box.
- Must Pass a promotion test with an 80% or higher, promotion test will have 10 questions.
 - Promotion testing will be on the Sunday before the Monday awards ceremony, if a Cadet passes the test and then gets a negative counseling statement the test will not count. The cadet will have to take the test again once compliance requirements have been met.
- Must be passing all academic classes currently enrolled in with a 80% or higher (case by case consideration can be used to waive this).
- Cannot have any negative Cadet Assessment Forms.
- Must have a current PT Test completed. Only Profiles for medical reasons will be accepted to skip this requirement.

This Rank awards the Cadet the following on a weekly basis:

- 75 tokens awarded weekly while in grade this allotment will change with each rank achieved and will not be added to the next ranks token allowance. Token account balance is like a bank account: the tokens you have stay until you spend them.
- A 15-minute phone call weekly to family, friends, or mentor at the Cadet's discretion.
- Cadets are allowed to attend off campus events if they can afford the token requirements and as long as they are in compliance with the BBYCA standards.
- Cadets can check out a board game as well as a book from the library to play during the nightly scheduled reading time. This privilege can be revoked by TL or higher if deemed to be a distraction or causing issues in the bay. Cadets can only play with other Cadets of same or higher Cadet rank no cadets PFC-Candidate will play board games in the bay (day room time excludes this provision).
- Cadets can purchase items during token economy events when available.
- Cadets are entitled to any other privilege not listed here that was earned in the previous ranks.

Rank: Cadet Sergeant (SGT)- Rank is displayed below.



This Rank has the following prerequisite items:

- Having earned the rank of Cadet Corporal (CPL) and held that rank in good standing for no less than 4 weeks (30 days) prior to Testing for promotion.
 - This requirement can be waived to 3 weeks (21 days) If the Cadet is maintaining an 80% or higher in all enrolled academic classes and is not stagnate in any class. Ex: CDT Joe has all A's in every one of his classes and is actively working in each one. In this scenario he meets the requirement to waive the time. Now if he had all A's in his classes but in math he hasn't done work in it over a week then he doesn't meet the requirements. If a Cadet wishes to waive this requirement they need to fill out a waiver, this waiver can be acquired by asking the Team Leader for one and you will only be given one waiver for this rank. This waiver must be done the week before the requested date of promotion and turned into the Commandant's Box.
- Must Complete a Board of Review. Topics in the Board of Review will vary.
- Must be passing all academic classes currently enrolled in with a 80% or higher (case by case consideration can be used to waive this).
- Cannot have any negative Cadet Assessment Forms.
- Must have a current PT Test completed. Only Profiles for medical reasons will be accepted to skip this requirement.

This Rank awards the Cadet the following on a weekly basis:

- 100 tokens awarded weekly while in grade this allotment will change with each rank achieved and will not be added to the next ranks token allowance. Token account balance is like a bank account: the tokens you have stay until you spend them.
- A 20-minute phone call weekly to family, friends, or mentor at the Cadet's discretion.
- Cadets are allowed to attend off campus events if they can afford the token requirements and as long as they are in compliance with the BBYCA standards.
- Cadets can check out a board game as well as a book from the library to play during the nightly scheduled reading time. This privilege can be revoked by TL or higher if deemed to be a distraction or causing issues in the bay. Cadets can only play with other Cadets of Cadet Corporals or higher no cadets PFC-Candidate will play board games in the bay (day room time excludes this provision).
- Cadets can purchase items during token economy events when available.
- Cadets are entitled to any other privilege not listed here that was earned in the previous ranks.

Cadet Rank Structure Chart

Ranks are listed below in the order they are achieved. **One's Rank does not grant authority to a Cadet over another Cadet.**

Rank 1: Candidate has no rank or Duty Uniform (ACU)

Rank 2: Cadet Private 1 (PV1)- no physical rank but earns the Duty Uniform (ACU)

Rank 3: Cadet Private 2 (PV2)- Rank is displayed below.



Rank 4: Cadet Private First Level (PFC)- Rank is displayed below.



Rank 5: Cadet Corporal (CPL)- Rank is displayed below.



