

BATTLE BORN YOUTH CHALLENGE ACADEMY



CADET HANDBOOK



CADET NAME: _____

ROSTER NUMBER: _____

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THE 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.

THE CADET HONOR CODE

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.

GENERAL KNOWLEDGE

PURPOSE

The purpose of this handbook is to outline policies, standards, and procedures of the Residential Phase of the Battle Born Youth Challenge Academy (BBYCA) and to provide cadets with an educational reference material.

NATIONAL GUARD MISSION STATEMENT

“The mission of the National Guard Youth Challenge Program is to intervene in and reclaim the lives of 16- to 18-year-old high school drop-outs, producing program graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens.”

WHAT IS BBYCA?

Battle Born Youth Challenge Academy (BBYCA) is Nevada’s National Guard Youth Challenge Academy. Like all ChalleNGe academies, BBYCA is a tuition-free program aiming to reform and improve the lives of young adults aged 16 to 18. It is comprised of a 22-week “Residential Phase” and a 52-week “Post Residential Phase”. During the Residential Phase, cadets will live on campus while adhering to a quasi-military lifestyle. The 22-week Residential Phase can be broken down into a 2week Acclimation phase and a 20-week Academic phase. In the Post Residential Phase, cadets return to their communities and their Case Managers, Mentors, and families help the cadet adhere to their goals they set while in the Residential Phase.

BATTLE BORN YOUTH CHALLENGE ACADEMY VALUES (LDRSHIP)

LOYALTY; stay faithful to the U.S. Constitution, the academy, and your fellow cadets.

DUTY; fulfill your obligations to the highest standard.

RESPECT; treat people with dignity, kindness, and compassion.

SELFLESS SERVICE; put the welfare of your community, the academy, and your peers above your own.

HONOR; commitment to being respectful, honest, and holding oneself to your highest esteem.

INTEGRITY; doing what’s right, legal, and moral – even when no one is watching.

PERSONAL COURAGE; confront all of your fear, adversity, uncertainty, and pain with willingness to grow and persevere.

THE 8 CORE COMPONENTS

BBYCA and all other Youth Challenge Academies are predicated upon this congressionally approved model developed by the National Guard Bureau. The model combines a highly structured military oversight and basic education principals to create eight (8) specific core components. The components are 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.

THE 5 W'S

The Five W's are questions in basic information-gathering. They include Who, What, When, Where, and Why. They constitute a formula for getting the complete story on a subject. According to the principle of the Five W's, a report can only be considered complete if it answers these questions. Each question should have a factual answer - facts are necessary to include for any report to be considered complete. Importantly, none of these questions can be answered with a simple "yes" or "no". Facts are always objective, emotions are subjective.

Who was involved (directly or witnesses)? Cadre, you, other cadets? Who was affected?

What happened? What were the events leading up to it? What was the outcome?

Where did the event occur? Be specific with the location.

When did the event occur? Always include date (mm/dd/yyyy) AND time. If an approximate time can't be given, use the activity or class you were doing during the event.

Why am I feeling this way? Why is this important? Why does this affect me?

S.M.A.R.T. GOALS

Responsible adults are goal-oriented. Setting goals help guide your focus and sustain motivation in life. They can also help you develop strategies, habits, and new behaviors. As you accomplish goals, you gain valuable experience and confidence. No matter the complexity or difficulty of the goal, it should follow the S.M.A.R.T. formula:

Specific goals answer the 5 W's (who, what, where, when, why). Goals that are specific have a greater chance of being accomplished.

Measurable goals should ask: How much? How many? When do I know the goal is complete? Measurable goals keep you on track, reach targets, maintain and interest and motivation.

Attainable goals will push your limits without being unrealistic. Identify your goals and then plan how you will accomplish them. What skills, attitude, and resources do you need to be successful?

Relevant/Realistic goals align with who you are, who you want to be, and what your values are. It is necessary to know why your goals are important. Your goals should be achievable without unnecessary/excess stress and frustration.

Time Bound goals must be grounded within a timeframe. Goals can be short-term or long-term. Time bound goals provide a sense of urgency, task prioritization, and allow you to manage your time better.

NOTICE TO CADETS

Upon arrival at the program site, Cadet/Candidates will be given an 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.

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.

GRIEVANCE POLICY

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 Advocation forms for the ADR and place them in the box within the chow hall of the person you wish to seek mediation with. You may also use a plain piece of paper and request to speak with a department head, but you must specify that this is an ADR compliant in writing.

WHAT IS AN SOP AND MOI?

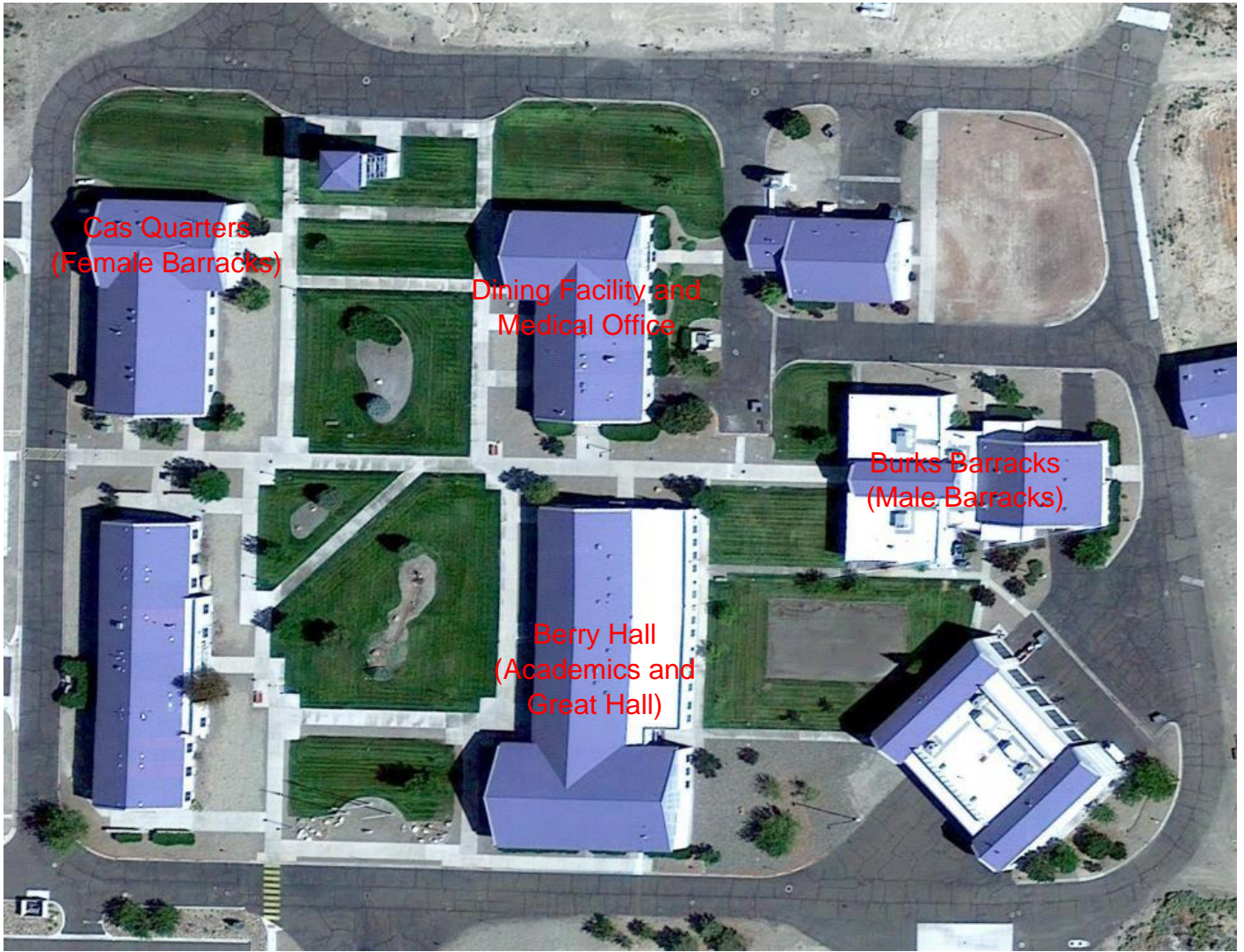
SOP is the acronym for "Standard Operating Procedure". An SOP is a set of step-by-step instructions compiled for individuals to specifically carry out an operation regardless of the Platoon they are currently supervising. SOPs aim to achieve efficiency, quality output, and uniformity of performance while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

MOI is the acronym for "Memorandum of Intent". A MOI 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.

CAMPUS MAP



QUAD MAP



BBYCA ADDRESS

**Rank* LAST NAME*

Battle Born Youth Challenge Academy

P.O. BOX 700

Carlin, NV, 89822

CONDUCT AND BEHAVIORAL STANDARDS

PURPOSE

BBYCA Cadets are held to a high standard of discipline, respect, integrity, and academic success. This section will outline the way in which a Cadet should carry themselves. Cadets are expected to be complaint and maintain standard at all times. Failure to do so will lead to consequences listed under the Disciplinary System of this handbook.

CUSTOMS AND COURTESIES

BBYCA practices Military customs and courtesies; it shows respect for Cadre and Staff. From first wake up to dismissal at graduation, Cadets will abide by the following customs and courtesies. These practices utilize Chain of Command and Drill and Ceremony – for clarification on these subjects, please turn to those sections of this handbook.

All Cadre and Staff will be addressed as “Sir” or “Ma’am” by Cadets. Cadets can also use *rank* *LAST NAME* for Cadre and Mr./Mrs./Ms. *LAST NAME* for Staff or Guests, unless otherwise specified. Cadre and Staff will address Cadets by *rank* *LAST NAME*, Mr./Ms. *LAST NAME*, or just by the Cadet’s last name. Cadre, Staff, and Cadets will always defer to the chosen gender identity that the other person chooses for themselves and identifies as.

Calling the room to command - The first Cadet to see a higher ranking individual than who is already present will call “Attention!” or “At Ease!” depending on the position the person who is entering holds. Cadets will stand in the position of Attention when Attention is called and will stand at Parade Rest when At Ease is called. They will stay standing in this position until told to Carry On by the highest-ranking person. If the person who is entering is lower ranked than who is already present in the room, no command will be called. “Attention!” will be called for the Deputy Commandant, Commandant, Program Coordinator and the Director. “At Ease!” will be called for Cadre Supervisors.

Example: We are conducting study/computer time in the Great Hall. There is a TL and a CS already present in the room. The Commandant enters the Great Hall. The first Cadet to see him enter will call “Attention!” immediately. All Cadets will stand and remain at the position of Attention until the Commandant gives the command of Carry On.

Addressing Staff - When addressing the following personnel, a Cadet will stand at the position of attention: The TAG, The Director, the Deputy Director, the Program Coordinator, the Commandant, and the Deputy Commandant. When addressing these individuals, Cadets will stand at Parade Rest: Cadre Supervisor, Team Leader, RPM Coordinator, Teaching Staff, Kitchen Staff, Case Managers, Admissions Specialists, and Guest Speakers.

ACCOUNTABILITY

Accountability is responsibility and integrity. It is accepting responsibility for yourself, your actions, your property/items, and possibly other people. It is being honest and ethical. Cadre, Staff, and the Academy take responsibility for all Cadets. We have accepted the obligation of ensuring Cadets are present, doing the right thing, safe, and healthy. BBYCA holds Cadets accountable to their actions and behaviors, both good and bad. Accountability for safety is the top priority, therefore a Cadre/Staff must always be accompanying Cadet(s).

ATTITUDE

A positive attitude is the most valuable trait a cadet can practice. Cadets are expected to have an open mind and maintain a positive attitude towards duties, corrections, activities, academics, and

all other aspects of the Program. There is good in every day. The best way to practice this is with radical acceptance. It is the practice of accepting circumstances and feelings that are unchangeable and out of your control – “it is what it is”. It is important to be receptive to constructive criticism; it’s for your improvement/growth and is never personal. Cadets are always encouraged to ask relevant questions if they don’t understand a command or instruction 100%.

SELF-DISCIPLINE

Self-discipline is the ability to control one’s feelings and overcome one’s weakness. It’s the ability to control one’s behavior in a way that leads them to be more productive and to have better habits; this ultimately increases success. Self-discipline can be difficult to develop, but you are the only one holding you back. Understanding your struggles and strengths, knowing your motivation, being accountable, forgiving yourself, and practice will lead you to success. The Youth Challenge often tests Cadet’s mental, emotional, and physical strength. It is important to a Cadet’s success and potential to remain disciplined in all aspects, not only while attending the Academy, but for the rest of their lives.

SELF-ADVOCATION

BBYCA strongly encourages the Cadets to advocate for themselves. No Staff or Cadre can read minds. We allow you to communicate these needs through the “Self-Ad Boxes” and an open-door policy. In the chow hall, there are three grey, metal boxes labeled with “Director”, “Operations”, and “Nurse” with the appropriate forms right above them. The barracks will also have the selfadvocate forms, most likely on the Cadre desk. Cadets are to fill out the form and place it into the appropriate box. Self-ad forms can be used for reasonable complaints, supply requests, medical, or to speak with specific staff. **In order to be seen by the medical team, a Cadet must submit a self-ad form explaining their concern or ailment.** The open-door policy allows Cadets to speak on issues with someone other than their Team Leader or Cadre Supervisor on shift. If the Cadet uses their proper chain of command, they can request to speak with any other Staff/Cadre about anything. When going through their chain of command, Cadets do not need to specify why they would like to speak with another Staff/Cadre, only that they are requesting to do so. Any and all genuine concerns should be brought to the Cadre’s attention immediately.

UNAUTHORIZED SUBSTANCE USE

Use and possession of illegal drugs, non-prescription or recreational drugs, unauthorized over the-counter drugs, alcohol, tobacco, nicotine, or any substance not meant for human consumption by any Cadet is strictly prohibited. This applies to the full length of the Program including on-site, during home pass/leave, or during off-site activities. Cadets found guilty of usage and/or possession of any of the above-listed substances will face punitive action to include dismissal. These acts will also be reported to the appropriate civil authorities (i.e., the Sheriff) when a law has been violated.

PRESCRIPTION AND OVER-THE-COUNTER MEDICATIONS

Cadets given medications will take them in the presence of the staff administering the medication. Administering Staff/Cadre will check for proper consumption how they deem fit. Medications will be taken with water only. Trading, sharing, or stealing medications is a felony and any Cadet found guilty of such actions will be held accountable both at the Academy and with the civil authorities. Cadets are expected to follow any other instruction or SOP the medical staff issues.

DRUG TESTING

BBYCA is a drug-free environment and does administer drug testing. Testing will occur every time a Cadet leaves BBYCA authority – i.e. temporary release, home pass. Testing can also occur at

random under the discretion of the medical department, Commandant, or Director. Cadets will follow all drug testing procedures instructed by the medical staff.

CONTRABAND

Contraband is defined as any substance or item a Cadet is not authorized to have in their possession. Cadets are subject to disciplinary actions for possessing contraband. The following list includes, but is not limited to, all items that are considered contraband:

- Food and drink outside of authorized areas and/or meal times
- Rocks, sticks, leaves, bones, or any other environmental material
- Cleaning agents not issued by BBYCA and possessing cleaning agents outside of maintenance duty
- All drugs, alcohol, tobacco, and nicotine products
- All stolen equipment or clothing, either from BBYCA or another Cadet
- Currency
- Electronics and accessories not authorized and monitored by Staff/Cadre
- Needles, knives, shives, razor blades, and any other sharp object
- Pens, markers, and any other writing utensil other than pencils
- Unauthorized jewelry
- Pornographic materials
- Gang or satanic insignia or 'tags'
- Any item that can be used to harm oneself or another Cadet
- Matches, lighters, any other fire-starting device, and flammable fluids
- Any item(s) Cadre/Staff deems inappropriate or unfitting for a Cadet to possess

Search and Seizure

Please refer to the BBYCA Search and Seizure Policy provided during Acclimation for more information.

FRATERNIZATION

Fraternization is the establishment, or attempted establishment, of intimate, personal relationships between two or more Cadets or between Cadre and Cadets, regardless of gender, sex, or age. BBYCA does not support or tolerate any relationship beyond friendship of Cadets and mentorship from Cadre. Romantic and sexual relationships between Cadets or between Cadre and Cadets is forbidden. Anyone involved in fraternization will receive disciplinary actions from BBYCA as well as the civil authorities if necessary. All of the following actions in relation to fraternization are prohibited: unprofessional communication, staring or leering, any touching unless authorized and monitored by Cadre/Staff, unnecessary proximity, note passing, petting, kissing, massaging, any form of intercourse, and any other actions perceived as fraternization by Cadre/Staff. Any Cadet(s) that allows (without notifying Cadre) or assists in fraternization will receive the same level of consequence. To report fraternization, a self-ad form can be submitted or Cadets can verbally address the issue with Cadre.

OFFENSIVE AND OBSCENE LANGUAGE/ACTIONS

BBYCA prohibits the use of offensive and obscene language and engagement of such activities. This includes but is not limited to; racial slurs, homophobia, and profanity. Cadets using such language or conducting these actions will be punished by the Academy and civil authorities if necessary.

OTHER PROHIBITED ACTIONS

- Stealing
- Hazing
- Arguing
- Physical Assault
- Discrimination
- Bullying
- Cheating
- Threatening Others
- Forgery
- Gambling
- Vandalism
- Plagiarism
- Destruction of Property
- Terrorist Threats
- Littering
- Body Modification
- Self-Mutilation
- Disrespect
- Malingering
- Disorderly Conduct
- Horseplay
- Coercion
- Blackmail
- Tampering
- Any other action/behavior the Cadre/Staff finds demeaning, crude, unprofessional, or inappropriate

PROTOCOLS AND PROCEDURES

PURPOSE

This section will outline and explain every day and other useful protocols and procedures Cadets are expected to follow. There are many references to ranking, drill and ceremony, and military jargon – see those sections for clarification.

REPORTING

Entering a Room – When Cadets enter a room that Cadre are occupying/utilizing, they will always ask for permission before entering. Cadets will use the phrase “Cadet *LAST NAME* requesting permission to enter” and will wait outside until Cadre say “Enter” or “Come in”. If a Cadet arrives to a class/case management after the instructor has closed the door, Cadets will use the same phrase to request entrance.

Speaking/Called to any Staff/Cadre – Anytime a Cadet approaches Staff/Cadre, they will request permission to speak. They will stand at Attention and request permission using the phrase “Cadet *LAST NAME* requesting permission to speak”. After Staff/Cadre has given approval, the Cadet will

stay at Attention or move to Parade Rest (if the Staff/Cadre rank requires) and proceed to speak. If a Cadet is called, they will sound off with "Moving, sir/ma'am!" and approach the Cadre/Staff. They will stop at appropriate distance from the Cadre/Staff (about 3 ft.) go to Attention, proceeded by Parade Rest if appropriate.

Example: *Cadet, at the position of Attention: Cadet X requesting permission to speak.*

Team Leader: Go ahead.

Cadet, at Parade Rest: May I utilize the latrine?

Reporting for a Board – When a Cadet reports, they will approach the Board and state "Cadet *LAST NAME* extending greetings to the Board" and render a salute. Once the Board salutes the cadet, the Cadet can Order Arms, remaining at the position of Attention until otherwise instructed.

ENTERING AND EXITING SOP (EE SOP)

Anytime any number of Cadets enter or exit a building or room, they will count off. Counting off is counting one-by-one starting at 1 from the first to last person. The last Cadet to enter will state "Last Candidate/Cadet counting, sir/ma'am!" to alert the Staff/Cadre they are the last of the group. For example: a Platoon is entering the chow hall. The first person to enter will start with "1!", the second will say "2!", so on and so forth, until the last person enters (the person holding the door). They will count their number and follow it by "Last Candidate/Cadet counting, sir/ma'am!".

BARRACKS

Anytime the Platoon enters or exits the barracks, they will use the EE SOP. Upon entering the bay, they will immediately toe-the-line until released by the TL/CS. Additional barracks procedures will be outlined by AM, Post-PT, and PM routine.

