

Lesson 3

Moving Up In Army JROTC (Rank and Structure)



Key Terms

battalion
company
enlisted
platoons
specialists
squads
subordinate
succession
team(s)

What You Will Learn to Do

- Illustrate the rank and structure of Army JROTC

Linked Core Abilities

- Communicate using verbal, non-verbal, visual, and written techniques

Skills and Knowledge You Will Gain Along the Way

- Identify Army JROTC enlisted and officer insignia
- Correlate cadet ranks to positions on the JROTC cadet battalion organization diagram
- Correlate duties and responsibilities with positions in an Army JROTC cadet battalion
- Evaluate how the organization supports the operation of the Army
- Define key words contained in this lesson

Chapter 1

Key Note Terms

enlisted – relating to or constituting the part of the military force below officers.

battalion – a military unit made up of two or more companies or batteries and a headquarters that is commanded by a lieutenant colonel, is the smallest unit to have a staff, and is administratively self-sufficient.

succession – the order of persons next in line for an office or rank that is held by another.

subordinate – a person lower in rank or grade.

team(s) – a group of persons approximating one-half of a squad and normally led by a junior noncommissioned officer.

Introduction

Army JROTC has a well-defined structure of organization. Each person in the unit has an individual job that is part of a larger task, which is part of a much larger mission. This lesson introduces you to the major concepts of command within the military, it shows you the various U.S. Army and Army JROTC **enlisted** and officer ranks, and it presents a typical organizational structure for a JROTC cadet **battalion**.

Pyramid of Authority

There is a pyramid of authority within most organizations. For JROTC and the military, this pyramid of authority, shown in Figure 1.3.1, includes individual and group responsibility. In this lesson, you find out how this pyramid works along with the ranks and structure of your Cadet Battalion.

From the top to the bottom of this pyramid is a chain of command. The chain of command is a **succession** of leaders through which authority and commands pass from the leader to **subordinate**, and then down through the ranks.

Chain of Command

An effective chain of command can guarantee that all members are on the same **team**, working hard to accomplish their individual tasks and those of the unit. A chain of command depends on team members having various duties.

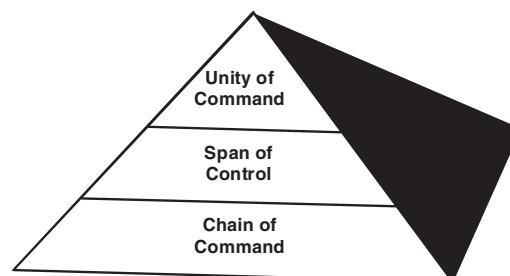
Span of Control

Span of control is the number of immediate subordinates one commander or leader can effectively control, supervise, or direct. Maximum and minimum limits of control vary with the conditions under which the unit operates and the complexity of the functions performed.

Unity of Command

In every effective military unit, there must be only one commander who is responsible for all that the unit does or all that it fails to do. This commander must have the necessary authority to carry out the responsibilities of the unit.

Figure 1.3.1: JROTC Pyramid of Authority



Rank and Grade

Rank and grade are terms used by the military to classify soldiers. Rank is the actual title held by a soldier; grade is a letter/number combination that means the same thing. Soldiers are classified as either enlisted or officers. Figure 1.3.2 identifies the rank and grade for soldiers in the U.S. Army.

Within the enlisted ranks are two divisions based on experience and skill. The first three enlisted positions are usually entry level.





























CATEGORY	Insignia of the United States Army						
	E-1	E-2	E-3	E-4		E-5	E-6
ENLISTED (Green and Gold)	no insignia Private	 Private	 Private 1st Class	 Corporal	 Specialist	 Sergeant	 Staff Sergeant
	 Sergeant 1st Class	 Master Sergeant		 1st Sergeant	 Sergeant Major	 Command Sergeant Major	 Sergeant Major of the Army
WARRANT OFFICER (Silver and Black)	 Warrant Officer	 Chief Warrant Officer	 Chief Warrant Officer	 Chief Warrant Officer	 Master Warrant Officer		
	 (gold) 2nd Lieutenant	 (silver) 1st Lieutenant	 (silver) Captain	 (gold) Major	 (silver) Lieutenant Colonel	 (silver) Colonel	
GENERAL OFFICER (Silver)	 Brigadier General	 Major General	 Lieutenant General	 General		 General of the Army	

Figure 1.3.2: Rank and grade for U. S. Army soldiers.