Rank 6: Cadet Sergeant (SGT)- Rank is displayed below.



CNDT - PV1(CDT) - PV2 - PFC - CPL - SGT

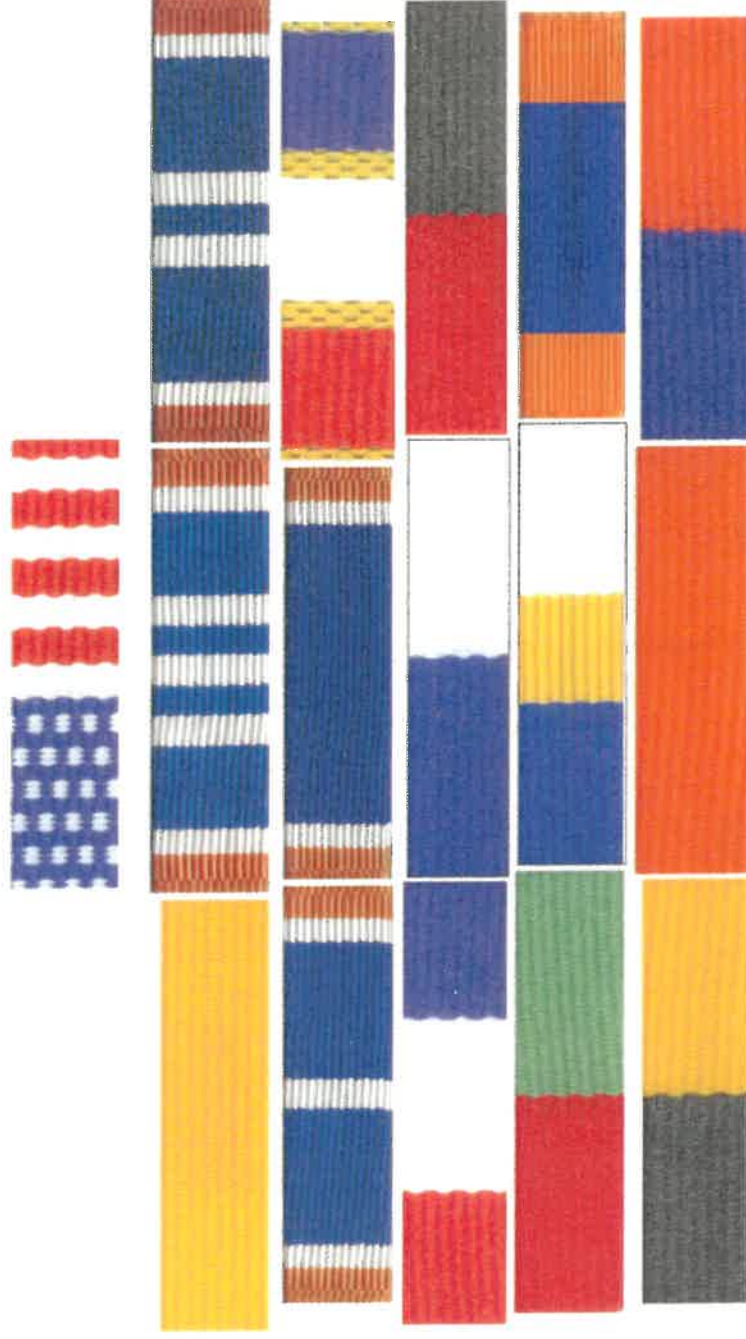


NA

NA



Ribbon Rack Precedence of order: Top is most prestigious bottom is least prestigious .



Ribbons

Highschool Diploma



Academic Ribbon level 7



Academic Ribbon level 4



Academic Ribbon level 3



Academic Ribbon level 2



Academic Ribbon level 1



Graduation Acclimation (PV2)



Graduation Acclimation (PV1)



1st SGT



Master SGT



PLT SGT



PLT Guide on



Service to Community



RARE Award



Academic Ribbon level 6



Academic Ribbon level 5



STEP-BY-STEP INSTRUCTIONS TO SHINE TACTICAL BOOTS

STEP 1: PREP YOUR BOOTS

To get the perfect shine, you need a good foundation. Prepare your boots for polish by removing dust, dirt, and debris from the upper and sole using the horsehair brush. Slightly dampen a horsehair brush and use gentle, back-and-forth motions to brush away any particles that shouldn't be there.