AM: Wake up Mon-Sat is usually 0430 for morning PT, 0530 on Sun (no PT). Cadre will turn on the lights and use any other means to wake up the Platoon. Cadets will immediately toe the line. Following release, Cadets make their beds to standard. Following completion, they will get dressed and utilize the latrine for whatever they need (toilet, shaving, hair, etc.). When "Toe the line!" is called, all Cadets will toe the line in their proper positions and prepare to leave the bay.

Post-PT: Cadets will enter the bay using EE SOP. Cadre/Cadet Leadership will put out any necessary instruction. Cadets use this time before breakfast chow to conduct hygiene, prepare for the day, and complete bay maintenance. The exact execution will be directed by the Cadre assigned.

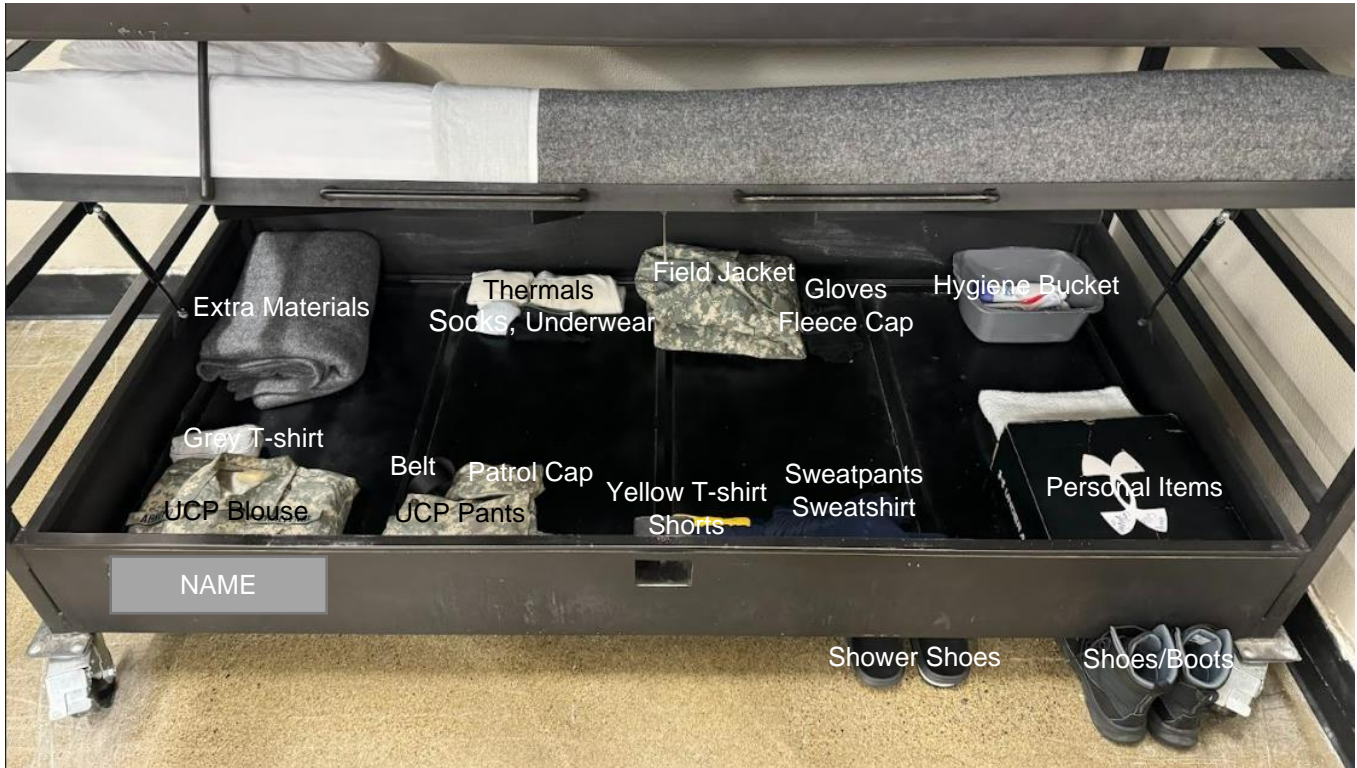
PM: Cadets will enter the bay using EE SOP. Cadre/Cadet Leadership will put out any necessary instruction. Cadets will utilize this time before lights out to conduct hygiene, prepare for bed, personal time, or however else the Cadre sees fit. Cadre will call "Toe the line!" right before lights out. Cadets will recite the Cadet Creed. Cadre will instruct mounting procedure and call lights out. Lights out is at 2030. Cadets cannot leave their bunk for 30 minutes after lights out. Talking is prohibited after lights out.

Bay maintenance will be performed every morning and every other time when instructed. Bay maintenance is comprised of sweeping then mopping all floors (including shower), taking out the trash, wiping down the toilets and counters, and cleaning the mirrors and sinks. Cadets are expected to work together to complete all of these tasks before toe-to-line is called. Failure to properly complete bay maintenance will result in a failed bay inspection.

Bay inspections are conducted by any Cadre/Staff and occur at random. Cadre/Staff will inspect beds to make sure they're made to standard, check that racks are organized to standard, and bay maintenance has been completed properly. A failed bay inspection will result in a platoon-wide

penalty chosen by the Cadre on shift. Bay health and hygiene inspections are also done at this time to ensure Cadets are maintaining a safe and healthy space.

Each Cadet will be assigned a bunk and rack. Racks will always be neat and organized, as pictured below. Beds will always be made to the standard shown on the next page.





DINING FACILITY/CHOW

Cadets will be provided three meals per day while at BBYCA; breakfast, lunch, and dinner chow. Cadets will be escorted by platoon to the dining hall at the appropriate time. Upon entering, Cadets will utilize EE SOP. After entering the second door, they will follow the right-hand wall all the way around to the corner and stand at proper intervals at parade rest. Cadets are instructed by squad to approach the kitchen window. Cadets will always utilize proper pivoting, side-stepping, and keep both hands on their tray when approaching and going through the dining hall. After receiving their tray, drink, and utensils, Cadets will go straight to their seat and remain standing at Attention. Cadre/Cadet Leadership will instruct the Platoon/Squad with the procedure. Candidates will stand to eat. Cadets will be instructed by Cadre/Cadet Leadership when to sit. Cadets sit at the position of Attention while eating. Cadre/Cadet Leadership will instruct the Platoon/Squad to dump their trays when time is up. Eating will only occur while at the table and within allotted time. Talking is prohibited in the dining hall unless the Cadet is giving instruction or addressing Cadre/Staff.

Once Cadets have completed their ServeSafe certificates, they can volunteer for KP, or Kitchen Patrol/Practice. Cadets will complete all tasks the kitchen Staff instructs them to complete. Cadets are awarded tokens for the additional duty.

GREAT HALL

The Great Hall is the auditorium space within Berry Hall. Upon entering, Cadets will use EE SOP. Cadets will immediately fall into their Platoon formations. Cadets will be instructed further when appropriate. Cadets will not leave the Great Hall unless instructed by Cadre/Staff.

MEDICAL

In order to be seen by the medical staff, a cadet must submit a self-ad form to the 'Nurse' box in the chow hall explaining their issue/ailment/injury. If the medical staff has not followed up with you

within 24 hours, ask the medic on staff at breakfast AND submit another self-ad form. Prescription medications are passed out four times a day; breakfast, lunch, dinner, and evening. When the Cadet is called, they will follow the same "Called by Staff/Cadre" procedure. Cadets are to follow any other instruction, guidance, or command given by the medical team.

UNAUTHORIZED AREAS

Unauthorized area is defined by any area a Cadet is not permitted to be. Any area where there is NOT a Cadre/Staff present is automatically unauthorized. In Berry Hall, this includes classrooms when not accompanied by Staff/Cadre, all closets, the stage, ramp, and stairs, and the Cadre office. In the Barracks, this includes the "Kill Zone" in the bay (outlined with red tape), the other Platoon's Bay, the Day Room if not CPL or above, all closets and offices, and the Cadre restrooms. Being in an unauthorized area is an automatic 210 CAF card with the possibility of a BIP.

DISCIPLINARY SYSTEM

PURPOSE

BBYCA utilizes a progressive disciplinary system, meaning we use multiple levels of discipline to address behavioral and performance issues. A progressive system provides Cadets with an appropriate reprimand in accordance to their offense. It also allows Cadets an opportunity to correct and improve issues while giving them a fair warning of escalating consequence if standards still aren't met. The disciplinary system enforces rules and regulations, identifies violations, and holds the offender accountable. Cadets are expected to adhere to the Program's rules and regulations. Possible consequences of failing to meet standard and abide by rules are verbal warnings, CAPE, CAF cards, LOP, BIPs, Board of Review, and DOR; all are explained in this section.

VERBAL WARNINGS

Verbal warnings are a common corrective action to poor behavior, not meeting the standard, and negative attitudes. Cadre/Staff can give a short, simple corrective phrase, such as "be quiet" or "fix your uniform" or they can pull the Cadet aside for a brief conversation. Need for multiple verbal warnings on the same subject will result in CAPEing or CAF cards.

CAPE

CAPE stands for **C**orrective **A**ction through **P**hysical **E**ducation. It is the use of physical exercise/physical training to correct minor to mild acts of indiscipline. CAPEing can occur at any time in any location from any Cadre or Staff. It can include one to all Cadets.

CAF CARDS

CAF stands for Cadet Assessment Form. Once a Candidate enters Cadet status, they are able to receive CAF cards for positive and negative behavior. There are 3 levels of CAF cards – 1, 2, and 3. Negative CAF cards may have a disciplinary CAF code, as listed below. Positive CAF cards do not utilize a CAF code. Each level has a point value that can be added or deducted from a Cadet's token economy spending account. Positive CAF cards are handed out at the discretion of Cadre/Staff for anything from having a positive attitude to helping your fellow Cadets to going above and beyond as a leader. Cadets will carry a minimum of three blank CAF cards at all times. Cadets are expected to present Staff/Cadre with a blank CAF card when requested. CAF cards will be turned into the Cadre Supervisor as soon as possible, but no later than 1000 Sunday of each training week. CAF cards will be input into the appropriate systems by 1100 Sunday of each training week.

POS LVL 1 = +5 tokens

NEG LVL 1 = -3 tokens

POS LVL 2 = +10 tokens

NEG LVL 2 = -5 tokens

POS LVL3 = +15 tokens

NEG LVL 3 = -10 tokens

CAF CODES

I. LEVEL 1 DISCIPLINARY CODES

a. 101 LACK OF DISCIPLINE/MOTIVATION

Cadet demonstrated a lack of personal bearing. Cadet does not perform past basic attendance and directives.

- 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.
 - d. 104 OFF TASK
Cadet engaged in any activity or behavior that was deemed a distraction or unacceptable by Staff/Cadre.
 - e. 105 IMPROPER WEAR OF UNIFORM
Cadet was not in assigned uniform, wore their uniform improperly, or wore unauthorized gear indoors.
 - f. 106 SPEAKING ANOTHER LANGUAGE
Cadet verbalized any language other than English while speaking to another Cadet/Staff/Cadre.
 - 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/Staff/Cadre.
 - i. 109 POOR ATTITUDE
Cadet behaved or spoke in a way which was perceived as unconstructive and/or pessimistic.
 - j. 110 TARDINESS
Cadet arrived to their destination late or in an untimely fashion.
 - k. 111 UNHYGIENIC CONDUCT
Cadet performed an unhygienic behavior.
- II. 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 UNCOMING OF 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/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/TECH ACCESSORIES
Cadet used the computer or accessories for any other purpose other than school or research; this excludes rank privileges if the Cadet is currently of rank.
 - e. 204 COMMUNICATING ABOUT UNAUTHORIZED SUBSTANCES
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
Ingesting food outside of the Chow Hall or designated meal area without Cadre authorization.
 - g. 206 GENERAL FRATERNIZATION

- Cadet attempted to communicate verbally or non-verbally in an inappropriate or unauthorized manner with another Cadet/Cadre/Staff.
- 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
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. 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 negative 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 Cadre.
 - n. 213 FAILURE TO FOLLOW INSTRUCTIONS
Cadet failed to follow the instruction given by a Staff member or Cadet Leadership. Cadet attempts to apply other Staff/teacher rules in another Staff/teacher's classroom or area of authorization.
 - o. 214 SUBSTANDARD PERFORMANCE
Cadet failed to meet a BBYCA performance or behavioral standard.
 - p. 215 PROFANITY DIRECTED AT A CADET OR STAFF/CADRE
Cadet states, whispers, non-verbally mouths or otherwise expresses irreverence, abusive or vulgar language that is directed at Cadre/Staff.
 - q. 216 DISRESPECT TO A 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.
 - r. 217 FAILURE TO REPORT
Cadet failed to request authorization before leaving the occupied area.
 - s. 218 LITTERING
Cadet improperly discarded of or placed objects in an unsuitable location.
 - t. 219 UNAUTHORIZED SLEEPING
Cadet/Candidate is caught sleeping in class, case management, physical training, or any unauthorized time.
 - u. 220 ABUSE OF REGENERATION ROOM
Cadet/Candidate consistently retreat to the regeneration room and are deemed to use it as a way to get out of work, p.t., school, or responsibilities repeatedly.
 - v. 221 TL/STAFF HOPPING
Cadet/Candidate asks multiple TLs or staff members the same question or makes the same request seeking a different or more favorable answer or response.

III. 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 BLACKMAIL/COERCION

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

c. 303 DAMAGING BBYCA PROPERTY/VANDALISM

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 TO STAFF/CADRE/SENIOR CADET LEADERSHIP

Cadet engaged in any action: gesture, stare, leer, verbal/nonverbal that Cadre/Staff determines to be disrespectful. Cadet engaged in a verbal exchange with Cadre/Staff/Senior Cadet Leadership that disrupts on-going activities or prevents those personnel from giving instructions.

e. 305 TAMPERING WITH FIRE SYSTEMS/CAMERAS/DOORS/WINDOWS

Cadet endangered the security or safety of others by disabling the fire system/security cameras or causing it to work improperly. Cadet meddled, picked, or manipulated doors or windows. This violation also covers setting off "false alarms/or discharging a fire extinguisher".

f. 306 REPETITION OF NON-COMPLIANT BEHAVIOR

Cadet has performed the same violation at least 3 times and all corrective actions administered by Staff/Cadre have been ineffective.

g. 307 HAZING/BULLYING

Cadet performed any action, physical or non-physical, against another Cadet(s) that is for the purpose of harassment, degradation, intimidation, humiliation, or acceptance into/rejection from a group. Can also include rumor starting/spreading.

h. 308 MISUSE/SHARING/HOARDING 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 or authorized. Cadet has hoarded medication for later use in a non-prescribed manner.

i. 309 UNAUTHORIZED USE OF A COMMUNICATION DEVICE

Cadet used or attempted to use a phone/computer without the consent of Cadre or teacher.

j. 310 ACCESSING/POSSESSING PORNOGRAPHY

Cadet was in possession (or creating) of a drawing, picture, cartoon, advertisement or any other representation that is interpreted by the Cadre/Staff as sexual or pornographic in nature.

k. 311 PROFANITY DIRECTED AT CADRE/STAFF

Cadet expresses irreverence, abusive, or vulgar language that is directed at a Cadre/Staff/Senior Cadet Leadership.

l. 312 DISCRIMINATION

Bigotry, vulgar comments, or actions against another Cadet/Cadre/Staff based on race, creed, religion, or gender.

m. 313 SEXUAL CONTACT

Cadet was observed by another Cadet/Staff/Cadre, found through investigation, or discovered through admission to be kissing, touching, or engaged in any other behavior that is interpreted to be sexual in nature.

n. 314 SEXUAL HARRASSMENT

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 Cadet/Staff/Cadre.

o. 315 TATTOOING/MARKING BODY/SELF-MUTILATION

Cadet tattooed, 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 VERBAL OR PHYSICAL THREAT

Cadet engaged in any verbal or physical act that caused Cadre/Staff to believe there is a threat to another individual's security, Staff/Cadre, or Cadet's possessions, or family and friends. All threats will be treated as real.

q. 317 POSSESSION/CONSUMPTION OF UNAUTHORIZED SUBSTANCES

Cadet was in possession of and/or consumed illegal drugs, non-prescription or recreational drugs, unauthorized over-the-counter drugs, alcohol, tobacco, nicotine, or any substance not meant for human consumption while being a Cadet at BBYCA. This includes scheduled Cadet passes/emergency leave.

r. 318 TAMPERING WITH WATER/FOOD

Cadet attempted and/or engaged in placing a foreign substance into another individual's water or food. Cadet attempted and/or engaged in placing a foreign substance into another Cadet's canteen.

s. 319 STEALING/THEFT

Cadet was observed by another Cadet/Staff/Cadre, found through investigation, or discovered through admission to stealing/theft from another person, business, or organization.

t. 320 POSSESSION/ATTEMPTED POSSESSION OF A WEAPON

Cadet was found to have, or attempted to possess, a weapon.

u. 321 VERBAL/PHYSICALLY ANTAGONIZING

Cadet engaged in verbal or non-verbal actions that incited an argument, provoked physical confrontation, or otherwise interrupted a cohesive environment.

v. 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.

w. 323 GANG ACTIVITY OR INVOLVEMENT

Cadet participated in gang-related activity, including forming cliques/groups/gangs or the perception of, recruitment, graffiti/tagging, or glorifying gang activity, claiming previous/current gang membership, etc.

x. 324 HUFFING OR INHALANT ABUSE

Cadet abused any medication by inhaling or snorting, or anything that is not intended to be inhaled/snorted.

y. 325 CHEATING/PLAGARISM/FORGERY

Cadet observed by another Cadet/Staff/Cadre, found through investigation, or discovered through admission to cheating, plagiarism, or forgery of any academic or non-academic work/assignment.

z. 326 USAGE OF SLURS/DEROGATORY PHRASES

Cadet verbally, non-verbally or otherwise expressed racist (any use of the N word in any context), homophobic, transphobic, xenophobic, bigoted, sexist, or any other intolerance towards someone's being/beliefs.

aa. 327 DISHONESTY/OMISSION/FALSIFYING INFORMATION

Cadet was observed by another Cadet/Staff/Cadre, found through investigation, or discovered through admission to an act of dishonesty, omission, or falsifying information.

bb. 328 MALINGERING

Cadet is found to have fabricated or exaggerated physical or psychological symptoms to be relieved/excused of duties, responsibilities, PT, or school.

cc. 329 SERIOUS/REPEATED FRATERNIZATION

Cadet/Candidate has repeatedly attempted to, been suspected of, or have been found to communicate in any fashion inappropriately with another cadet/cadre/staff (i.e. Gift giving, note passing, physical contact, leering, communication not deemed professional by cadre/staff).

ee. 331 A.O. NONCOMPLIANCE

Cadet/Candidate refuses to move per leadership command in or out of any A.O.

ff. 332 ENTICING OTHERS TO DISRUPT

Cadet/Candidate is deemed to or observed to encourage, entice, or influence others to disobey, disrupt, or create discord in current environment.

gg. 333 GETTING KICKED OUT OF ACADEMICS/CASE MANAGEMENT

Cadet/Candidate's behavior reaches a point that a teacher or case manager feels the need to remove the individual or group from the classroom. 333 CAF cards can also result in lost P.R.A.P. time.

LOSS OF PRIVILEGE

Loss of privilege is the act of removing an item/event from the Cadet's possession/ability. Many activities and goods are earned with rank and time at the Academy. Things like study hall, books, free time, Token Economy, music, movies, PRAP leave etc. are all privileges that can be revoked at any time. Behavior Improvement Plans utilize loss of privilege. LOP can also just be administered verbally to a single Cadet or to the whole company.

DEMOTION

Demotion occurs when a Cadet loses one or more rank positions as a penalty. BIPs often use demotion as a corrective action. If demotion is a stand-alone remedial action, a Cadet will first receive a Warning of Demotion (WOD) as an injunction. If the behavior/attitude continues, the Cadet will be served with a Notice of Demotion (NOD) and will have their rank stripped of them. Cadet will have to start fresh at their new rank and must meet all requires (including time in grade and promotion testing) to promote to the next rank.