Key Note Term

specialists – a person who devotes himself to a particular occupation or field of study; the enlisted rank in the Army corresponding to a corporal.

Key Note Term

company – a subdivision of a military regiment or battalion that constitutes the lowest administrative unit. It is usually under the command of a captain and is made up of at least two platoons.

platoons – a subdivision of a company-size military unit normally consisting of two or more squads or sections; the leader is usually a first lieutenant.

squads – the smallest unit in the Army organization composed of a varying number of personnel, depending on the type of element, and led by a noncommissioned officer.

Note

Personnel designated as **specialists** are comparable to the noncommissioned officer rank of corporal, and are commonly referred to as technicians. They are not placed in command of other enlisted personnel.

Noncommissioned officers are those personnel who have advanced above the first three entry level positions and are in a supervisory position over personnel in lower grades.

Commissioned officers are appointed by the President and confirmed by the Senate. Commissioned officers have authority over lower ranking officers, warrant officers, and enlisted personnel. Warrant officers rank between an enlisted person and a second lieutenant and primarily hold positions as technicians or administrative supervisors.

Advancement to higher ranks and grades is based on ability, skill, experience, and potential.

A similar structure exists for cadet officers and noncommissioned officers in the Army JROTC Program. The insignia of grade for cadet officers and noncommissioned officers is shown in Figure 1.3.3. The grade of warrant officer does not exist in Army JROTC. The chart on the next page illustrates a model cadet battalion organizational structure that establishes a clearly defined chain of command and pyramid of authority — much the same as in the Army. A similar organization exists within your own cadet battalion.

The Cadet Battalion Commander reports to the Army instructors and to the principal. All other officers and noncommissioned officers report to the Cadet Battalion Commander through the chain of command.

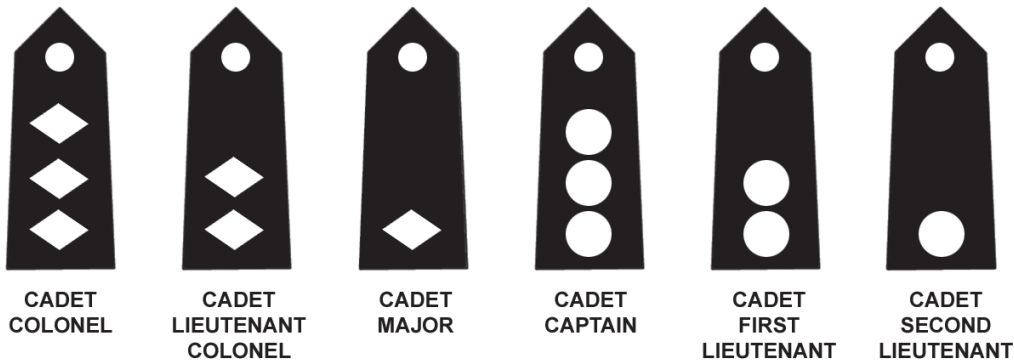
Each **company** consists of a headquarters section and at least two **platoons**. The company headquarters contains the following key personnel:

- **Company Commander**
- **Company Executive Officer**
- **Company First Sergeant**
- **Guidon Bearer**

Each platoon is composed of a headquarters section and at least two or three **squads**, with two teams per squad. The key platoon personnel are as follows:

- **Platoon Leader**
- **Platoon Sergeant**
- **Two or three Squad Leaders**
- **Two or three Assistant Squad Leaders (if the number of enrolled cadets permits)**
- **Four to six team leaders**