STEP 2: APPLY A BASE COAT

If your boots already have a base coat, fast-forward to Step 3: Polish Your Boots. If not, use the following steps to give your tactical boots a solid base coat:

1. Apply a thick layer of polish in small, circular motions with a soft cloth.
2. Let the base coat dry until it starts to turn chalky white (5-10min normally).
3. Thoroughly brush the boot or vigorously scrub it with a clean, dry cotton cloth to remove excess polish. Don't expect a great shine yet – a base coat smooths out the leather's bumps and irregularities so you can get a higher-shine finish later.
4. Let the base coat dry for another 5ish minutes before moving on to the final step.

STEP 3: POLISH YOUR BOOTS

After prepping your boots and allowing the base coat to absorb, follow these steps to finish shining your tactical boots:

1. Wrap the tips of your index and middle fingers with a soft, clean, dry cotton cloth. Pick up a small amount of polish with your covered fingers, and apply the polish with small, circular motions all over the boot. Pick up more polish whenever necessary.
2. Complete the previous step on the other boot. Switching back and forth between boots allowing each boot to dry between steps.
3. Dampen a new clean cotton cloth in water, wring it out, and wrap it around your index and middle fingers as before. Dampening the cloth prevents it from absorbing polish.
4. With the damp cloth wrapped around your fingers, pick up a small amount of polish and rub it into the boot using small, circular motions. When the polish turns grey or stops transferring to your boot, shift your fingers to a new part of the cloth, pick up more polish, and repeat until you've covered the entire boot.
5. Switching back and forth between boots, apply six or seven coats of polish with the dampened cloth, re-dampening as necessary. You'll see the boot's hazy shine become glossier and more even each time you add a new layer of polish.
6. After all the polish is dry, use a clean, dry cloth made from cotton or nylon to buff your boots.
7. Finally, stare at yourself in your perfectly shined tactical boots and pat yourself on the back for a job well done.

EXPERT TIPS FOR SHINING TACTICAL BOOTS

Keep in mind that your tactical boots need a smooth foundation with a thick base coat before you'll get a mirror shine. These instructions on how to shine tactical boots need to happen in the right order or you won't get the gleaming finish you're after.

Here are a few other things to remember when it comes to polishing tactical boots:

- Use small, circular motions in every step.
- Work with the thinnest layer of polish possible.
- The first shine is always the hardest – after that, you'll have a solid base coat and the process will become faster and easier.



Battle Born
Youth ChalleNGe Academy



After Action Review (AAR)

Exercise Overview:

Exercise Goals & Objectives (What was supposed to happen):

Exercise Events Synopsis (What did happen):

Sustain (What went well):

- 1.
- 2.
- 3.

Improves (What could've went better):

- 1.
- 2.
- 3.

Who was involved: PLT _____ Staff Member: _____ Date: ____/____/____

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RISK ASSESMENT

ALL activities are expected to address all potential hazards!

- Identify Potential Hazards.
 - Environment
 - Weather
 - Wildlife
 - Personnel Experience
 - Equipment
 - Clothing
- Initial Risk Level
 - Low
 - Medium
 - High
 - **EXTREMELY HIGH! (NO)**
- Controls
 - Address Each Hazard with 1+ Control to reduce said Hazard.
 - Address Who, What, When, Where Why (5 W's), AND How for each hazard
 - Examples of Who: Cadre, Supervisor, Mission Commander
 - Examples of How: Rehearsal, Standard Operation Procedures (SOP)
- Residual Risk Level
 - Determine the Residual (NEW) Risk Level with the new Controls in place.
 - Example:
 - Hazard: 100-degree weather and sunny
 - Risk level (HIGH): Heat Stroke, Sun burns Etc.
 - Control: Proper Clothing, Water Source, Early Morning/Later Evening activity, Sunscreen, Adequate Shade, Ice Packs, Medical on site, 10 min break every 30min of activity
 - Residual Risk Level: (Low-Medium)