BEHAVIORAL IMPROVEMENT PLANS (BIPs)

Behavioral Improvement Plans, or BIPs, are formal written plans to address a Cadet's behavioral issues that are interfering with their success. BIPs are also progressive – each BIP a

Cadet receives will be longer/stricter than the last due to repeated offense. Most level 3 CAF cards are accompanied by a BIP due to the extent of the wrongdoing. A Cadre will present the BIP to the Cadet and answer any questions the Cadet has. Cadets are required to receive a GO/NO-GO from a TL/CS from each shift at the end of the shift. NO-GO's will extend the length of the BIP. Once the Cadet completes their Plan, they will return to Cadet status. Completed BIPs will be turned into Cadre for filing.

BOARD OF REVIEW

A Board of Review is a Cadet's last chance to correct their attitude and behavior before dismissal. It is a meeting that may include Cadre, the Commandant, the Counselor, and Case Management and is often accompanied by a Behavior Improvement Plan. The performance and behavior of the Cadet is reviewed and a plan for improvement is constructed.

DROP ON REQUEST

Drop on Request is the dismissal of a Cadet from the Academy. They are approved by the Director.

P.R.A.P.

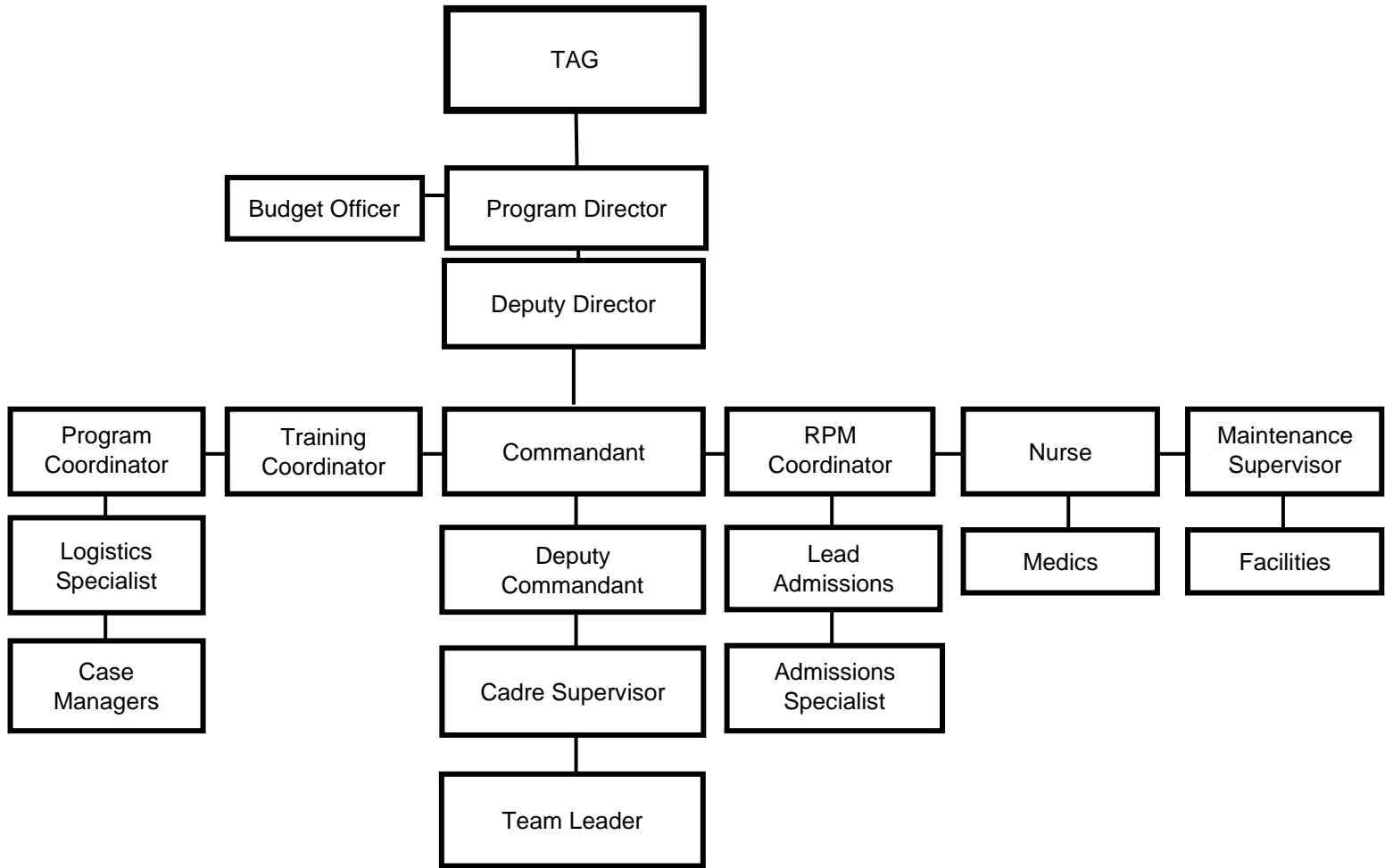
Post residential action plan (PRAP) is a privilege that allows cadets to leave BBYCA for up to four days near the end of the cycle. This privilege may be revoked if the cadet/candidate has accumulated too many negative CAF cards, been kicked out of class numerous times, or has behaved in a manner deemed worthy of losing their P.R.A.P. by Commandant or Director.

LEADERSHIP

PURPOSE

While at BBYCA, all cadets must fully participate in leadership/followership principles. Cadets must successfully complete both leadership and followership positions in order to graduate from the Residential Phase of the program. During the Acclimation phase of the program, cadets will demonstrate followership principles at all times. Acclimation's purpose is to assess each cadet's motivation and dedication to themselves, their platoon, and their leaders. After Acclimation, cadets will begin filling leadership positions at the squad and platoon levels. Cadet Leadership is appointed by cadre based on performance and dedication to the success of their platoon. In order to perform optimally as a leader and follower, it is imperative each cadet follow the principals outlined in this section. Having a chain of command simplifies delegation and standardizes communication.

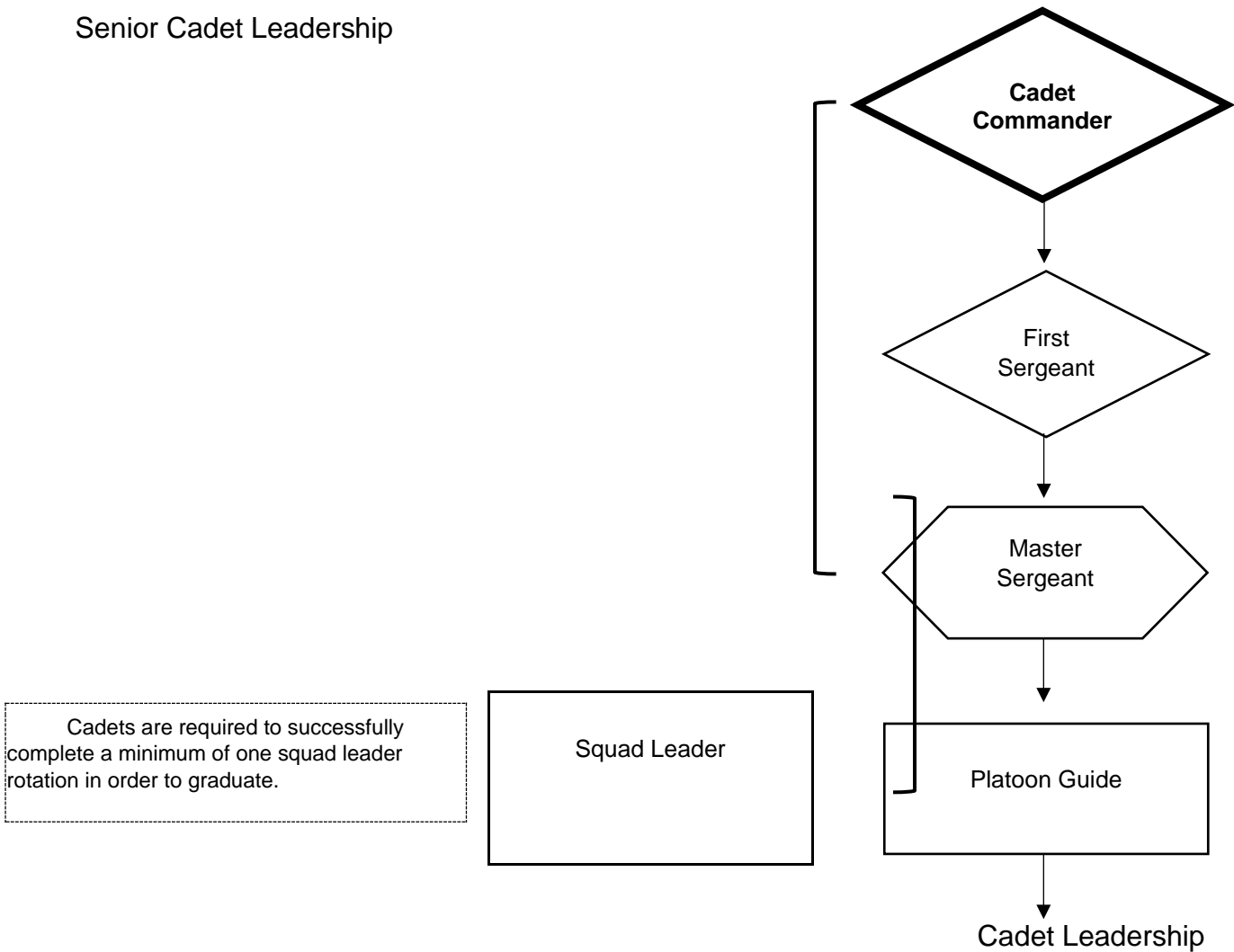
ACADEMY STAFF CHAIN OF COMMAND



CADET CHAIN OF COMMAND

Cadet Commander is the highest leadership position and rank a cadet can achieve.

Senior Cadet Leadership



The duties, responsibilities, and requirements of Cadet Leadership are as follows:

Squad Leader

- Forming their sections in accordance with the Drill and Ceremony SOP.
- Knowing the location of the members of their squad at all times.
- Ensuring all squad members and areas are kept properly maintained and cleaned.
- Reporting to the Platoon Guide (or Cadre if Company Guide has not been instated) any discrepancies, questions or concerns of their squad.
- Complete one full week in this position in order to fulfill the leadership/followership core component requirement.
- Appointed and removed by Cadre based on performance.
- Must have a current PT test.
- Must be in cadet status.

Platoon Guide

- Forming the Platoon in accordance with the Drill and Ceremony SOP for all formations under direct supervision of Cadre.
- Taking formal reports from Squad Leaders and then reporting results to the Cadre.
- Marching the Platoon from one location of training to another.

- Inspecting all cleaning duties and details as prescribed by Cadre.
- Conducting Physical Training under the supervision of Cadre.
- Start daily laundry load before First Formation
- Knowing the location of platoon members at all times.
- Ensuring Squad Leaders are completing assigned duties and responsibilities to standard.
- Reporting violations of regulations that the platoon is not meeting to the Cadre.
- Recording supply requests when directed by Cadre.
- Other duties assigned by the Cadre.
- Must have passing Squad Leader Blue Card.
- Elected and removed by Cadre Supervisors ONLY.
- Must have a current PT test.
- Minimum rank required: PFC

The duties and responsibilities of Senior Cadet Leadership are as follows. Requirements are listed in the Rank section of this handbook.

Master Sergeant

- Recording of all supply requests from each Platoon.
- Conducting Token Economy.
- Ensuring all laundry is completed, daily.
- Conducting First Formation.
- Ensure all platoons are formed in accordance with the Drill and Ceremony SOP.
- Assigning cadets to tasks as needed.
- Write positive or negative CAF cards as needed.
- Assist Cadre in any tasks assigned.

First Sergeant

- Be a direct point-of-contact between cadets and Cadre.
- Ensuring Platoon Guides are completing assigned duties and responsibilities to standard.
- Escorting or marching cadets between locations.
- Creating and facilitating the weekly PT schedule.
- Conducting bay inspections and health/hygiene inspections.
- Monitor between-class movements, making corrections as needed.
- Conducting First Formation.
- Assigning cadets to tasks as needed.
- Write positive or negative CAF cards as needed.
- Assist Cadre in any tasks assigned.

Cadet Commander

- Be a direct point-of-contact between cadets and Cadre.
- Ensuring MSgt and 1Sgt are completing assigned duties and responsibilities to standard.
- Escorting or marching cadets between locations.
- Conduct shift 'pass down' at AM and PM shift change.
- Tracking cadet rank, promotion testing, and awards.
- Conducting bay inspections and health/hygiene inspections.
- Monitor between class movements, making corrections as needed.
- Conducting First Formation.

- Assigning cadets to tasks as needed.
- Write positive or negative CAF cards as needed.
- Assist Cadre in any tasks assigned.

Guidon Bearers are the left-hand man to Platoon Guides and the First Sergeant plus the representor of each Platoon and of the Company. Each Platoon is assigned a Guidon Bearer when they earn their Guidon. The Company Guidon Bearer is elected by the Platoon members of the winning platoon of the Drill and Ceremony competition. Duties and responsibilities are as follows:

- Presents the Guidon in all formations.
- Carries the Guidon when the Platoon/Company marches.
- Places the Guidon in its proper place when not in use.
- No set term.
- Can be removed by Cadre when not performing to standard.

LEADERSHIP/FOLLOWERSHIP

Leadership and followership are always tied together and are equally as important in accomplishing a mission. Not even good leaders can accomplish a mission without good followers. Leadership is the process of influencing and directing others to accomplish the mission by providing purpose, direction, and motivation. Followership is the act, capacity, and willingness to follow a leader. To be a good leader you must be a good follower, and to be a good follower you must be a confident team-player. Leaders and followers are always equal; just because you are placed into a leadership position doesn't make you better than your peers. It is important to remain patient and understanding of you fellow cadets as they are learning leadership and followership right alongside you.

TRAITS OF LEADERSHIP

1. **Judgment;** The ability to weigh facts and possible solutions on which to base sound decisions.
2. **Justice;** Giving rewards and punishments according to the merits of the case in question. The ability to administer a system of rewards and punishments impartially.
3. **Decisiveness;** The ability to make decisions promptly and announce them in a clear, forceful manner.
4. **Initiative;** Taking action in the absence of orders.
5. **Dependability;** The certainty of proper performance of duty.
6. **Tact;** The ability to deal with others respectfully.
7. **Integrity;** The uprightness and soundness of moral principles. The quality of truthfulness and honesty.
8. **Endurance;** The mental and physical stamina measured by one's ability to withstand pain, fatigue, stress, and hardship.
9. **Bearing;** The creation of a favorable impression through carriage, appearance, and personal conduct at all times.
10. **Unselfishness;** Avoidance of providing for one's own comfort and personal advancement at the expense of others.
11. **Courage;** The mental quality that recognizes fear of danger or criticism, but enables one to proceed in the face of it with calmness and firmness.
12. **Knowledge;** The range of one's information.
13. **Loyalty;** The quality of faithfulness to country, service, and to your seniors and subordinates.
14. **Enthusiasm;** The display of sincere interest and exuberance in the performance of duty.

TRAITS OF FOLLOWERSHIP

1. **Ego Management;** The ability to control one's ego. Being a team player.

2. **Loyalty**; Being respectful of their obligation to be loyal to their Platoon. Those who are not loyal compromise goal achievement and reduce productivity.
3. **Humility**; Helping others and respecting authority. Appreciating all contributions to a task or project, no matter how big or small. Being humble.
4. **Work Ethic**; Being diligent, committed, and paying attention to detail. Being motivated to excel as an individual and a team.
5. **Courage**; The mental quality that recognizes fear of danger or criticism, but enables one to proceed in the face of it with calmness and firmness. The ability to take direction while keeping obligation to do so when the direction is ethical and proper. Having the courage to speak up when you have concerns.
6. **Active Listening**; The ability to understand, ask questions, and remain respectful when someone else is speaking.
7. **Tact**; The ability to deal with others respectfully.
8. **Teamwork**; Having a group-oriented mindset. Being hard-working, fair, and offering other cadet your help.
9. **Good Judgment**; Being trustworthy of providing high-quality, timely work and make good decisions for oneself.
10. **Adaptability**; The ability to be flexible.
11. **Competency**; Knowing how to do one's job/task well and independently completing tasks.
12. **Critical Thinking**; The ability to think outside the box and outside of one's opinions. Making good judgment and being thoughtful about how one's choices support team success,
13. **Attention to Detail**; Focusing on small and intricate steps. Promoting quality work through caring about technical aspects.
14. **Time Management**; The ability to accomplish goals according to schedule. Organizing tasks based on priority.

PRINCIPLES OF LEADERSHIP

1. **Know yourself and seek self-improvement.** To know yourself, you have to understand who you are and to know what your preferences, strengths, and weaknesses are. Knowing yourself allows you to take advantage of your strengths and work to overcome your weaknesses. This will increase your competence and the confidence your subordinates have in your ability to train and lead. Seeking self-improvement means to continually strengthen all your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others.

Example: If you fall well short of achieving a passing PT score, you must recognize a need for improvement in physical fitness. Doing this will not only improve your health, but may inspire others with similar needs to work on improving themselves. Similarly, you may perform very well in academics. Recognizing this and using this strength to help others will raise others' opinions of you and may just make you a few friends.

2. **Be technically and tactically proficient.** As a leader, you must know your job and have a solid familiarity with your subordinates' tasks. This means that you can accomplish all tasks to the standards that are required to accomplish the mission. In addition, you are responsible for training your subordinates to do their jobs and for understanding your leader in the event you must assume those duties. You develop technical and tactical proficiency through a combination of tactics, techniques and procedures you learn while attending classes, in your day-to-day jobs, and from reading and personal study.

Example: *You are in charge of cleaning detail in the barracks. You must know the standards that you are expected to meet for cleanliness. (Does the Cadre want it mopped, or just swept?) You must know the correct techniques for cleaning. (Does this orange stuff go in the mop bucket?) Additionally, you must know how to employ the resources you have.*

(Does it really work to have 12 people scrubbing one toilet stall?)

- 3. Seek responsibility and take responsibility for your actions.** Search for ways to guide your subordinates to new heights, and when things go wrong - they always do sooner or later - do not blame others. Analyze the situation, take corrective action, and move on to the next challenge. Leading always involves responsibility. You want subordinates who can handle responsibility and help you perform your mission. Similarly, your leaders want you to take the initiative within their stated intent. When you see a problem or something that needs to be fixed, do not wait for your leader to tell you to act. The example you set, whether positive or negative, helps develop your subordinates. When you make mistakes, accept just criticism and take corrective action. You must avoid evading responsibility by placing blame on someone else. Your objective should be to build trust between you and your leaders as well as between you and those you lead by seeking and accepting responsibility.

Example: *You are a Squad Leader and you are falling out for dinner chow in a few minutes. You notice that several of your squad members' boots are not shined. Even though you think there probably won't be an inspection, you must make the correction anyway. Don't wait for a staff member to notice and reprimand you. If telling your squad to shine their boots makes them a little slow form up. Explain this to the Cadre and take responsibility for your actions. Don't let your squad members take the fall for what you thought was a good decision. If it was a good decision, then your Cadre will more than likely be understanding.*

- 4. Make sound and timely decisions.** You must be able to rapidly assess situations and make sound decisions. If you delay or try to avoid making a decision, you may cause unnecessary problems and fail to accomplish the mission. Indecisive leaders create hesitancy, loss of confidence and confusion. You must be able to anticipate and reason under the most trying conditions and quickly decide what actions to take. Use good planning, problem solving, decision making, and tools. Here are some guidelines to help you lead effectively: Gather essential information before making your decisions. Announce decisions in time for your subordinates to react. Good decisions at the right time are better than the best decisions made too late. Consider the short- and long-term effects of your decisions.