**INSIGNIA OF GRADE FOR
CADET OFFICERS**



**INSIGNIA OF GRADE FOR
CADET ENLISTED PERSONNEL**

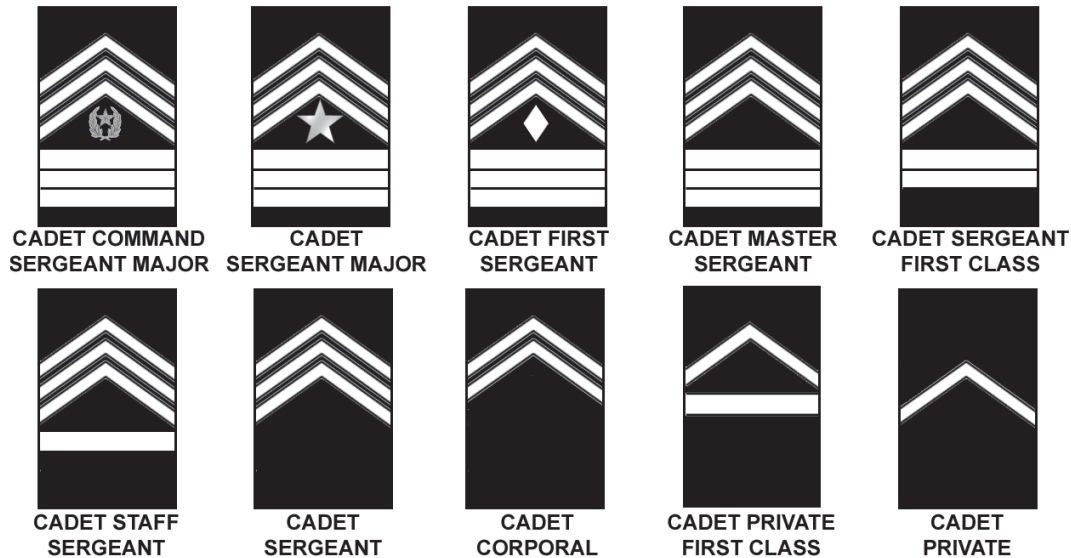


Figure 1.3.3: Insignia of grade for cadet officers.

Duties and Responsibilities

This section provides an outline of the duties and responsibilities for the personnel in a model cadet battalion organization. Your cadet battalion may contain additional positions or list duties and responsibilities different from these; however, the JROTC instructor staff will determine the exact positions and duties for your organization. Cadet leaders are expected to become familiar with their own duties and responsibilities as well as those of their superiors and subordinates.