Example: *You are the Cadet First Sergeant and may be responsible for deciding what the Company uniform will be. You decide to discuss it with your Platoon Leaders. After debating the issue, you arrive at a compromise and make a decision. Later you are surprised to find out that 1" Platoon is getting smoked for being late for evening chow. It turns out that by the time the uniform got put out to the Cadets, there was insufficient time to change into it, resulting in the Company being late. This is an example of the best decision coming too late.*

- 5. Set the example.** Your subordinates want and need you to be a role model. This is a heavy responsibility, but you have no choice. No aspect of leadership is more powerful. If you expect courage, competence, candor, commitment and integrity from your Cadets, you must

demonstrate them. Your subordinates will imitate your behavior. You must set high, but attainable standards, be willing to do what you require of your subordinates and share dangers and hardships with your subordinates. Your personal example affects your subordinates more than any amount of instruction or form of discipline. You are their role model. Be a good role model for your fellow Cadets. They must not only hear what they are expected to do, but also see the example modeled through your behavior.

Example: You are a Platoon Leader and your platoon has been given some personal time. Even though your personal area is ready for inspection, most others are not. You could read letters or you could continue to refine your uniform and area. You decide to refine your personal area because even though you are ready for inspection, you do not want others to stop refining their own areas. If you were to read letters, others who are not inspection ready would start reading theirs because they could say "Well, if the Platoon Leader is doing it, it must be okay." The result would be that the platoon would not be ready for inspection. Or, help others prepare their areas in order to set an example for others to help as they finish.

- 6. Know your subordinates and looks out for their well-being.** Know human nature and the importance of sincerely caring for your subordinates. You must know and care for your subordinates. It is not enough to know their names and hometowns. You need to know what makes them "tick" and learn what is important to them in life. You need to commit time and effort to listen and learn about your Cadets. When you show genuine concern for your subordinates, they trust and respect you as a leader. Telling your subordinates that you care for them has no meaning unless they see you demonstrating care. Although slow to build, trust and respect can be destroyed quickly. If your subordinates trust you, they will willingly work to help you accomplish missions. They will never want to let you down. You must care for them by training them, taking care of their needs when possible, and disciplining and rewarding them fairly. The bonding that comes from caring for your Cadets will sustain them during stressful and chaotic times.

Example: You are a Squad Leader and there is a Cadet in your squad who just can't seem to follow orders. Your squad is constantly getting in trouble because he just doesn't seem to want to listen to you. You figure that he is either stupid or just does not like you. After talking to him on a personal level, you find out that he is originally from another country and that English is not his first language. He wants to do well, but has trouble understanding you because you talk too fast for him. You agree to speak slower and more clearly to him. Before long, his behavior improves.

- 7. Keep your subordinates informed.** People do best when they know why they are doing something. Keeping your subordinates informed helps them make decisions and execute plans within your intent, encourages initiative, improves teamwork, and enhances morale. Your subordinates look for logic in your orders and question things that do not make sense. They expect you to keep things informed and, when possible, explain reasons for your orders. Know how to communicate with not only them, but also leadership and other key people.

Example: You are a Platoon Leader who has just informed his Squad Leaders that instead of letter writing time, they will be cleaning and rearranging the barracks. They immediately start grumbling and complaining, but you then explain to them that the reason for this is that they will be using the classroom later to watch a movie. You go on to let them know

that the sooner they finish, the sooner they start the movie. They then go on to clean the building in record time.

8. **Develop a sense of responsibility in your subordinates.** Your subordinates will feel a sense of pride and responsibility when they successfully accomplish a new task you have given them. Delegation indicates you trust your subordinates and will make them want even more responsibility. As a leader, you are a teacher and responsible for developing your subordinates. Give them challenges and opportunities you feel they can handle. Give them more responsibility when they show you they are ready. Their initiative will amaze you. Help your Cadets to develop good character traits that will help them carry out their professional responsibilities.

Example: You have been selected as the Company Master Sergeant. You feel that two of the Platoon Leaders below you are not the most capable leaders in the world and decide that you're better off doing everything yourself. Soon the staff is handing you more missions than you can handle. You break down and allow one of the Platoon Leaders to sort the mail. Later you find that the Platoon Leader did it faster than you could and is asking for more responsibility. You soon lessen your workload and accomplish your missions faster.

9. **Ensure the tasks are understood, supervised, and accomplished.** Your subordinates must understand what you expect from them. They need to know what you want done, what the standard is and when you want it done. They need to know if you want a task accomplished in a specific way. Supervising lets you know if your subordinates understand their orders; it shows your interest in them and in mission accomplishment. Over-supervision causes resentment and under-supervision causes frustration. When subordinates are learning new tasks, tell them what you want done and show how you want it done. Let them try. Watch their performance. Accept performance that meets the standards; reward performance that exceeds the standards; correct performance that does not meet the standards. Determine the cause of the poor performance and take appropriate action. When you hold your subordinates accountable to you for their performance, they realize they are responsible for accomplishing missions as individuals and as teams. Ensure you communicate effectively with your subordinates. Check to receive feedback of your intended/desired message and be open to suggestions for improvement. Communication is the key to this responsibility.

Example: You are a Platoon Leader in charge of morning barracks maintenance. Instead of just telling your squad leaders to "clean the barracks," you assign specific tasks to them, i.e.: "First squad will ensure that your squad area is to inspection standard, in addition you must clean the latrine." Check for understanding by back-briefing, such as "Squad leader, what exactly is your squad area?" and "Do you know the inspection standard?" Spot check their progress by making sure that the Cadets tasked with mopping are actually removing the dirt from the floor- not just getting it wet. Finally, inspect their areas to ensure that they comply with the standards. Be specific and exacting. If it's not fully clean, let the squad leader in charge of that area know and see that it gets corrected.

10. **Build a Team.** Invest in your subordinates through empowering members of your team to make decisions when functionally appropriate. Ensure all credit is given to team members whenever possible. As a leader, your responsibility should be to find ways to improve your individual team members and team cohesion. Most big projects are team activities. You must

develop a team spirit among your subordinates that motivates them to willingly and confidently tackle difficult missions. Your subordinates need confidence in your abilities to lead them and in their abilities to perform as members of the team. You must train and cross train your subordinates until they are confident in the team's technical and tactical abilities. Your group becomes a team only when your subordinates trust you and respect you and each other as capable Cadets and see their contributions to the group.

Example: You are a Platoon Leader and there is an upcoming Drill and Ceremony competition. One of your platoon members just can't seem to figure out how to march correctly. They are constantly making the platoon look bad. Instead of ridiculing him, you find Cadets in your platoon who are really good at drill and assign them to teaching and coaching him. It may take a while and at times be very frustrating, but your dedication to making him a part of the team will pay off. You may just make a friend in the process as well.

- 11. Employ your group in accordance with its capabilities.** Ensure your utilizing your team to its fullest potential by matching individual talents to mission specific duties while allowing people to strengthen and improve their abilities. Your group has capabilities and limitations. You are responsible to recognize both of these factors. Your subordinates will gain satisfaction from performing tasks that are reasonable and challenging, but they will be frustrated if the tasks are too easy, unrealistic or unattainable. Although the available resources may constrain the program you would like to implement, you must continually ensure your subordinates' work is demanding. Talk to your leader; decide which tasks are essential to accomplish your assigned mission and assure you achieve the established standards. Your challenge as a leader is to attain, sustain and enforce high standards through tough tasks designed to develop and challenge each member and group.

Example: You are the Squad Leader during Sunday maintenance. You have been tasked to reorganize the supply closet. You find out what resources you have available. Although you would like to see the final product look like the cleaning aisles at Walmart, you know that this is likely unattainable, yet you do not just want to build some shelves and stack things on them. You make blueprints that you know your team members can follow to achieve the best end product and ensure that your team members are putting forth all their knowledge and effort. You can all then look at the finished product with pride.

NATIONAL GUARD BUREAU “HANDS-OFF” LEADERSHIP POLICY

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) HandsOff 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.
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 (OMS) 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.

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-J1AY 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.



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

RANKS AND REQUIREMENTS

PURPOSE

The objective of the rank system is to provide a clear organizational chart that defines the hierarchal relationship between personnel. Ranks provide a system of leadership that indicate a Cadet's level of expertise, proficiency, and responsibility. Ranking aides in performance evaluation, coordination, tracking progress, and assigning authority. With each promotion comes more privilege, prestige, and responsibility that is earned through academic, behavioral, and experience

requirements – each rank being more difficult to attain. Authority is NOT granted with rank; it is assigned with leadership roles such as Squad Leader. The requirements, privileges, and duties of leadership positions are in the Leadership/Followership section of this handbook.

CANDIDATE VS. CADET

There are two statuses a BBYCA attendee can fall under: Candidate or Cadet. During Acclimation, all attendees are Candidates. Candidates are prospects for Cadet Status. Candidates Ranks fall under “Cadet Status”. The Cadet ranks are Private 1, Private 2, Private First Class, Corporal, and Sergeant.

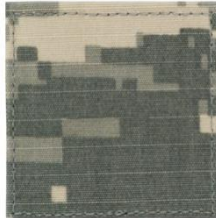
CANDIDATE

As stated, all youth starts as a Candidate. At the end of Acclimation, you can earn Cadet Status and Private 1 by understanding and complying with BBYCA standards during your first two weeks.

Cadet Status is a privilege. If you do not promote to Private 1 at the end of Acclimation you will participate in an individual or group Board of Review. This Board will help you set a S.M.A.R.T. goal to achieve Cadet status and your first promotion. It is possible to be placed back into Candidate Status from any rank. This displacement will come with a Behavior Improvement Plan and Board of Review.

The uniform of Candidates is PT's and the only privilege of a Candidate is attending the Battle Born Youth Challenge Academy.

PRIVATE 1 – PV1



Requirements

- 2 weeks or 14 (consecutive) days of compliant behavior
- Must complete the first PT test
- Pass all required Cadet testing during the Acclimation phase
- If earned AFTER Acclimation Phase, promotion will be decided by a Board of Review

Uniform

- Duty Uniform

Privileges

- Pay: 10 tokens per week
- Purchase snack items at Token Economy
- 5-minute weekly phone call

PRIVATE 2 – PV2



Requirements

- 2 weeks of time in grade as a PV1 OR 2 weeks of exemplary behavior during Acclimation
- Cannot have more than three negative CAF cards
- Must have completed a PT test

Uniform

- Duty Uniform

Privileges

- Pay: 20 tokens per week
- Purchase snack items and phone call minutes at Token Economy
- 7-minute weekly phone call

PRIVATE FIRST CLASS – PFC



Requirements

- 3 weeks of time in grade as a PV2
- Cannot have more than two level 1 CAF cards, one level 2 CAF cards, or any level 3 CAF cards
- Passing all academic classes with a minimum of 70%
- Pass a written promotion test with a minimum of 80%
- Must have a completed PT test

Uniform

- Duty Uniform

Privileges

- Pay: 40 tokens per week
- Purchase snack, activity items, and phone call minutes at Token Economy
- 10-minute weekly phone call

CORPORAL – CPL



Requirements

- 4 weeks of time in grade as a PFC
- Cannot have any negative CAF cards
- Passing all academic classes with a minimum of 75%
- Pass a written promotion test with a minimum of 80%

- Must have a completed PT test

Uniform

- Duty Uniform

Privileges

- Pay: 75 tokens per week
- Purchase any items at Token Economy
- 15-minute weekly phone call
- Access to the barracks' day room
- Ability to check out board games from the library. Board games can be played with another Cadet of equal or higher rank during nightly silent reflection if all other tasks are complete.
- Ability to use headphones and listen to music while working Edgenuity

SERGEANT – SGT



Requirements

- 4 weeks of time in grade as a CPL
- Cannot have any negative CAF cards
- Passing all academic classes with a minimum of 80%
- Pass a written promotion test with a minimum of 80%
- Pass a promotional Board with a minimum of 80%
- Must have a passing PT test

Uniform

- Duty Uniform

Privileges

- Pay: 100 tokens per week
- Purchase any items at Token Economy
- 20-minute weekly phone call
- Access to the barracks' day room
- Ability to check out board games from the library. Board games can be played with another Cadet of equal or higher rank during nightly silent reflection if all other tasks are complete
- Ability to use headphones and listen to music while working Edgenuity
- Ability to use computer for music, streaming, or games IF the Cadet is ahead on Edgenuity
- Ability to go off-campus with Cadre supervision (activities bought at Token Economy)
- Ability to apply for MSgt or 1Sgt

Master Sergeant



Requirements

- 4 weeks of time in grade as a SGT
- Cannot have any negative CAF cards within the last two weeks
- Cannot have any Behavior Improvement Plans
- Passing all academic classes with a minimum of 85%
- Pass a written promotion test with a minimum of 80%
- Pass a promotional Board with a minimum of 80%
- Must have experience as a Platoon Guide

Uniform

- Duty Uniform
- Watch
- Radio

Privileges

- Pay: 125 tokens per week
- All SGT privileges
- Usage of a radio
- Can be in the Cadre Office if the 1Sgt or Cadet Commander are also present
- Ability to apply for Cadet Commander
- Other privileges deemed suitable by Cadre

First Sergeant



Requirements

- 4 weeks of time in grade as a SGT
- Cannot have any negative CAF cards within the last two weeks
- Cannot have any Behavior Improvement Plans
- Passing all academic classes with a minimum of 85%
- Pass a written promotion test with a minimum of 80%
- Pass a promotional Board with a minimum of 80%
- Must have experience as a Platoon Guide

Uniform

- Duty Uniform

- Watch
- Radio

Privileges

- Pay: 150 tokens per week
- All SGT privileges
- Usage of a radio
- Can be in the Cadre Office with Cadre present
- Ability to apply for Cadet Commander
- Other privileges deemed suitable by Cadre

Cadet Commander



Requirements

- 2 weeks of time in grade as a MSgt or 1Sgt
- Cannot have any negative CAF cards within the last two weeks
- Cannot have any Behavior Improvement Plans
- Passing all academic classes with a minimum of 85%
- Pass a written promotion test with a minimum of 80%
- Pass a promotional Board with a minimum of 80%

Uniform

- Duty Uniform
- Watch
- Radio

Privileges

- Pay: 200 tokens per week
- All SGT privileges
- Usage of a radio
- Can be in the Cadre Office with Cadre present
- Bragging rights (there is only 1 Cadet Commander per cycle and the highest position/rank a Cadet can hold)
- Other privileges deemed suitable by Cadre

PRIVILEGES

BBYCA congratulates and rewards good behavior and keeping to the standard by giving Cadets' access to privileges. Bad behavior/failing to keep standard result in the loss of privileges (see Disciplinary System for more information).

Promotions – Cadets gain access to more and new privileges with every promotion/new rank. These privileges can be lost temporarily or indefinitely based on Cadre/Staff decision and disciplinary corrective measure.

Computers – When Cadre deems fit, they can allow Cadets to utilize the computers for academic or personal use. Cadets can get ahead in Edgenuity, watch movies, complete class assignments, listen to music, and research academic or personal interest subjects. The following are inappropriate uses of the computer and will result to revoked access: accessing any social media, pornography, cheating/plagiarism/forgery (including AI), looking up ill-suited subjects (i.e. gangs, racist propaganda), communicating with other Cadets or anyone else, and anything else Staff/Cadre finds unfit. Cadets are only allowed to use computers and/or tech accessories for personal purposes if the Cadet is ranked SGT or higher and is meeting Edgenuity requirements.

Day Room – There is a day room located in both the Cas Quarters and Burks Barracks. Cadets ranked CPL or higher may utilize the day room of their barracks during any free time and after asking the Cadre on shift. Day rooms can be used to exercise, play pool or table tennis, watch movies, listen to music, reading, or hanging out with other Cadets. Cadets will ensure the day room is clean after every use.

Token Economy – Cadets will earn Token Economy at week 5 if they're in Cadet status and they are in good behavioral standing (not on a BIP or have a LOP). Cadets will be able to spend their tokens how they chose (within rank allowance) every Sunday after lunch. Cadets have access to snacks, activities, haircuts, off-campus events, and additional phone call minutes. Cadets must ingest any and all snacks/drinks and dispose of all trash while in the dining hall.

Movies – During free time on the weekends, Cadre is able to play a movie in the Great Hall. Candidates will be removed from the room to complete extra duties. All movies must be rated PG-13 or under.

Music - During free time and cleaning duties on the weekends, Cadre is able to play music from a speaker or a SmartBoard.

Operations – [WARNING!!! Error: Unable to Print Text. The content you are attempting to print contains classified or sensitive information. Printing of classified material is restricted for security reasons. Please review and remove any confidential information from the document before attempting to print again.]

GROOMING AND UNIFORM STANDARDS

PURPOSE

Cadets will be in proper uniform and grooming standards at all times. A Cadet's appearance is a reflection of their self-respect and professionalism. Proper wear of the uniform promotes personal pride and confidence. Cadets have individual responsibility to ensure they are maintaining the highest level of professionalism. This section prescribes the proper wear of uniforms and grooming standards for all Cadets.

UNIFORM SOP

Cadets will utilize two uniforms: physical fitness uniforms (PTs) and Universal Camouflage Pattern (UCP) uniforms. Cadets will wear undergarments with all uniforms. Cadets are not authorized to share any uniform articles or undergarments for the purpose of sanitation, hygiene, and disease prevention. The uniform of the day will be prescribed based on the activities of the day and by the Cadre on duty.

Physical Training uniforms (PTs) can be worn in two variations: summer and winter. Summer PTs consist of the yellow PT t-shirt, PT shorts, white sock, running shoes, and water source. The winter variant is layered on top of the summer PTs. Winter PTs consist of the yellow PT shirt, PT shorts, PT sweater, PT sweatpants, white socks, running shoes, and water source. Cold weather gear can be added if authorized. T-shirt will be fully tucked into shorts. Water source will be worn appropriately, on top of the outermost uniform layer.

UCP uniforms, or "duties", have one variation with the ability to add cold weather gear. Duties consist of the grey t-shirt, PT shorts, UCP blouse, UCP pants, belt, white socks, boots, dog tags, patrol cap, and water source. Grey t-shirt will be tucked into UCP pants. UCP pants will be 'bloused' (drawstrings will be tied) and tucked into boots. Boots will be shined daily; laces will be tucked into the top of the boot. Dog tags will be tucked into the grey shirt. Ribbons are worn on the UCP blouse on the left of the chest, above the "Challenge" nametape. Cold weather gear can be added if authorized. Water source will be worn appropriately, on top of the outermost uniform layer.

Cold weather gear consists of gloves, fleece cap, and the field jacket. The field jacket can only be worn with the UCP uniform. Thermal undergarments will only be worn when directed. All Cadets of the Platoon must be in the same uniform.

UNIFORM MAINTAINANCE

Cadets are responsible for the serviceability and maintenance of their uniforms. Utilize the Cadet Chain of Command to alert the TL/CS on shift for the appropriate materials or replacement items.

Tears, rips, holes, and undone hems, pockets, and seams will be sewn/repared by the Cadet and returned the item to original condition. Cadre will teach the Cadet how to sew if necessary. Overly worn items (such as thinned patches of fabric or missing leather), broken zippers, or severely separating soles will require a replacement. Cadets will submit a self-advocate form to the Commandant with item request and sizing.

Certain lost or misplaced items can be replaced through purchase with tokens. Fleece cap, gloves, dog tags, nametapes, underwear, socks, ribbons and patches can be purchased if the Cadet already possessed that item.

INSPECTABLE ITEMS

Inspectable items are any and all items a Cadet must have on their person at all times. These items will be kept in their uniform in the appropriate pocket. Cadre is able to inspect Cadets at any time. Dog tags, a pencil, three CAF cards, the Cadet Handbook, a water source, the Cadet's library book, and any other assigned item(s) are inspectable items. Dog tags will be tucked in the Cadets shirt. A Pencil will be kept in the pencil pocket of the left sleeve. CAF cards will be kept in the left chest pocket of the UCP blouse. The Cadet Handbook will be kept in the right cargo pocket of the UCP pants. A library book can be kept in the left cargo pocket of the UCP pants. A water source will be worn correctly and on a Cadets person at all times. Any other inspectable items can be kept in shoulder pockets.

UNIFORM APPEARANCE

Uniform items must be clean, neat, and in good condition. All uniform items will be buttoned, tied, velcroed, and/or zipped when worn. Cadets must be clothed at all times to include in the latrine, bay, and while sleeping. Cadets are responsible for laundering their clothing daily. Altering any uniform is unauthorized. Blouse sleeves and pockets will be properly fastened at all times. Blouse collar will lay flat. All patches and ribbons will be straight and in the proper location.

JEWELRY

Jewelry that is not a necklace and religious or spiritual in nature (i.e., pendant necklace, rosary), is unauthorized at all times. All jewelry will be kept in the Cadet's personal box within their rack. Cadets will be permitted to wear one religious/spiritual necklace and/or one religious/spiritual bracelet. Necklaces must always be tucked into the worn t-shirt. Cadets are not permitted to share jewelry.

BASIC GROOMING AND HYGIENE SOP

- I. Fingernails and toenails will be clean and trimmed. Both fingernails and toenails must not exceed past the tip of the finger/toe. Nail polish and fake nails are not authorized.
- II. Cosmetics are not permitted unless otherwise specified. Cadets may be offered cosmetics for graduation if approved by Cadre and Leadership. Candidates are not authorized to participate in this exception.
- III. Cadets will brush their teeth twice daily. Cadets are expected to maintain accountability of their dental products to include submitting a request for replacements/refills.
- IV. Cadets will shower at a minimum of once daily, twice if rigorous exercise was performed. Cadets are expected to utilize all necessary soaps (in adequate amount) to maintain clean/hygienic hair and skin. Cadets are authorized acne treatments and facial moisturizers if the item is authorized and provided by the parent/guardian.

MALE GROOMING SOP

1. Haircuts
 - a. Male Cadets will have their hair cut on Day Zero. Males will then have their hair cut every Sunday during Residential Phase. The haircut is a number 0 clipper all over. Cadets are eligible to purchase military-style haircuts once they reach CPL (Figure 11-1).



Figure 11-1



Figure 11-2

2. Facial Hair

- a. Males will keep their face clean-shaved. Males will shave their face every morning, before first formation.

FEMALE GROOMING SOP

I. Haircuts

- a. Female Cadets are permitted to have their hair trimmed with parental/guardian permission.

II. Hairstyles

- a. Hair will be of natural color.
- b. Female hairstyles will present a neat, professional appearance. Hairstyles may not be eccentric or faddish. Hairstyle will not interfere with the wear of headgear. Unbalanced or lopsided hairstyles are not permitted. Loose and unsecured hair is prohibited. The bulk of the hairstyle will not go above the top of the ear or extend more than 3.5" from the scalp.
- c. Short hair is defined as hair in lengths from 0" to 1" from the scalp. Medium length hair is lengths from 1" from the scalp to no longer than the lower edge of the collar (shoulder length). Long hair is defined at any length that extends beyond the lower edge of the collar. Medium and long hair will be styled in a permitted/in-regulation hairstyle.
- d. All female Cadets will style their hair in the same bun as taught by Cadre. Cadets are eligible to use different styles when they are pinned CPL.
- e. The standard/basic hairstyle for female Cadets is the slicked-back donut bun in UCP uniform and a slicked-back ponytail in PTs (Figure 11-3).
- f. When CPLs, females may utilize the listed hairstyles:
 - i. Plain, slicked-back bun/ponytail (Figure 11-4)
 - ii. Multiple-style bun/ponytail
- g. "Multiple-style" is defined as utilizing multiple styles in a bun or ponytail. Cadets may utilize up to two french or dutch braids as long as they are neat and symmetrical (Figure 11-7). Cadets may braid their ponytails (Figure 11-6) – end

section (after second band) may not be longer than 2". Cadets may braid or twist their hair before placing it in a bun (Figure 11-5).

- h. Ponytails must not extend past the shoulder blades. Braided ponytails may be folded up and secured to meet length regulations.
- i. The parting of any hairstyle will be straight and precise. Cadets may also utilize a "no part" method – where the hair is uniformly pulled straight back into their style.
- j. Devices to hold hair are only authorized for the purpose of securing hair. All devices are provided by Supply. Devices will be a plain color. Excessive or decorative devices are prohibited. Foreign materials are prohibited.
- k. Females will utilize necessary devices and products to obtain a sleek, neat hairstyle. All baby hairs and "fly-aways" will be laid to the head.



Figure 11-3

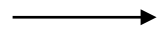


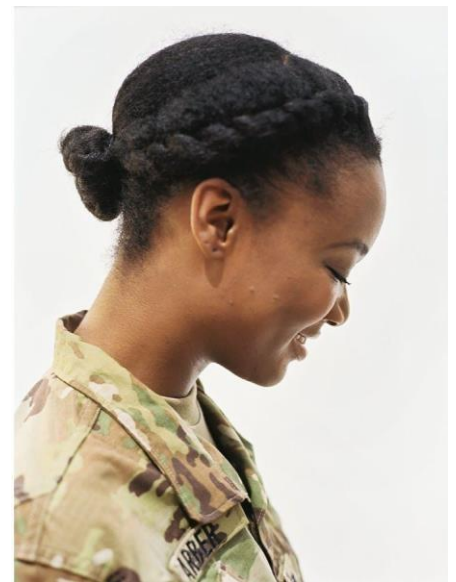
Figure 11-4

Figure 11-5

Figure 11-6

Figure 11-7





RACKS, RIBBONS, AND PATCHES

Cadets earn ribbons for achievements and awards, which are placed onto racks and onto their duty uniform. Racks are small, metal plates with pins that are placed on the left side of the chest, centered $\frac{1}{8}$ th of an inch above the nametape. Proper placement/order is imaged on the following page (Figure 11-9). Cadets will earn 5 patches during their time at BBYCA: two nametapes (last name and "Challenge"), rank, the American flag, and the BBYCA patch. Below is the proper placement of ribbons and patches (Figure 11-8). Only Cadets may wear their patches and ribbons.



Figure 11-8


















-  High School Diploma – Cadet earned their high school diploma
-  2 Credits – Cadet earned 2 credits on Edgenuity
-  1.5 Credits – Cadet earned 1.5 credits on Edgenuity
-  1 Credits – Cadet earned 1 credit on Edgenuity
-  .5 Credits – Cadet earned .5 credit on Edgenuity
-  Graduation of Acclimation – Cadet graduated Acclimation as a PV1
-  Graduation of Acclimation – Cadet graduated Acclimation as a PV2
-  Cadet Leadership – Cadet served as a Cadet Leader (PLT SGT or above)
-  Guidon Bearer – Cadet served as a Guidon Bearer
-  S2C – Cadet completed 40+ hours of Service2Community
-  RARE – Cadet received the RARE award
-  Recruiter – Cadet recruited another teen to BBYCA
-  Case Management Award
-  Meritorious Cadet Companion
-  PT Star
-  Master Cadence Caller
-  Outstanding Leadership



Figure 11-9

Ribbons will always be worn in this order. Cadets will wear either a PV1 or PV2 ribbon, depending on which one they earn. Cadets will only wear the highest Credit ribbon they've achieved. Lost or damaged ribbons must be replaced by purchase from Token Economy.

ACADEMICS AND AWARDS

PURPOSE

Academics is the primary focus of Battle Born. BBYCA supports Cadet graduation through HiSET or Diploma with the opportunity of credit recovery. Cadets apply their military bearing to their academic days as well. Classes are held Monday through Thursday from 0800 to 1550. There are seven class periods with classes in all academic subjects, both in-person and online. While Cadets are attending BBYCA, their educational department is provided by Elko County School District. BBYCA helps Cadets develop the educational and life skills of responsible, competent young adults.

DIPLOMA/HiSET

Cadets are able to graduate high school through the Academy. Elko County School District (ECSD) offers traditional diplomas and the high school equivalency test (HiSET) for qualifying seniors. Below are the listed credit requirements for gradation in Nevada (Figure 12-1).

| Standard Diploma 2022+ | |
|---|-----------|
| Courses | Units |
| American Government | 0.5 |
| American History | 1 |
| Arts and Humanities*, JROTC, or CTE | 1 |
| Economics*** 2023+ | 0.5 |
| English | 4 |
| Health | 0.5 |
| Mathematics** | 3 |
| Physical Education | 2 |
| Computer Science Education & Technology | 0.5 |
| Science | 2 |
| College & Career Ready Flex Credit | 2 |
| Electives* | 6 |
| Total | 23 |

Figure 12-1

CREDIT RECOVERY

Credit recovery is an opportunity offered by Battle Born Youth Challenge Academy at an accelerated rate compared to traditional high schools. While attending, Cadets are able to make up/retake previously failed/unsuccessfully completed credits. ECSD offers online credit recovery courses through Edgenuity. Cadets are encouraged to complete as many courses as desired and possible. In the event a Cadet is dismissed from the Academy, they will lose all completed credits, awards, and certificates during their time at Battle Born.

CERTIFICATES

Case Management offers multiple certificates to support Job Skills and Health and Hygiene. Cadets will complete OSHA-10, ServeSafe, and CPR through the cycle and graduate certified in these programs.

AWARDS

Cadets will have the opportunity to earn a myriad of awards, both academic and nonacademic, while attending the Academy. Award ceremonies are held almost every Monday at 1600. During ceremonies, Cadets will be promoted and presented with any earned certificates/awards as well as the coordinating ribbon. Academic awards include the A.I.M Award and the R.A.R.E. award – recipients are chosen by the academic staff. Some non-academic awards include achievement of Cadet Leadership positions and PT Star – recipients are chosen by Cadre. Additional awards are also presented at Graduation.

ACADEMIC PROCEDURES

After First Formation, Cadets will be released to their teacher by class and start their academic day. Classes are conducted from 0800 to 1550 Monday through Thursday. When Cadets leave a classroom, they will turn to the right and follow the right-hand wall all the way around to the line of their next class. Cadets will stand in line at Parade Rest at the door of their next class and will wait to be invited into the classroom. Cadets will always utilize proper pivoting/pivot points when walking in the hall. Latrines can be utilized after odd-numbered classes only (1, 3, 5). After 7th period, Cadets will go straight to the Great Hall for formation and Cadre will conduct a latrine call once every Cadet is present. If a Cadet is late for class, they will follow the “Entering a Room” procedure. Talking in the hallways and in the latrine is prohibited. Cadets will stand at Parade Rest for all academic staff members. Cadets will follow any instruction or procedure given by the academic staff.

GRADE CHECKS

Every Monday morning, Cadre receives a roster with all Cadets, their grades, and their progress in Edgenuity. This roster is used to evaluate academic progress, adherence to Academic Excellence, and eligibility for promotion.

LEARNING OUTSIDE OF SCHOOL

Cadets are heavily encouraged to pursue their intellectual interests beyond their typical academics. If the Cadet is passing all their classes and Edgenuity, Cadre is happy to aide in finding Cadets resources to grow intellectually and evolve their skills. Cadre are also great sources of knowledge; academically, technically, and in life skills.

HEALTH AND WELLNESS

PURPOSE

Health and Hygiene is one of the 8 Core Components. To maintain Cadets’ well-being, this section educates Cadets on important health standards and topics.

INJURY PREVENTION

Injury prevention is an effort to prevent/reduce injuries before they occur. Prevention is an important component of growth and safety. Injuries degrade the quality of life, short-term and longterm. Injury prevention includes adequate hydration, nutrition, conditioning, and utilizing proper technique while exercising. While at the Academy, Cadets are pushed towards physical improvement. The effort and growth Cadets have already made can be easily reversed with one injury. The following are great ways to prevent injury while completing the Program:

Boot Lacing – The purpose of tactical boots is to provide support to the foot and ankle for basic and rugged terrain and movement. When properly worn, the boot supports the foot and stabilizes the

ankle. Cadets should lace their boots to a tightness that limits ankle mobility. Boot laces should not reduce blood flow to the foot (reduced blood flow feels like tingling in the full foot) or cause bruising.

Stretching – There are two forms of stretching: dynamic and static. Dynamic stretching improves the ability of muscular contraction and performance plus mobility. It uses active, repetitive movements that take the muscle and joints full range of motion. Static stretching improves flexibility. It is holding a single position for a measured amount of time. Static hold improves blood flow to the muscle and lengthens the muscle tissue, accelerating recovery time. Stretching influences the way muscle performs under pressure. Many sports and military training require highly compliant and reactive muscle-tendon units, which is achieved by using both dynamic and static stretching.

Exercise Form – Using proper technique while exercising allows you to reap all the benefits of being active and helps prevent injury. Form is mostly posture – stand tall, don't hunch your shoulders, don't curve your back, keep your chin parallel to the floor, and ensure you're engaging your core.

COMMON INJURIES

Most injuries seen from Cadets are in the ankle, knee, and shoulder. Joint injuries are caused by weakness of the supporting muscles, tendons, and ligaments, incorrect form while exercise, and lack of flexibility/range of motion. While injury isn't 100% avoidable, regular exercise with good form practice and stretching will equip your body for training.

HYDRATION

Everyone knows the body is about 70% of water, but what is the body using that water for? Water is necessary for your body to survive. Every cell, tissue, and organ needs water to function. At a minimum, people need about 60 to 70 ounces of water. You'll need more water if you exercise, take medicine, are in a hot/humid/dry environment, in a high altitude, or are ill. Water helps your body maintain a normal temperature, protect sensitive tissues, get rid of waste, and lubricate joints. It also dissolves minerals and nutrients and carries nutrients and oxygen to cells. Dehydration lessens cognitive function, reduces blood volume, slows digestion, and dries the tissue and skin. Dehydration is hardest on the urinary system. When dehydrated, the brain tells your kidneys to remove less water, causing darker urine. Without adequate fluid, the kidneys can't remove toxins and waste from your bloodstream and body. Urine is the best way to observe the body's level of hydration. Pee darker than "lemonade" is considered dehydrated.

HYGIENE

Good hygiene involves keeping all parts of the external body clean and healthy. Minor side effects of improper hygiene are body odor and greasy skin/hair. More serious issues include skin sores, bacterial, fungal, and viral infections, parasites, and tooth or tissue decay. Some examples are athlete's foot, lice and scabies, the cold/flu, and staph. Body odor is caused by bacteria on the skin. Good hygiene practices are showering daily, brushing your teeth twice daily, washing your hands after using the restroom, sneezing/coughing, and touching trash, and keeping nails trimmed. Other good practices are wearing shower shoes, clean clothes, and wearing deodorant. Poor hygiene not only affects the person, but everyone around them as well.

The armpits, groin, neck, folds of elbows and knees, and the feet are "hot spots" for body odor. Bacteria and sweat rapidly accumulate in these areas, creating body odor. When showering, you should always thoroughly wash these areas.

SICK CALL

Sick call is the scheduled times in which the medical team will see Cadets. The medical team collects the medical self-ad forms and then sees Cadets based on precedence of injury or illness.

MENTAL HEALTH

Mental health includes the emotional, psychological, and social well-being of a person. Mental health never discriminates and can affect anyone at any time. It influences how we feel, think, and act. Mental health enables people to cope with stress, realize their ability/potential, learn and work well, and contribute to society. Mental health goes beyond not having a mental disorder or disability. It is a complicated continuum that everyone experiences differently and at varying degrees. There are many influencers to mental health, such as genetics, life experiences, or substance use, but most important is someone's mindset. Always see things in a positive light and be resilient. If a Cadet is struggling with their mental health, they are encouraged to speak to a Cadre member. People often overlook or ignore their symptoms of poor/deteriorating mental health, such as always feeling angry or worried, lashing out, feeling tired all day, not being able to sleep, feeling hopeless, loss of pleasure/enjoyment in activities, and low self-esteem.

Poor coping skills are outlets that provide short-term relief or poor mental health. Using poor coping skills will exacerbate the issues in the long run. Poor coping skills can be substance abuse, avoidance/denial, self-harm, overeating, not eating enough, isolation, aggression, or negative self-talk. When you're "feeling down", you can try some of these healthy emotion-coping skills: meditation, exercise, drawing, puzzles, question your feelings and thinking about root causes, talking to someone, journaling, or crying. Some healthy problem-coping strategies include asking for help, avoiding triggers, or walking away from unhealthy situations. You can always come up with your own healthy coping strategies. A good emotion-coping skill will alleviate your stress and manage emotions and does not harm yourself or someone else. Good problem-coping strategies will help you grow emotionally and mentally as a person and possibly remove you from the stressful situation.

SUBSTANCE ABUSE AND ADDICTION

An addiction is formed when a person engages in a behavior or uses a substance that creates a "rewarding" effect that compels repetition of the behavior/use – despite consequences. Addictions can be complex and affect the reward, reinforcement, motivation, and memory systems in the brain. The brain compromises decision-making and diminishes freedom of choice – you can literally lose control of yourself. What started as a choice quickly becomes a prison.

Addiction is often called "a shortcut to reward" as it causes a fast and exaggerated release of dopamine. Drugs, specifically, interfere with the way neurons send, receive, and process signals. Drugs "rewire" the brain. They over-stimulate the "reward circuit", located in the basal ganglia, producing that good feeling. This fuels the urge to continue using the substance. You will require more substance to achieve that euphoric feeling, and eventually you will not be able to reach that euphoria at all – if you don't overdose first. When the drug starts leaving your system, it ignites feelings like anxiety and irritability from the extended amygdala. This area of the brain becomes increasingly more sensitive with more usage. The prefrontal cortex is not developed in teenagers, making them more susceptible to addiction. This area powers the ability to problem-solve, make decisions, and exert self-control. The rapid switching between the circuits in these three areas of the brain creates the compulsive seeking and drastically reduces impulse control.

Cognitive side effects of substance use include altered consciousness, impaired memory, inattention, aggression, and paranoia. Some substances also influence the nervous system, affecting motor skills, blood pressure, heart rate, and breathing. Long-term substance use can lead to cognitive domain impairments such as memory, learning, attention, and executive function. Long-term use also causes kidney and liver damage, cancer, tooth decay, skin and tissue damage, infertility, strokes, and braincell deterioration.

Withdrawal symptoms include irritability, shaking, anxiety, nausea, hallucinations, and seizures. Because the brain is an adaptive system, it adapts to operating with the presence of the used substance/behavior. During withdrawal, the brain rewires itself to reverse the adaptations it made to the substance. Substance withdrawal can start as soon as six hours after last use and last up to a month.

Overcoming substance use goes beyond stopping usage. It is also finding yourself again, discovering meaning again, realigning with goals, and learning to enjoy life in its simplicity again. Withdrawal heals you physically and grows you mentally. All the effort withdrawal and recovery takes, it heavily contributes to the development of personality and personhood.

DRILL AND CEREMONY

PURPOSE

Drill and Ceremony (DnC) enables a unit to move from one place to another (i.e. moving a Platoon from the Great Hall to the Barracks), render respect, show honor, and uphold tradition. DnC instills military bearing, discipline, and *esprit de corps* – the feeling of comradery among the members of an organized group. DnC teaches standard adherence, response to commands, coordination, teamwork, attention to detail, followership, and leadership.

COMMANDS

A drill command is an oral order given by the leader of the unit. The precision in which a movement is executed is affected by the way the command was given.

The leader will follow these rules when giving commands:

- When at Halt, the leader will face the unit at the Position of Attention to give commands.
- When marching, the leader will turn his head in the direction of the unit to give commands.
- AS YOU WERE revokes any given preparatory command. It must be given before the command of execution.

Most drill commands have two parts: the preparatory command and the command of execution. Neither can be given alone. The preparatory command states the movement to be carried out and mentally prepares the unit for execution. The command of execution tells when the movement will be given. When marching, commands are given on the foot of the direction the group will turn. The preparatory command and command of execution are given on the same foot and the interval between the two commands is one step.

| <i>Preparatory</i> | EXECUTION |
|------------------------|-----------|
| <i>Right / Left</i> | FACE |
| <i>Present / Order</i> | ARMS |
| <i>Forward</i> | MARCH |
| <i>Stand At</i> | EASE |

Combined commands combine the preparatory and execution command into one phrase, given with a uniform pitch and loudness without inflection. Some examples are “Fall In”, “At Ease”, and “Rest”.