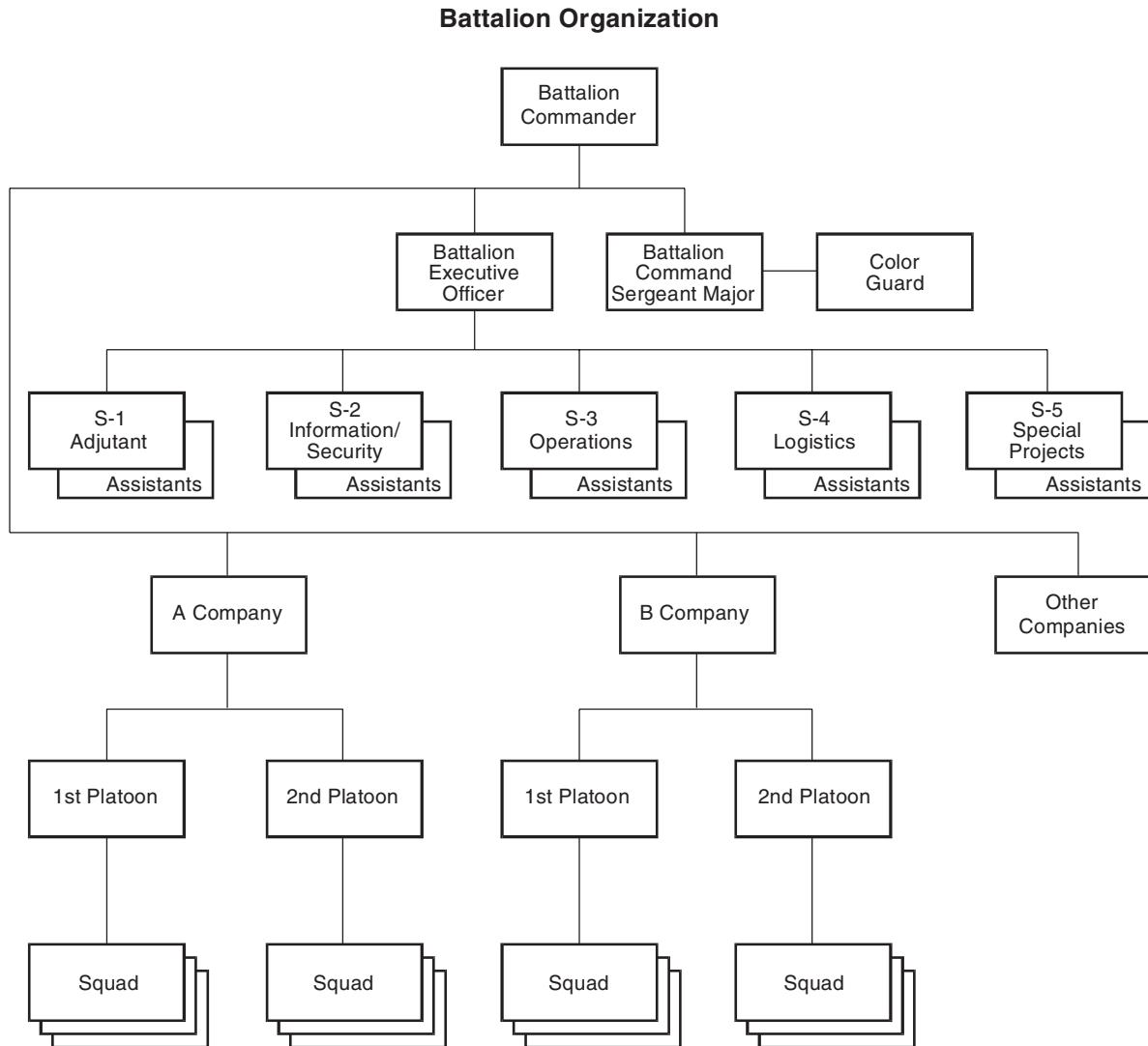


Figure 1.3.4: Battalion organization.

Use the following duties and responsibilities as a guide only. As you can see by Figure 1.3.4, a model cadet battalion organization has a clearly defined chain of command.

A. Command Positions

The Army command positions are Battalion Commander and Company Commander. These positions are covered in the following sections.

1. Battalion Commander (Cadet Lieutenant Colonel)

This position is the most demanding in a cadet battalion. The instructor staff selects the cadet for this position based on demonstrated leadership ability and academic standing. The appointed cadet must be able to apply common sense and judgment in the solving of problems that affect the entire cadet corps. Specific chain of command is shown in Figure 1.3.5.

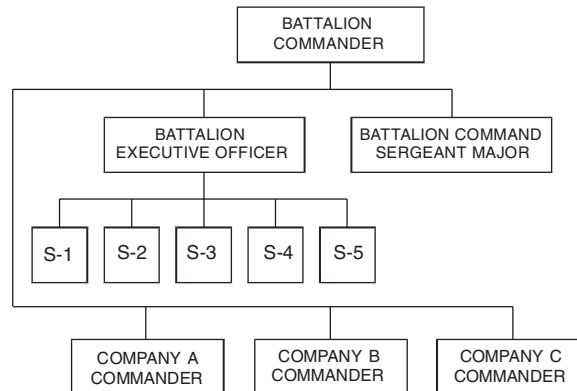


Figure 1.3.5: Battalion commander command.

The battalion commander must be mature, willing to accept responsibility, and able to effectively delegate authority and supervise subordinates. The battalion commander controls the staff through the battalion executive officer and the companies through the company commanders, while maintaining the final approval authority in the cadet chain of command.

The specific duties of the battalion commander are to:

- (a) **Command the battalion at all formations.**
- (b) **Prepare for and conduct the training of the battalion on drill days.**
- (c) **Maintain a direct and personal relationship with the staff and the company commanders.**
- (d) **Encourage the company commanders to communicate freely.**
- (e) **Use the staff to assist in gathering information and preparing plans for conducting training and controlling the battalion.**
- (f) **Designate staff officers to assist in the preparation, execution, and supervision of orders.**
- (g) **Ensure that feelings of mutual respect and confidence exist between the staff and company commanders.**
- (h) **Ensure that staff members are capable and that they understand their responsibilities to the battalion commander, battalion executive officer, and to the corps of cadets.**
- (i) **Ensure orders and actions are in compliance with JROTC regulations, policies, and directives and with local school regulations and policies.**
- (j) **Execute all responsibilities in the name of the Senior Army Instructor; seek advice and assistance from the instructor staff and carry out all of their directives quickly and completely.**
- (k) **Arrange the required meetings and assemble the required command or staff personnel to determine any actions that may be necessary in fulfilling the obligations of the cadet battalion.**
- (l) **Be prepared to evaluate any member of the battalion, but specifically the battalion headquarters personnel and the company commanders.**
- (m) **Make operational decisions for the cadet battalion.**