THE COMMAND VOICE

Correct commands have a tone, cadence, and snap that demand willing, immediate, and correct response. A correctly given command will be understood by everyone. The following are important attributes to giving a command correctly:

Voice Control – the volume of the command is adjusted to the number of persons in the unit

Posture – how the leader is holding their body; leaders will always stand up straight, chest out, chin parallel to the marching surface

Breathing – the correct use of breath to maintain cadence, inflection, and volume

Distinctiveness – correct enunciation uses the tongue, lips, and teeth to properly separate sounds and group syllables

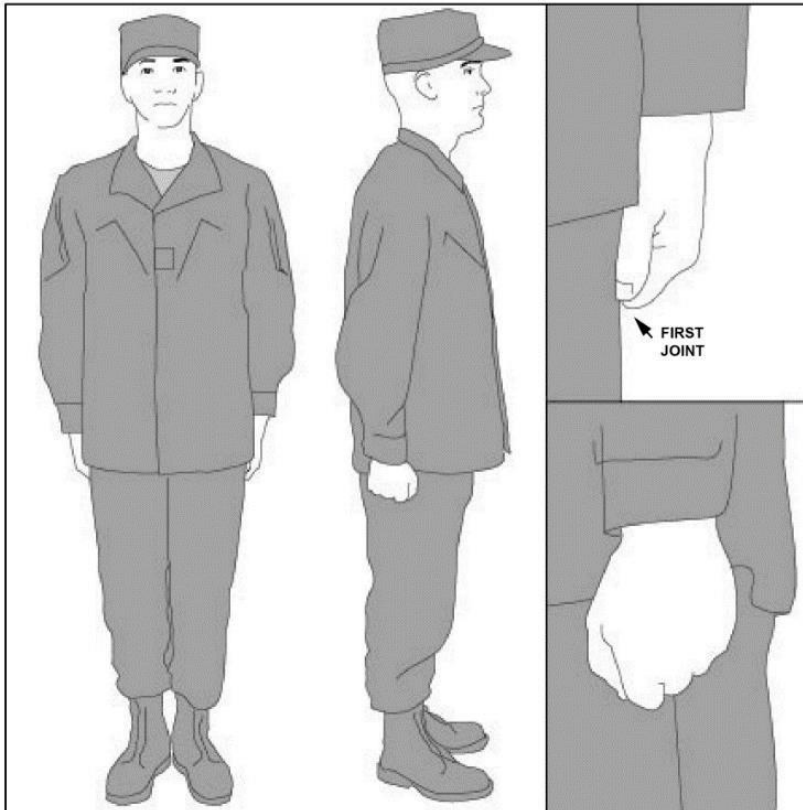
Inflection – the rise and fall of pitch and tone changes of the voice

Cadence – the uniform and rhythmic flow of words

INDIVIDUAL POSITIONS

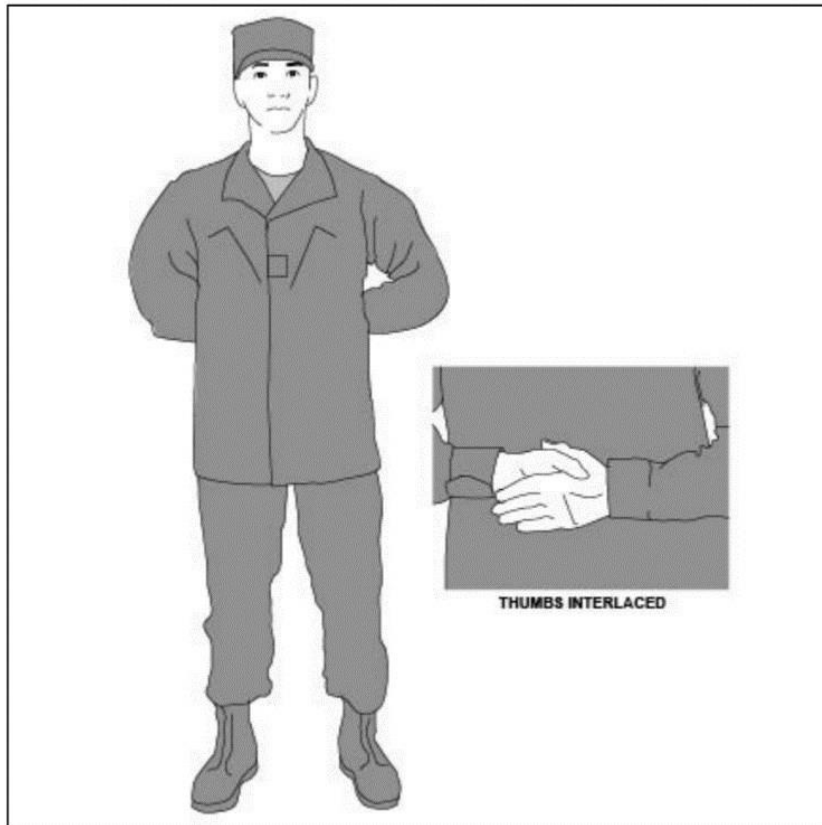
Position of Attention (POA) is assumed when the command **FALL IN** or **Unit, ATTENTION**. **FALL IN** is used to assemble a formation. *Unit*, **ATTENTION** is used when Cadets are at rest, to call respects, and when speaking to the TAG. The Director, the Deputy Director, the Program Coordinator, the Commandant, and the Deputy Commandant.

- a. Bring the heels together sharply on line, with the toes pointing out equally, forming a 45-degree angle. Rest the weight of the body evenly on the heels and balls of both feet. Keep the legs straight without locking the knees. Hold the body erect with the hips level, chest lifted and arched, and shoulders square. Keep the head erect and face straight to the front with the chin drawn in so alignment of the head and neck is vertical.
- b. Let the arms hang straight without stiffness. Curl the fingers so that the tips of the thumbs are alongside and touching the first joint of the forefingers. Keep the thumbs straight along the seams of the trouser leg with the first joint of the fingers touching the trousers. Remain silent and do not move unless otherwise directed.



Parade Rest can only be assumed from the POA. The command is called as **Parade, REST**. Cadets will assume this position when speaking to a Cadre Supervisor, Team Leader, RPM Coordinator, Teaching Staff, Kitchen Staff, Case Managers, Admissions Specialists, and Guest Speakers.

- a. On the command of execution REST, move the left foot about 10 inches to the left of the right foot, about shoulder width apart. Keep the legs straight without locking the knees, resting the weight of the body equally on the heels and balls of the feet.
- b. Simultaneously, place the hands at the small of the back and centered on the belt. Keep the fingers of both hands extended and joined, interlocking the thumbs so that the palm of the right hand is outward.
- c. Keep the head and eyes as in the Position of Attention. Remain silent and do not move unless otherwise directed. Stand at Ease, At Ease, and Rest may be executed from this position.



Stand At, EASE is called and assumed from Parade Rest. On the command of execution EASE, execute Parade Rest, but turn the head and eyes directly toward the person in charge of the formation. At Ease or Rest may be executed from this position.

On the command **AT EASE**, Soldiers may move; however, they must remain standing and silent with their right foot in place. Soldiers may relax their arms with the thumbs interlaced. Rest may be executed from this position.

On the command **REST**, Soldiers may move, talk, or drink unless otherwise directed. They must remain standing with their right foot in place.

STATIONARY MOVEMENTS

There are five movements that can be executed from the POA: *Half Left/Right, FACE - Left/Right, FACE - About, FACE*.

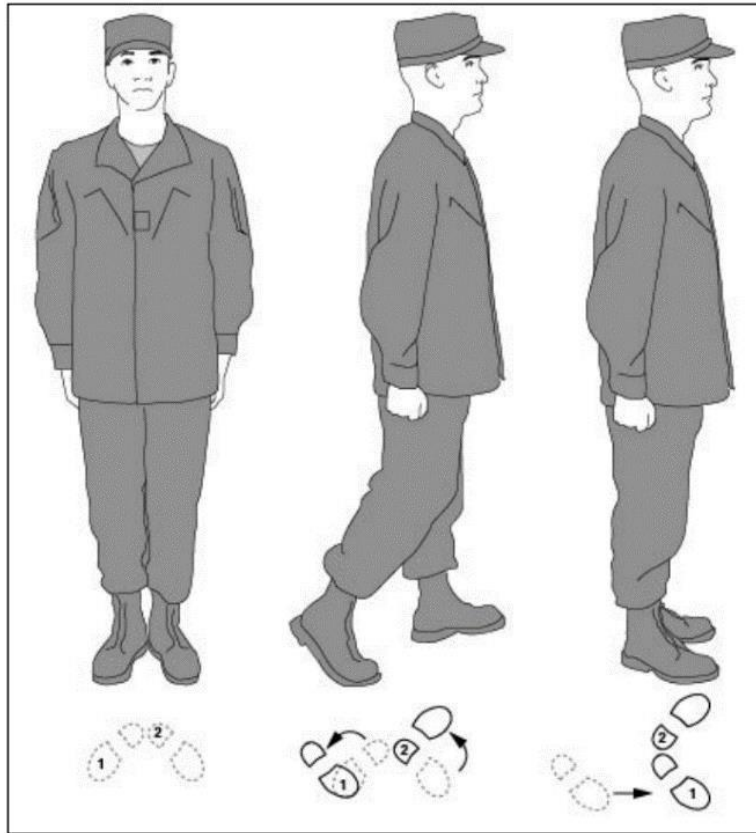
Half Right/Left, FACE

- a. On the command of execution FACE, slightly raise the right heel and left toe, and turn 45 degrees to the left on the left heel, assisted by a slight pressure on the ball of the right foot. Keep the left leg straight without stiffness and allow the right leg to bend naturally.
- b. On count two, place the right foot beside the left foot, resuming the Position of Attention. Arms remain at the sides, as in the Position of Attention, throughout this movement.

Left/Right, FACE is called to face the flank.

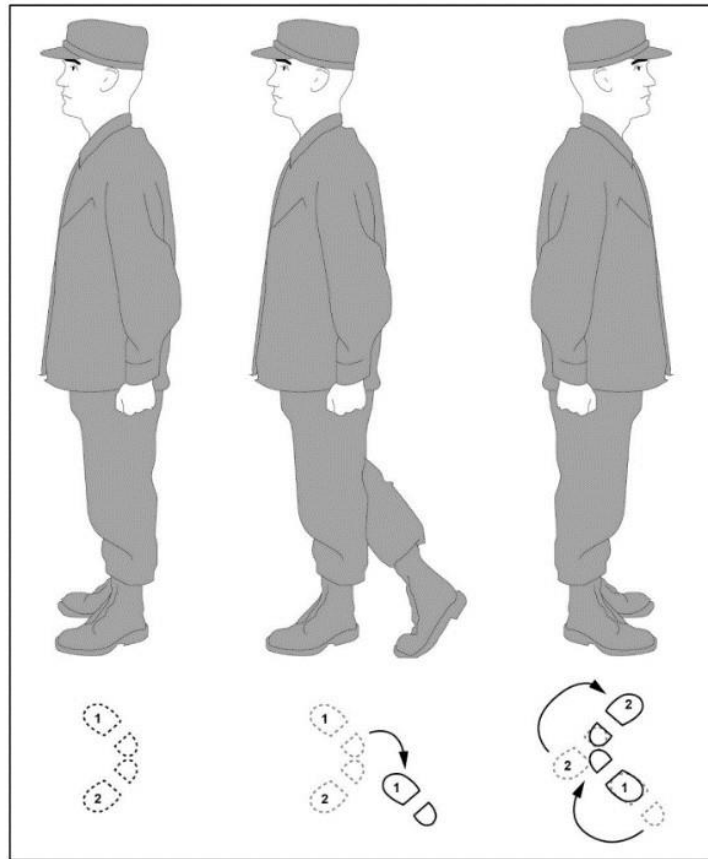
- c. On the command of execution FACE, slightly raise the right heel and left toe, and turn 90 degrees to the left on the left heel, assisted by a slight pressure on the ball of the right foot. Keep the left leg straight without stiffness and allow the right leg to bend naturally.

- d. On count two, place the right foot beside the left foot, resuming the Position of Attention. Arms remain at the sides, as in the Position of Attention, throughout this movement.



To face the rear, **About, FACE**, is called.

- a. On the command of execution FACE (count one), move the toe of the right foot to a point touching the marching surface about half the length of the foot to the rear and slightly to the left of the left heel. Rest most of the weight of the body on the heel of the left foot and allow the right knee to bend naturally.
- b. On count two, turn to the right 180 degrees on the left heel and ball of the right foot, resuming the Position of Attention. Arms remain at the sides, as in the Position of Attention, throughout this movement.

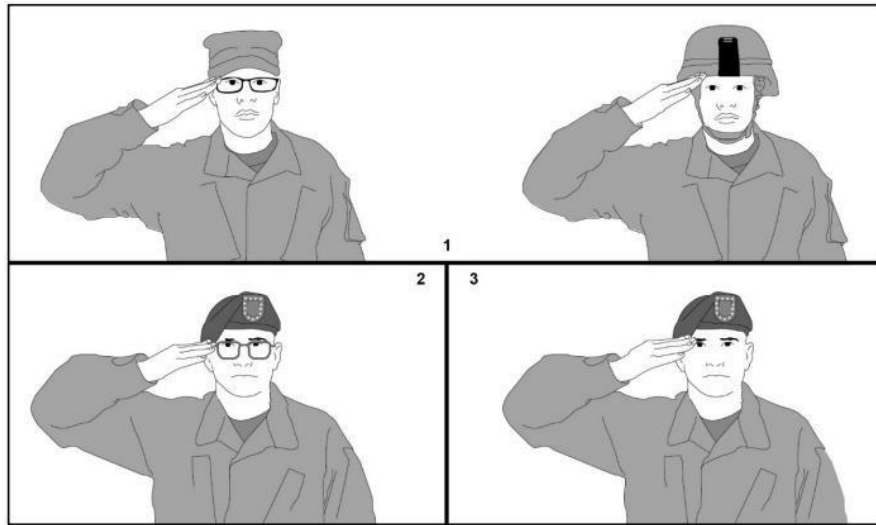


HAND SALUTE

The Hand Salute is a one-count movement. The command is **Present, ARMS**. The Hand Salute may be executed while marching. When marching, only the Soldier in charge of the formation salutes and acknowledges salutes.

- a. When wearing headgear with a visor (with or without glasses), on the command of execution ARMS, raise the right hand sharply, fingers and thumb extended and joined, palm facing down, and place the tip of the right forefinger on the rim of the visor slightly to the right of the right eye. The outer edge of the hand is barely canted downward so that neither the back of the hand nor the palm is clearly visible from the front. The hand and wrist are straight, the elbow inclined slightly forward, and the upper arm horizontal.
- b. When wearing headgear without a visor (or uncovered) and not wearing glasses, execute the Hand Salute in the same manner as previously described, except touch the tip of the right forefinger to the forehead near and slightly to the right of the right eyebrow.

Order Arms from the Hand Salute is a one-count movement. The command is **Order, ARMS**. On the command of execution ARMS, return the hand sharply to the side, resuming the Position of Attention.



FORMING A PLATOON

A Platoon formation is composed of two or four squads, depending on amount of personnel. Squad Leaders will always assemble on the far-right flank position. The Platoon Guide will stand three steps, centered in front of the Platoon. Guidon Bearers stand one step to the left, behind the Platoon Guide. On the command of **FALL IN**, Cadets will assemble into their Platoon formation, by squad, as follows:

- a. The leader of the Platoon will call FALL IN. Cadets double-times to their position in the formation.
- b. Squad Leaders position themselves in the far-right flank position. First SL's position themselves so that when the squad is formed it is three steps in front of and centered on the Platoon Guide.
- c. SL comes to the Position of Attention and raises their left arm laterally at shoulder level, elbow locked, fingers and thumb extended and joined, and palm facing down. They ensure that the left arm is in line with the body.
- d. The Cadet to the immediate left of the SL comes to the POA, turns their head and eyes to the right, and raises their left arm in the same manner as the SL. They obtain proper alignment by taking short steps forward or backward until they are on line with the Cadet on their right flank. They then obtain exact interval by taking short steps left or right until their shoulder touches the extended fingertips of the Cadet on their right flank. As soon as the Cadet to the left has obtained equal interval, each Cadet individually lowers their arm to their side, sharply turns their head and eyes to the front, and assumes the POA.
- e. The SL then sharply returns to the POA.
- f. All other members of the squad form in the same manner except that the Cadets on the left flank do not raise their left arm.



Army Platoon formation at Parade Rest

ADJUSTING A FORMATION

Once all Cadets have fallen into their positions in the formation, the Platoon Guide will command *Platoon*, ATTENTION. The Platoon Guide/Company Leader can then call any of the following commands to adjust the formation.

- a. To align the Platoon at normal interval, the commands are ***Dress Right, DRESS and Ready, FRONT***. Each Cadet, except the right flank Cadet (SL) turns their head and eyes to the right and aligns them self on the right flank Cadet, simultaneously (except the left flank Cadet) extends their left arm, and each Cadet positions them self by short right or left steps until their right shoulder touches the fingertips of the Cadet on their right. On the command of execution Front, of ***Ready, FRONT***, the Cadets lower their arms sharply & quietly to their side and turns their heads and eyes to the front, resuming the POA. If “**At Close Intervals**” precedes the command, Cadets will follow the same procedure except their left arm is bent with their hand placed on their hip.
- b. To align the Platoon by column, the command is **COVER**. On this command, each Cadet, except the First Squad, raises their left arm horizontally to the front, fingers extended and joined, palms down, and obtains an arm’s length plus approximately 6 inches from the finger tips to the back of the Cadet to their front. At the same time, each Cadet aligns directly behind the Cadet to their front. To resume the position of attention, the command **RECOVER** is given. On this command, each Cadet lowers their arm sharply & quietly to their side.
- c. For short distances, only the Platoon Guide may designate the number of steps (forward, backward, or sideward) by giving the appropriate commands (i.e. 1,2,3, etc.) steps to the (right, left, forward, backward), **MARCH**. The command **is *# of steps to the direction*, MARCH** On the command of execution, **MARCH**, step off with the left foot except for right step march, and execute halt automatically after completing the number of steps designated. For example, the PG may command “Two steps to the rear, **MARCH**”.
- d. When in formation, at any of the prescribed intervals, the Platoon will open ranks on the command **Open Ranks, MARCH**. On the command of execution **MARCH**, the front rank takes two steps forward, the second rank takes one step, the third rank stands fast, and the fourth rank takes two steps backward. To return the columns to normal intervals, the command **Close Ranks, MARCH** is given. The front rank takes four steps backward, the second rank takes two steps backward, the third rank stands fast, and the fourth rank takes one step forward.

MARCHING A PLATOON

After a Platoon formation has been established and adjusted, the leader of the Platoon may march the Platoon. Marching is organized, uniform, steady walking done in a rhythmic time. Marching is used to move groups of three or more from one location to another. Marching is best described as walking at the Position of Attention. It is highly structured, almost stiff. At a normal interval, every person will take a 30-inch step, always stepping off with the left foot. Your head and eyes will stay fixed to the front, chin parallel to the marching surface. Your arms will swing in a coordinated fashion – the right arm swinging forward as the left foot steps and vice versa. The arms swing in a natural motion, without exaggeration or bending at the elbows, approximately 9 inches straight to the front (about 30-degrees from the torso) and 6 inches straight to the rear of the trouser seams. Keep the fingers curled as in the POA so that the fingers just clear the trousers. Everyone in the formation will be in-step at all times. The following are basic commands for marching a formation:

- a. To march with a 30-inch step from the Halt, the command is **Forward, MARCH**. On the preparatory command *Forward*, shift the weight of the body to the right foot without noticeable movement. On the command of execution MARCH, step forward 30 inches with the left foot and continue *marching* with 30-inch steps.
- b. To march in place, the command **Mark time, MARCH** is given, but only while *marching* with a 30-inch or 15-inch step forward. Both commands are given as the left foot strikes the marching surface. On the command of execution MARCH, take one more step, bring the trailing foot alongside the leading foot, and begin to march in place. Raise each foot (alternately) 2 inches off the marching surface; the arms swing naturally, as in marching with a 30-inch step forward. While marking time, Cadets adjust positions to properly dress and cover – without moving their heads (use peripheral vision).
- c. To stop (Halt) while marching, the command **Platoon, HALT** is given. The preparatory command *Platoon* is given as the left foot strikes the marching surface and the command of execution HALT is given the next time that foot strikes the marching surface. The Halt is executed in two counts. After HALT is commanded, execute the additional step required after the command of execution and then bring the right foot alongside the left foot, assuming the POA and terminating movement.
- d. **Column Left/Right, MARCH** commands a formation to change direction by 90-degrees while marching. On the command of execution MARCH, the flank SL pivots on the ball of their right/left foot to 90-degrees and begins taking half steps. Every other SL pivot on the ball of their right/left foot to 45-degrees and continues 30-inch steps, marching in an arc. As they come on line with the flank SL, they begin the half step. When all squad leaders are abreast (in-line), they step off with a 30-inch step without command. All other Platoon members march forward on the command of execution and execute the column and pivot movement at approximately the same location as their squad leaders.
- e. **Column Half Left/Right, MARCH** commands a formation to change direction by 45-degrees while marching. On the command of execution MARCH, all SL pivot on the ball of their right/left foot to 45-degrees and continue with a 30-inch step. All other Platoon members march forward on the command of execution and execute the column and pivot movement at approximately the same location as their squad leaders.



Naval Cadets marching in a parade

PHYSICAL READINESS TRAINING (PRT)

PURPOSE

Physical Fitness is one of the 8 Core Components. In support of this component, Cadre leads Physical Training every morning, Monday through Saturday. Regular exercise helps maintain a healthy body and mind. Moderate to vigorous training increases muscular strength and endurance, power, and improves aerobic and anaerobic endurance, balance, flexibility, agility, speed, and coordination. Physical training is the best way to push yourself beyond your comfort zones.

PREPARATION DRILL

Preparation Drill (PD) is a variety of calisthenics that develop motor skills while challenging strength, endurance, and flexibility. The exercises in the drill are always performed in the same sequence, as listed below. PD is always used as a warm-up.

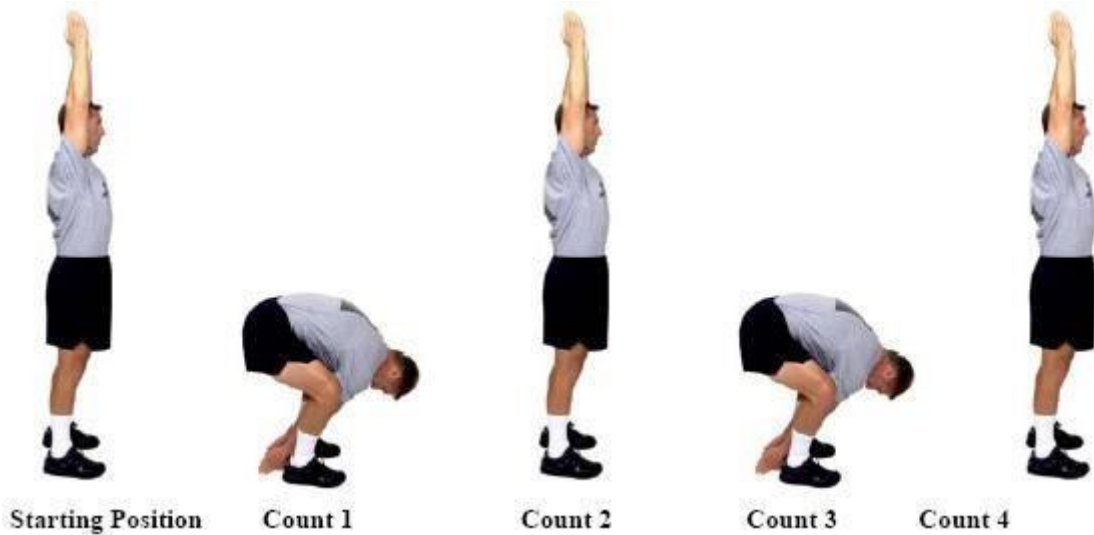
1. The Bend and Reach
2. The Rear Lunge
3. The High Jumper
4. The Rower
5. The Squat Bender
6. The Windmill
7. The Forward Lunge
8. The Prone Row
9. The Bent-leg Body Twist
10. The Push-up

The Bend and Reach

Starting Position: Straddle stance with arms overhead.

Count:

1. Squat with the heels flat as the spine rounds forward to allow the straight arms to reach as far as possible between the legs.
2. Return to the starting position.
3. Repeat count one.
4. Return to the starting position.



The Rear Lunge

Starting Position: Straddle stance with hands on hips.

Count:

1. Take an exaggerated step backward with the left leg, touching down with the ball of the foot.
2. Return to the starting position.
3. Repeat count one with the right leg.
4. Return to the starting position.

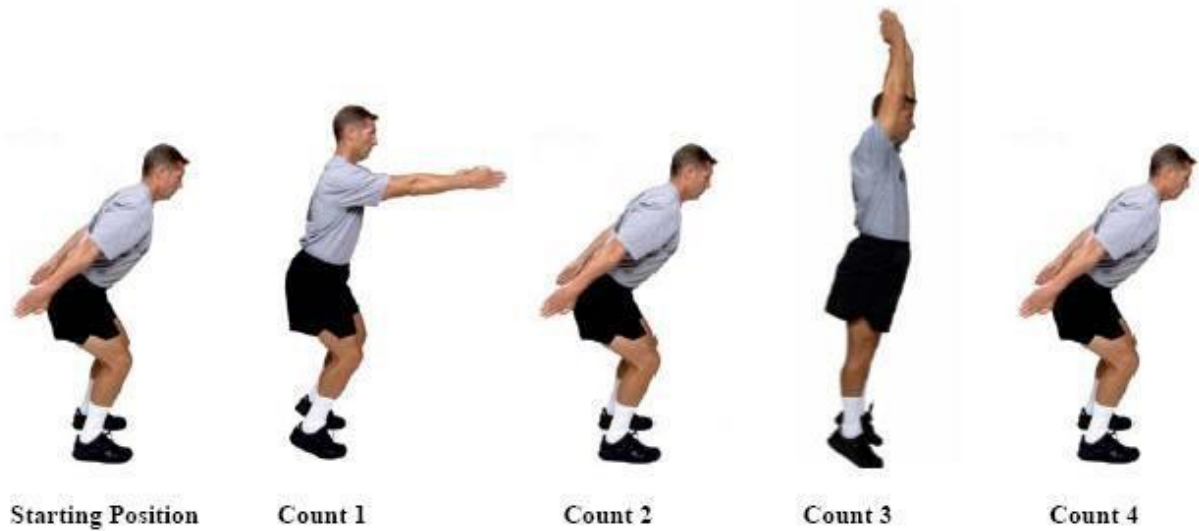


The High Jumper

Starting Position: Forward leaning stance.

Count:

1. Swing arms forward and jump a few inches.
2. Swing arms backward and jump a few inches.
3. Swing arms forward and vigorously overhead while jumping forcefully.
4. Repeat count two. On the last repetition, return to the starting position.

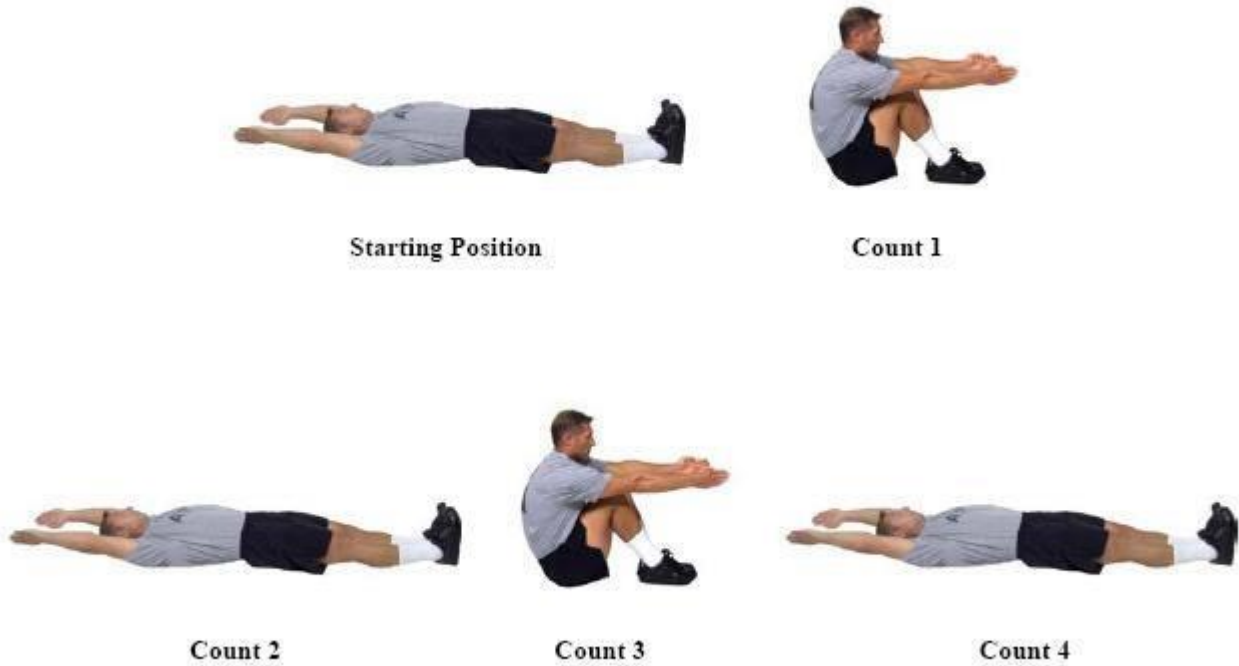


The Rower

Starting Position: Supine position, arms overhead, feet together and pointing upward. The chin is tucked and the head is 1-2 inches above the ground. Arms are shoulder-width, palms facing inward with fingers and thumbs extended and joined.

Count:

1. Sit up while swinging arms forward and bending at the hip and knees. At the end of the motion, the arms will be parallel to ground, palms facing inward.
2. Return to the starting position.
3. Repeat count one.
4. Return to the starting position.



The Squat Bender

Starting Position: Straddle stance with hands on hips.

Count:

1. Squat while leaning slightly forward at the waist with the head up and extend the arms to the front, with arms parallel to the ground and palms facing inward.
2. Return to the starting position.
3. Bend forward and reach toward the ground with both arms extended and palms inward.
4. Return to the starting position.



The Windmill

Starting Position: Straddle stance with arms sideward, palms facing down.

Count:

1. Bend the hips and knees while rotating to the left. Reach down and touch the outside of the left foot with the right hand and look toward the rear. The left arm is pulled rearward to maintain a straight line with the right arm.
2. Return to the starting position.
3. Repeat count one to the right.
4. Return to the starting position.

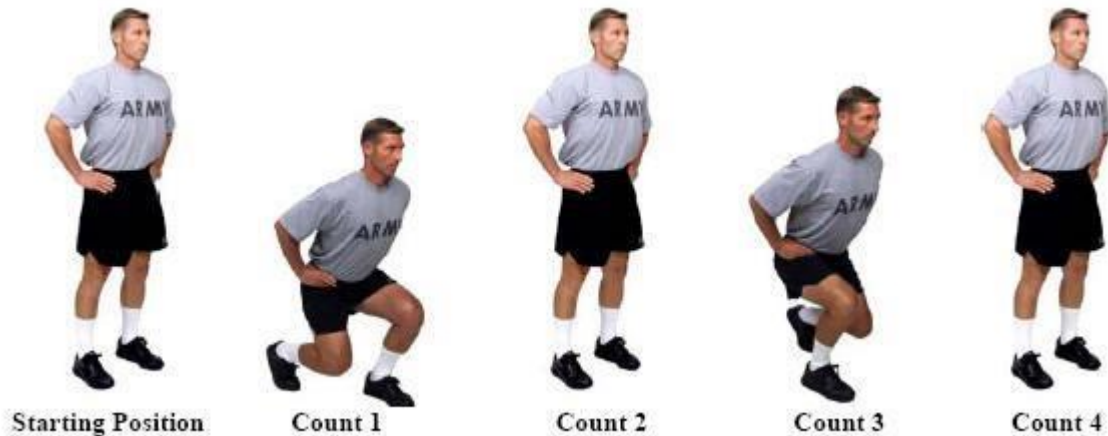


The Forward Lunge

Starting Position: Straddle stance with hands on hips.

Count:

1. Take a step forward with the left leg, allowing the left knee to bend until the thigh is parallel to the ground. Lean slightly forward, keeping the back straight.
2. Return to the starting position.
3. Repeat count one with the right leg.
4. Return to the starting position.

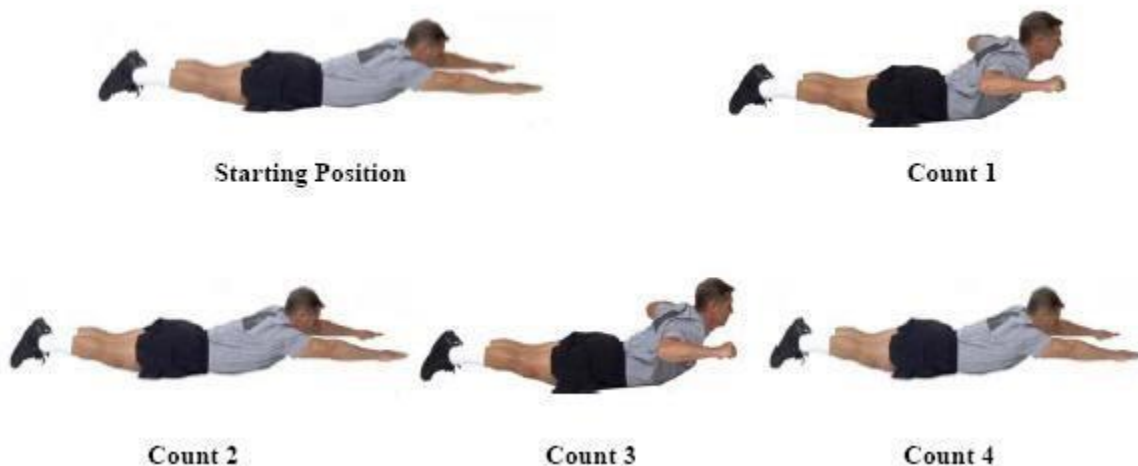


The Prone Row

Starting Position: Prone position with the arms overhead, palms down 1-2 inches off the ground and toes pointed to the rear.

Count:

1. Raise the head and chest slightly while lifting the arms and pulling them rearward. Hands make fists as they move toward the shoulders.
2. Return to the starting position.
3. Repeat count one.
4. Return to the starting position.

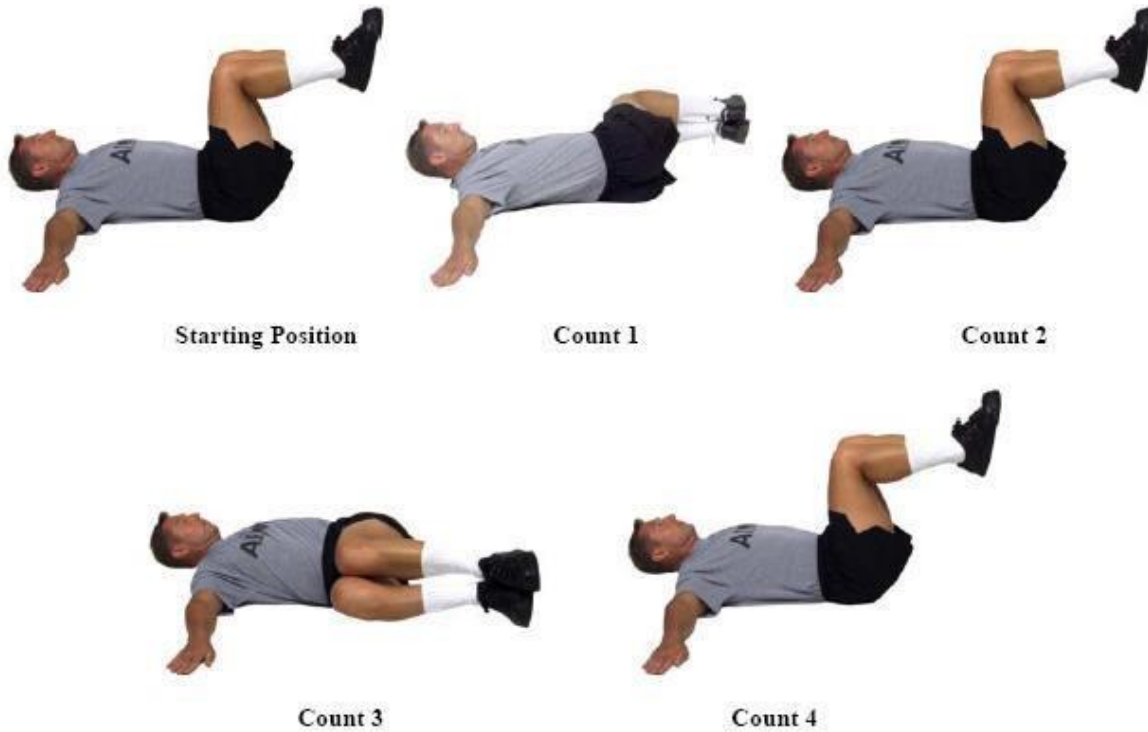


The Bent-leg Body Twist

Starting Position: Supine position with the hips and knees bent to 90-degrees, arms sideward, palms down with fingers spread. Legs and feet are together.

Count:

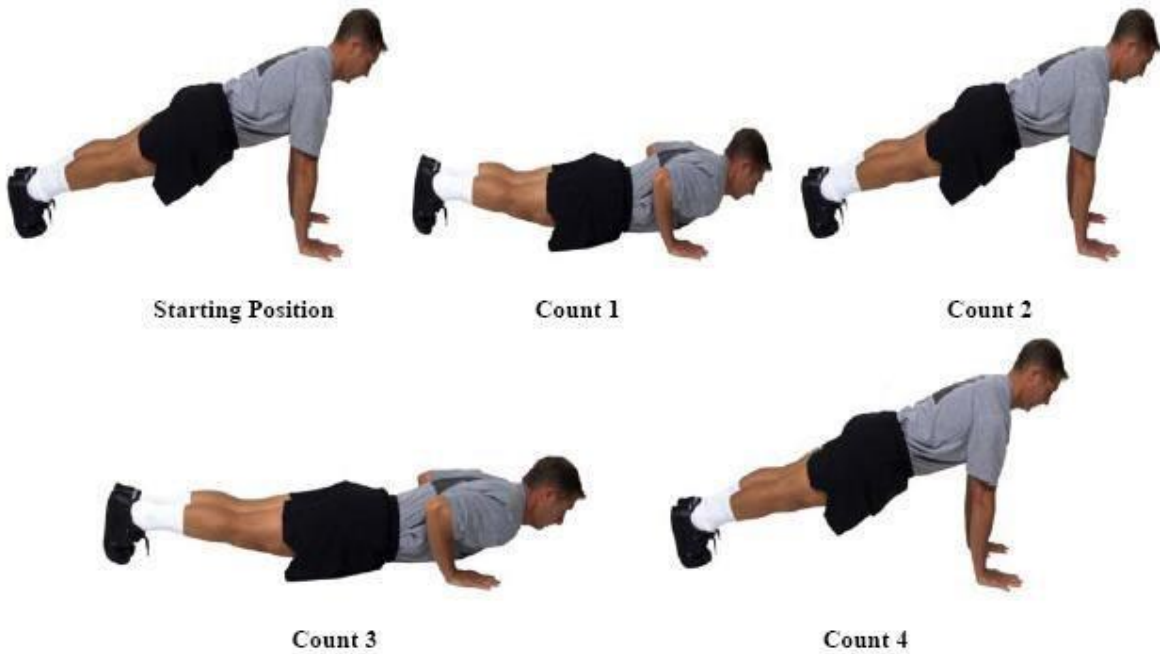
1. Rotate the legs to the left while keeping the upper back and arms in place.
2. Return to the starting position.
3. Repeat count one to the right.
4. Return to the starting position.