- (n) **Preside over officer calls.**
- (o) **Work with school authorities in coordinating activities of the cadet battalion with the organizations of the school, ensuring that battalion activities are in accordance with school policy.**
- (p) **In coordination with the Senior Army Instructor, assign missions to all extracurricular team captains such as drill, rifle, color guard, and so on).**
- (q) **Be responsible for all the battalion does or fails to do.**

2. Company Commanders (Cadet Captains)

A good company commander is an outstanding leader with lots of initiative. Company commanders get things done. Until orders reach a company commander, they are just plans, something that someone would like to have accomplished. Rather than waiting to be told what to do, company commanders think and plan ahead what seems best for the company. They use common sense action and try not to worry about making mistakes, knowing that the greatest mistake is to do nothing when action is required. Company commanders use all available help to accomplish company duties and to keep subordinates informed, at the same time ensuring that the goals of the mission remain in focus.

A company commander provides the why and how to accomplish the assigned mission. They must then check and inspect to ensure that what needed to be done is being accomplished. They must be outstanding leaders with plenty of initiative. Company commanders do not wait for someone to tell them what to do — they think ahead and plan what is best for the company.

Note

In some organizations where actions go from the battalion staff to class leaders, the company commander has the duties of a special assignment officer.

The company commander:

- **Is responsible for all the company does or fails to do.**
- **Keeps the battalion commander apprised of the status of the company at all times.**
- **Ensures the company is prepared to accomplish its assigned mission in a satisfactory manner.**
- **Is an expert in drill.**

The principal duties of the company commander are to:

- (a) **Command the company at all formations.**
- (b) **Ensure that all members of the company know and use the chain of command.**
- (c) **Consult the training schedule, study the drill references, and ensure that you and your subordinates are prepared to instruct.**

- (d) Check with the instructor staff daily prior to formation to obtain any changes or other information they may want announced.
- (e) Seek advice from the battalion commander or the instructor staff when encountering a problem to which you do not know the answer.
- (f) Execute the orders of the battalion commander as if they were your orders, even though you may personally disagree with them.
- (g) Conduct short inspections at every formation, making on-the-spot corrections as necessary; follow-up to ensure that deficiencies from earlier inspections are corrected.
- (h) Make each cadet an effective member of the team; take an interest in them and their problems; offer advice and help them to solve their problems.
- (i) Make on-the-spot corrections at any time to ensure that all members of the company understand and comply with cadet regulations.
- (j) Keep the company executive officer informed in case of absence.

B. Battalion Executive Officer (Cadet Major)

The cadet battalion executive officer (XO) supervises, directs, and coordinates the cadet battalion staff to prevent overlapping efforts and to ensure that the commander's desires are understood and achieved. The cadet battalion XO keeps the staff informed of the commander's policies and keeps the cadet battalion commander informed of the status of projects assigned to the staff. The cadet battalion XO assumes command of the cadet battalion in the absence of the cadet battalion commander.

The primary duties of the cadet battalion XO are to:

- (a) Organize the cadet battalion staff properly and ensure that it works as a team.
- (b) Inspect the work of the cadet battalion staff and make other inspections as directed by the cadet battalion commander.
- (c) Ensure that the battalion staff officers prepare and submit reports on time and that they are engaged in future planning.
- (d) Act as the commander of troops during ceremonies.
- (e) Ensure that instructions and orders issued to the cadet battalion are in accordance with the established policies of the cadet battalion commander; report all violations of orders to the cadet battalion commander.
- (f) Perform other duties as assigned by the cadet battalion commander or the instructor staff.

C. Battalion Coordinating Staff Officers (Usually Cadet Captains/ Majors)

The Battalion Coordinating Staff Officers are divided into five different categories. The following sections detail these positions and their responsibilities.