The Push-up

Starting Position: Front Leaning Rest Count:

1. Bend the elbows, lowering the body until the upper arms are parallel with the ground.
2. Return to the starting position.
3. Repeat count one.
4. Return to the starting position.



RECOVERY DRILL

Recovery Drill (RD) is a series of static stretches used to improve flexibility and promote muscle recovery. The stretches in the drill are always performed in the same sequence, as listed below. RD is always used as a cool down.

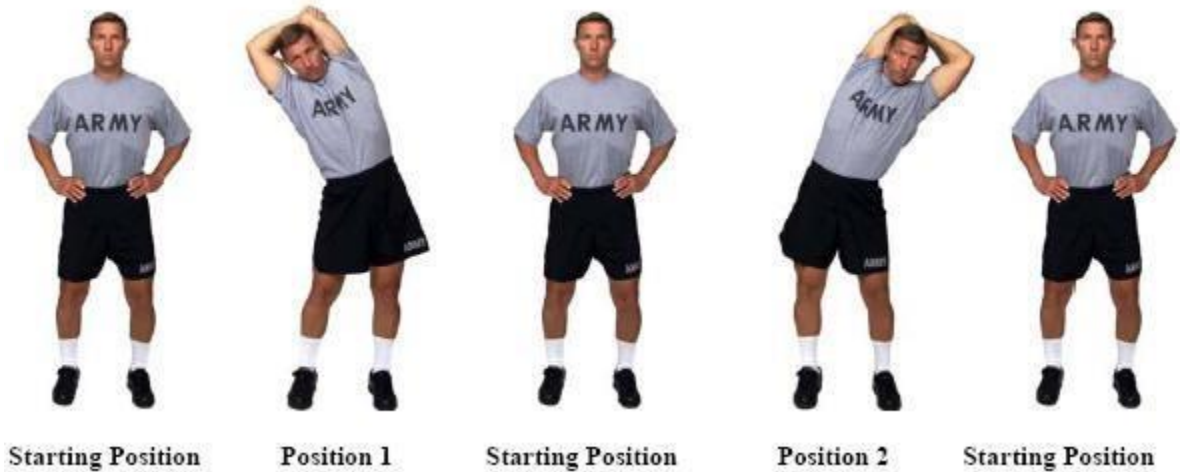
1. The Overhead Arm Pull
2. The Rear Lunge
3. The Extend and Flex
4. The Thigh Stretch
5. The Single-leg Over

The Overhead Arm Pull

Starting Position: Straddle stance with hands on hips.

Steps:

1. On the command, **Ready, STRETCH**, raise the left arm overhead and place the left hand behind the head. Grasp above the left elbow with the right hand and pull to the right, leaning the body to the right. Hold this position for 20-30 seconds.
2. On the command, **Starting Position, MOVE**, assume the starting position.
3. On the command, **Change Position, Ready, STRETCH**, raise the right arm overhead and place the right hand behind the head. Grasp above the right elbow with the left hand and pull to the left, leaning the body to the left. Hold this position for 20-30 seconds.
4. On the command, **Starting Position, MOVE**, return to the starting position.

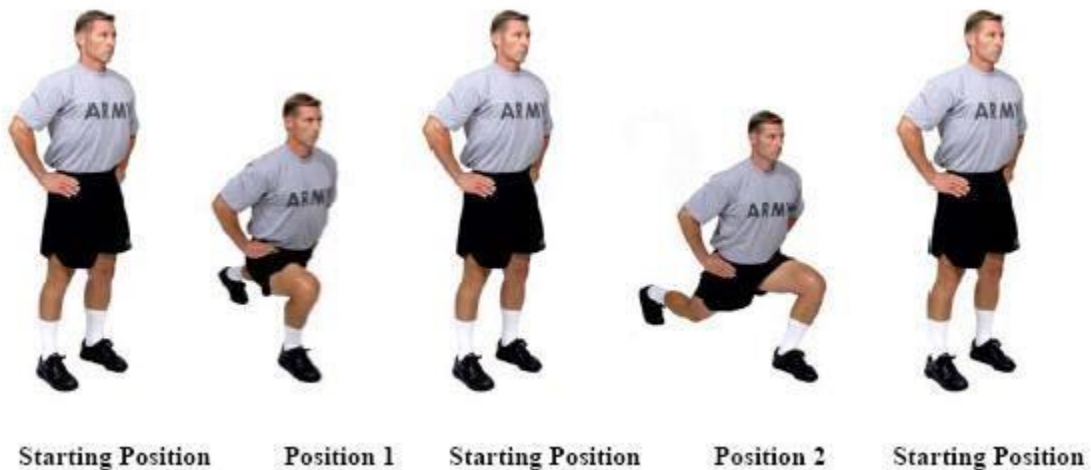


The Rear Lunge

Starting Position: Straddle stance with hands on hips.

Steps:

1. On the command, **Ready, STRETCH**, take an exaggerated step backward with the left leg, touching down with the ball of the foot. Hold this position for 20-30 seconds.
2. On the command, **Starting Position, MOVE**, assume the starting position.
3. On the command, **Change Position, Ready, STRETCH**, take an exaggerated step backward with the right leg, touching down with the ball of the foot. Hold this position for 20-30 seconds.
4. On the command, **Starting Position, MOVE**, return to the starting position.



The Extend and Flex

Starting Position: Front Leaning Rest Steps:

1. On the command, **Ready, STRETCH**, lower the body, sagging in the middle, keeping the arms straight and look upward. Hold this position for 20-30 seconds.
2. On the command, **Starting Position, MOVE**, assume the starting position.

3. On the command, **Change Position, Ready, STRETCH**, slightly bend the knees and walk the hands back toward the legs. Straighten the legs and try to touch the ground with the heels. Keep the feet together and hold this position for 20-30 seconds.
4. On the command, **Starting Position, MOVE**, return to the starting position.



The Stretch

Starting Seated arms at sides and palms on the floor.



Thigh

Position: position,

Steps:

1. On the command, **Ready, STRETCH**, roll onto the right side and place the right forearm on the ground, perpendicular to the chest. The right hand makes a fist on the ground with the thumb side up. Grasp the left ankle with the left hand and pull the left heel toward the buttocks and pull the entire leg rearward. Push the left thigh further to the rear with the bottom of the right foot. Hold this position for 20-30 seconds.
2. On the command, **Starting Position, MOVE**, assume the starting position.
3. On the command, **Change Position, Ready, STRETCH**, lay on the left side and place the left forearm on the ground, perpendicular to the chest. The left hand makes a fist on the ground with the thumb side up. Grasp the right ankle with the right hand and pull the right heel toward the buttocks and pull the entire leg rearward. Push the right thigh further to the rear with the bottom of the left foot. Hold this position for 20-30 seconds.
4. On the command, **Starting Position, MOVE**, return to the starting position.



Starting Position



Position 1



Starting Position



Position 2



Starting Position

The Single-leg Over

Starting Position: Supine position with arms sideward, palms down.

Steps:

1. On the command, **Ready, STRETCH**, turn the body to the right, bend the left knee to 90degrees Over the right leg, and grasp the outside of the left knee with the right hand and pull toward the right. Hold this position for 20-30 seconds.
2. On the command, **Starting Position, MOVE**, assume the starting position.
3. On the command, **Change Position, Ready, STRETCH**, turn the body to the left, bend the right knee to 90-degrees over the left leg, and grasp the outside of the right knee with the left hand and pull toward the left. Hold this position for 20-30 seconds.
4. On the command, **Starting Position, MOVE**, return to the starting position.



Starting Position



Position 1



Starting Position



Position 2



Starting Position

PATRIOTISM

PURPOSE

This section shares some basic military and American knowledge.

UNITED STATES ARMED FORCES

The Army, Air Force, Navy, Marines, and Space Force fall under the Department of Defense. Only the Coast Guard is under the Department of Homeland Security.

BIRTHDAYS

Nevada became a state on October 31st, 1864. The idea of the National Guard was founded on December 13th, 1636. It wasn't until 1903 that Congress officially created what is today's National Guard branch. The Declaration of Independence was signed on July 4th, 1776. The U.S. was officially recognized as its own country on May 12th, 1784. The first established military branch of the United States was the U.S. Army, founded on June 3rd, 1784.

COMMON LAWS

The first ten amendments to the constitution, The Bill of Rights, enforces these rights:

- Freedom of speech – the right to express any opinions without censorship or restraint
- Freedom of religion – the right to practice whatever religion you choose
- Freedom of the press – the right to circulate opinions in print without censorship by the government.
- Freedom to gather or assemble in public places – the right to peacefully assemble, collectively express, and petition the government for a redress of grievance
- Right to bear arms – in most cases, under a well-regulated militia, you have the right to keep and bear arms
- Right to due process – the legal requirement that the state must respect all legal rights that are owed to a person
- Right to grand jury and due process – the legal requirement of fair and proper procedure and trails
- Right against double jeopardy and self-incrimination – someone cannot be tried for the same crime twice or be forced to incriminate themselves
- Right to speedy trial by impartial jury and informed of criminal charges – the right to a timely trial by a jury that is unbiased, and to be informed of any criminal charges brought against someone
- Right to federalism – the federal government only has the power given to them by the Constitution

The Civil Rights of every citizen is the right to equal treatment and opportunity. No one can be discriminated for age, disability, national origin, race and color, religion or faith, or gender identity and sexual orientation.

Other common laws/rights are that children are required to attend school and public school will be provided for free, you must be 21 or older to purchase and possess alcohol, tobacco, and nicotine products, all male citizens and immigrants must sign up for the Selective Service, crimes are punishable by law (assault, theft, homicide, destruction of property), the right to safe and healthy working conditions, fair wages, and equal pay for equal work, the right to legal representation in criminal proceedings, you must wear a seat belt and have a valid driver's license, and the right to

obtain government benefits. Penalties may include paying a fine, community service, jail or prison, or losing certain rights and privileges.

THE NATIONAL ANTHEM

The Star-Spangled Banner

*O say can you see, by the dawn's early light,
What so proudly we hail'd at the twilight's last gleaming, Whose
broad stripes and bright stars through the perilous fight
O'er the ramparts we watch'd were so gallantly streaming?
And the rocket's red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there, O
say does that star-spangled banner yet wave
O'er the land of the free and the home of the brave?*

*On the shore dimly seen through the mists of the deep
Where the foe's haughty host in dread silence reposes,
What is that which the breeze, o'er the towering steep, As
it fitfully blows, half conceals, half discloses?
Now it catches the gleam of the morning's first beam,
In full glory reflected now shines in the stream, 'Tis
the star-spangled banner - O long may it wave O'er
the land of the free and the home of the brave!*

*And where is that band who so vauntingly swore,
That the havoc of war and the battle's confusion
A home and a Country should leave us no more? Their
blood has wash'd out their foul footsteps' pollution.
No refuge could save the hireling and slave
From the terror of flight or the gloom of the grave, And
the star-spangled banner in triumph doth wave
O'er the land of the free and the home of the brave.*

*O thus be it ever when freemen shall stand Between
their lov'd home and the war's desolation!
Blest with vict'ry and peace may the heav'n rescued land
Praise the power that hath made and preserv'd us a nation!
Then conquer we must, when our cause it is just,
And this be our motto - "In God is our trust," And
the star-spangled banner in triumph shall wave
O'er the land of the free and the home of the brave.*

CADENCES

Cadence is defined as the beat, time, or measure of rhythmical motion or activity. The military has used cadences since the Revolutionary War, as they needed to ready their muskets and fire together. Now the military uses cadence to keep Service Members stepping in time while marching or

running in formation. The cadence caller, usually the leader of the Platoon, leads the formation with melodies, calling each line on their left foot hits the ground. Members of the formation then repeat the line in the same rhythm and pitch.

They Say That in the Army

*They say that in the Army, the chicken's mighty fine
One jumped off the table and started marking time*

Refrain:

*Oh, no I wanna go
But they won't let me go*

*They say that in the Army, the pay is mighty fine
They give you a hundred dollars and take back ninety-nine*

*They say that in the Army, the coffee's mighty fine
It looks like muddy water, and tastes like turpentine*

*They say that in the Army, the biscuits are mighty fine
One rolled off the table and killed a friend of mine*

*They say that in the Army, the meat is mighty fine
Last night we had ten puppies, this morning only nine*

*They say that in the Army, the shoes are mighty fine
You ask for size eleven, they give you size nine*

*They say that in the Army, the pancakes are mighty fine
You can try to chew them, but you're only wasting time*

*They say that in the Army, the beds are mighty fine
But how would I know, I've never slept in mine*

*They say that in the Army, the mail is so great
Today I got a letter dated 1948*

*They say that in the Army, the hours are just right
Start early in the morning and work on through the night*

*They say that in the Army, the buses are mighty fine
One went round the corner, and left three wheels behind*

*They say that in the Army, the coffee's mighty fine
It's good for cuts and bruises and tastes like iodine*

*They say that in the Army, the chicken's mighty fine
One jumped off the table and killed a friend of mine*

*They say that in the army, the toilets are mighty fine You
flush them up at seven, they come back up at nine.*

*They say that in the army, the tents are waterproof
You wake up in the morning and you're floating on the roof.*

Here We Go Again

*Here we go again
Same old stuff again
Marching down the avenue
Few more days and we'll be through
I won't have to look at you
You won't have to look at me
So, I'll be glad and so will you*

Mama, Mama, Can't You See

*Mama mama can't you see, what
the army's done to me.*

*They put me in a barber's chair, spun
me around I had no hair.*

*Mama mama can't you see, what
the army's done to me.*

*They took away my favorite jeans, now
I'm wearing army greens.*

*Mama mama can't you see, what
the army's done to me.*

*I use to date beauty queens, now
I love my M16.*

*Mama mama can't you see, what
the army's done to me.*

*I use to drive a Cadillac, now
I carry one on my back.*

Everywhere We Go

*Everywhere we go – oh
People wanna know – oh
Who we are*

Where we come from
So we tell them
We are Alpha [example]
Mighty Mighty Alpha
Rough – n – tough Alpha
Straight shooting Alpha
Better than Bravo
Big baby Bravo
Better than Charlie
Chicken chicken Charlie
Better than Delta
Dumb-dumb Delta
Better than Echo
Icky icky Echo
We are Alpha
Mighty mighty alpha

I'm a Steam Roller Baby

*I'm a steam roller baby just a rollin
down the line so you better get
outta my way now before I roll right
over you*

*I'm a dump truck baby, and I'm
dumpin down the line ya I'm a
dump truckin baby just a dumpin
down the line so you better get
outta my way now before I dump all
over you*

*I'm a jackhammer baby, and I'm
jackin down the line ya I'm a
jackhammer baby, just jackin down
the line So ya better get outta my
way now, before I jack all over you*

*I'm a steam roller baby,
I'm a dump truck baby, I'm a
jack hammer baby, and I'm
rolling down the line, and I'm
dumpin down the line, and I'm
jackin down the line*

*So you'd better get outta my way now, why don't you please get outta my way now,
before I roll all over you, before
I dump all over you, before I
jack all over you!*

PHONETIC ALPHABET

The NATO phonetic alphabet is a spelling alphabet used for verbal communications, such as over the radio. A code word is assigned to each letter in the alphabet. The use of a codeword during oral communication and spelling reduces the likelihood of misunderstanding and confusion while enhancing safety measures. For example, Army would be verbalized as Alpha-Romeo-Mike-Yankee.

| Symbol | Code Word | Morse Code | Phonic |
|--------|-----------|------------|--------------|
| A | Alpha | • — | AL FAH |
| B | Bravo | — • • • | BRAH VOH |
| C | Charlie | — • — • | CHAR LEE |
| D | Delta | — • • | DELL TAH |
| E | Echo | • | ECK OH |
| F | Foxtrot | • • — • | FOKS TROT |
| G | Golf | — — • | GOLF |
| H | Hotel | • • • • | HOH TELL |
| I | India | • • | IN DEE AH |
| J | Juliet | • — — — | JEW LEE ETT |
| K | Kilo | — • — | KEY LOH |
| L | Lima | • — • • | LEE MAH |
| M | Mike | — — | MIKE |
| N | November | — • | NO VEM BER |
| O | Oscar | — — — | OSS CAH |
| P | Papa | • — — • | PAH PAH |
| Q | Quebec | — — • — | KEH BECK |
| R | Romeo | • — • | ROW ME OH |
| S | Sierra | • • • | SEE AIRRAH |
| T | Tango | — | TANG OH |
| U | Uniform | • • — | YOU NEE FORM |

| | | | |
|---|---------|-----------|----------|
| V | Victor | • • • — | VIK TAH |
| W | Whiskey | • — — | WISS KEY |
| X | X-ray | — • • — | ECKS RAY |
| Y | Yankee | — — • • | YANG KEY |
| Z | Zulu | — — — — — | ZOO LOO |

MILITARY SLANG AND JARGON

AO: Area of Operation

AOR: Area of responsibility

AWOL: Absent Without Official Leave; leaving area without permission

Battle Buddy: A fellow service member

Beans, Bullets, and Band-Aids: Reference to supply items such as food, ammunition, or medical supplies

Beat Feet: Move quickly

Bird: Helicopter

Black: To indicate you're out of a particular resource

BOLO: A term for an individual who cannot perform a task or meet basic requirements

Charlie Mike: Continue Mission; continue with your task

Chest Candy: Ribbons or Medals worn on the chest of the uniform

CP: Check Point

Detail: Referring to a task such as cleaning

DFAC: Dining facility

Dog Water: To describe something as other than good

Fart Sack: Sleeping Bag, or in some cases a mattress cover

Fat Cakes: Unhealthy desserts or sweets

Fruit Salad: Refers to the display of ribbons on a dress uniform

Full Battle Rattle: Wearing all gear needed for a mission

Fuzzy: Private (E-1)

High Speed: An individual who is highly motivated and at/near peak efficacy

Joe: Soldier or person

KP: Kitchen Patrol; kitchen duty

Lima Charlie: Loud and Clear

Make a Hole: To make a parting in the crowd so someone can walk through

Mike: Minutes

Moving like Pond Water: Moving very slowly

No-Go: Failure at a training station or job task

O Dark Thirty: Early in the morning

Police Call: Searching an area for trash and equipment

Put Your Face in the Dirt: Assume the Front Leaning Rest

Roger: Yes

Secret Squirrel: Intelligence personnel, secret communications, someone with a higher classification than you, or a classified op.

Sick-Call Ranger: Someone that abuses the privilege of seeking medical care and/or falsely claiming to be sick/injured

Snivel Gear: Cold weather gear

Soup Sandwich: Something has gone or looks extremely wrong

Spotlight Ranger: Someone who only does the right thing when authority is present; indicates a lack of integrity

Squared Away: To fix **Take a Knee:** Rest

TIG: Time in Grade

Tiny Heart Syndrome: Describes someone that whines, shows reluctance to fully commit to a challenge or task, or the act of mentally quitting when something is difficult

Too Easy: A response to anything that needs to be done

Tracking: Convey acknowledgement and/or understanding

Zonk: Released

CALENDAR

PURPOSE

Calendars track time and events. They help us stay on task, prioritize, plan, and be productive. Below are 6 blank calendars with a 'notes' section to help Cadets track their days and activities. It is highly recommended that Cadets track their promotions and TIG on the calendar.

| MONTH _____ | | | | | | |
|-------------|--------|---------|-----------|----------|--------|----------|
| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
| | | | | | | DAY ZERO |
| | | | | | | |
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