1. Battalion Adjutant (S-1)

The battalion adjutant is the administrative assistant to the battalion commander. The adjutant is also responsible for performing other administrative duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

The specific duties of the battalion adjutant are to:

- (a) Assist in aligning the battalion at all battalion formations.
- (b) Receive the report at battalion formations from the company commanders and receive the names of absentees from the sergeant major.
- (c) Plan for the conduct of special ceremonies in coordination with the operations and training officer.
- (d) Prepare and publish any orders necessary for the operation of the cadet battalion.
- (e) Maintain the qualification records and personal files on all cadets.
- (f) Publish and execute the cadet battalion's recruiting plan.
- (g) Collect, consolidate, post, and maintain all merit and demerit reports and records.
- (h) Coordinate with the company commanders and the battalion staff on recommendations to the instructor staff on reassignments and organization; assign cadets to the various companies and maintain a record of those assignments.
- (i) Prepare periodic strength reports under the supervision of the instructor staff and keep the manning board posted and up to date.
- (j) Report incidents that are prejudicial to good order and discipline, and submit reports to the instructor staff, the cadet battalion commander, and the executive officer.
- (k) In coordination with the S-2, make recommendations to improve morale and welfare of the cadet battalion.
- (l) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

2. Battalion Intelligence or Security Officer (S-2)

The battalion S-2 assists the battalion commander and the instructor staff in matters pertaining to unit security and enforces the provisions of the security requirements for the battalion.

The specific duties of the S-2 are to:

- (a) Assist in making periodic inspections of the security of weapons (if available within the unit).
- (b) Make periodic inspections of the security of the supply room and equipment storage areas.
- (c) Make necessary on-the-spot corrections resulting from security inspections and keep the battalion commander and instructor staff informed.

- (d) In coordination with the S-1, report incidents that are prejudicial to good order and discipline, and submit reports to the instructor staff, the cadet battalion commander, and the executive officer.
- (e) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff. For example, in some JROTC units, the S-2 may also be responsible for the information center and the duties of a public affairs officer if one is not assigned or for the duties of an ordnance officer if one is not assigned.

3. Battalion Operations and Training Officer (S-3)

The battalion S-3 assists the battalion commander in the preparation, conduct, and supervision of all training activities of the cadet battalion. Additionally, the S-3 keeps the commander advised on the progress of training within the battalion. Specifically, the principal duties of the S-3 are to:

- (a) Prepare the weekly training schedules.
- (b) Select and designate cadet instructors in coordination with the instructor staff; post the weekly training schedules no later than one week in advance of training on all bulletin boards.
- (c) Assign areas for outdoor training and ensure classrooms are available and prepared for instruction.
- (d) Inspect the drill field prior to use by the battalion and prepare it for ceremonies.
- (e) Coordinate the training of the rifle team(s), drill team(s), Color Guard, and the honor guard; also, coordinate training for guidon bearers and manual of the saber for cadet officers.
- (f) Organize events such as reviews, parades, and extracurricular activities.
- (g) Plan and supervise field events.
- (h) Inspect cadet training for compliance.
- (i) Maintain the unit reference library.
- (j) Maintain the training portion of cadet records.
- (k) Assume command of the battalion in the absence of both the battalion commander and XO.
- (l) Supervise the activities of the battalion communications officer.
- (m) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

4. Battalion Logistics or Supply Officer (S-4)

The battalion logistics or supply officer is responsible for the maintenance, security, record keeping, issue, and turn-in of all U.S. government property (except ordnance). The S-4 coordinates the securing of property with the S-2. Some of the duties of the S-4 are to:

- (a) Create a JROTC Clothing and Equipment Record for each cadet. Maintain all cadet supply records in proper order.
- (b) Maintain accountability of all equipment and supplies used by the unit.
- (c) Conduct periodic inventories of the on-hand supplies and equipment; submit weekly reports to the instructor staff on the availability of supplies and on the condition of equipment.
- (d) Ensure that adequate cleaning materials are available for use during assigned maintenance activities.
- (e) In coordination with the battalion sergeant major, make periodic inspections of the national, state, and organizational Colors for serviceability.
- (f) Maintain security of all items of clothing and equipment in the supply room and training aids storage area.
- (g) Maintain the supply room in a neat and orderly fashion at all times.
- (h) Maintain a running inventory of all supplies/property; determine supply requirements; and prepare requisitions for equipment and supplies required for the cadet battalion.
- (i) Issue clothing, insignia, and other supply items as directed by the battalion commander, battalion executive officer, or the instructor staff.
- (j) Collect and dispose of excess salvage equipment and clothing.
- (k) Supervise the activities of the battalion ordnance officer (if assigned).
- (l) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

5. Special Projects Officer (S-5) (Optional)

The duties of the cadet battalion special projects officer, if assigned, are to:

- (a) Plan and coordinate special projects as outlined by the cadet battalion commander, cadet battalion XO, or the instructor staff.
- (b) Maintain records on all activities and coordination as they pertain to each project.
- (c) Keep the cadet battalion commander, cadet battalion XO, and the instructor staff informed as to the progress of, or any problems encountered with, the projects.

D. Battalion Special Staff Officers

Battalion Special Staff Officers are covered in the following sections.

1. Battalion Communications (Signal) Officer

The communications officer is responsible for setting up and maintaining all signal or public address/projection/sound equipment issued to the cadet battalion. Additionally, this officer ensures that all equipment is operational and that spare parts are on hand at all times.

2. Battalion Ordnance Officer

The ordnance officer advises the S-4, battalion commander, and instructor staff on the condition of all weapons. This officer supervises the issue, maintenance, and turn-in of all weapons; maintains the weapons roster; and prepares and issues weapons cards to cadets.

3. Battalion Public Affairs (Information) Officer

This officer acts as the contact between the corps of cadets and all news media and student publications. This officer publicizes as many of the activities of the Army JROTC program as possible to create an outstanding image of the cadet battalion and to reinforce the image of the school. Some of the specific duties of the public affairs/information officer are to:

- (a) **Maintain the cadet information board in the correct state showing news events of local, national, and international interest.**
- (b) **Keep abreast of newsworthy events in the cadet battalion; prepare and distribute news releases, articles, or announcements on events of the JROTC program to appropriate news agencies. Submit all articles to the instructor staff for approval prior to their release.**
- (c) **Act as the battalion's point of contact with the school newspaper and yearbook committees. Ensure at least one item of JROTC interest makes every publication of the school newspaper.**
- (d) **Maintain the cadet battalion scrapbook.**
- (e) **Make recommendations to improve morale and welfare of the cadet battalion.**

E. Battalion Personal Staff Officer

The Battalion Person Staff Officer is described in the following section.

Battalion Command Sergeant Major

The battalion command sergeant major is the principal cadet enlisted assistant to the battalion commander. As the senior enlisted member of the cadet corps, the command sergeant major supervises the other noncommissioned officers (NCOs) of the battalion and companies. Specific duties of the command sergeant major are to:

- (a) **Assist subordinate NCOs, the battalion XO, and the adjutant with administrative duties/details.**
- (b) **Advise and assist the battalion commander in all matters pertaining to the enlisted members of the cadet battalion.**
- (c) **Assist the adjutant in the formation and alignment of the battalion at all battalion formations.**
- (d) **Receive lists of absentees from the companies and submit them to the adjutant.**
- (e) **Supervise the color guard and all flag details. Ensure that company first sergeants submit their weekly flag details on time, post those rosters, and ensure that members selected for detail receive their notification slips prior to the assignment.**

- (f) Ensure the flag details are properly trained.
- (g) Ensure that the battalion area, including the drill field, is maintained in a high state of police at all times and that JROTC offices and classrooms are kept neat and orderly.
- (h) Preside over all noncommissioned officer promotion boards.
- (i) Assume command of the battalion in the absence of all officers.
- (j) Perform other duties as assigned by the battalion commander, battalion executive officer, or the instructor staff.

F. Other Staff Assistants (Optional)

There are other staff assistants that need to be mentioned, and these positions are detailed in the following sections.

1. Rifle Team Captain

Primary duties are to:

- (a) Organize the training schedule for the Rifle Marksmanship Team.
- (b) Schedule matches/competitions for the Rifle Marksmanship Team; coordinate these activities with the S-3 and the cadet battalion training schedule.
- (c) Supervise maintenance and care of the JROTC rifle range.
- (d) Develop the rifle marksmanship program for the cadet battalion.
- (e) Coordinate weapon requirements with the S-4.

2. Drill Team Captain

Primary duties are to:

- (a) Recruit members and organize the cadet Drill Team.
- (b) Schedule the Drill Team training program.
- (c) Coordinate uniform and weapon requirements with the S-4.
- (d) Schedule drill programs, parades, and competitions for the Drill Team; coordinate these activities with the S-3 and the cadet battalion training schedule.

3. Color Guard Commander

Primary duties are to:

- (a) Train members of the Color Guard.
- (b) Represent the cadet battalion at activities as directed by the cadet battalion commander, cadet battalion XO, or the instructor staff.
- (c) Coordinate uniform, flag, and weapon requirements with the S-4.
- (d) Schedule competitions for the Color Guard; coordinate these activities with the S-3 and the cadet battalion training schedule.

- (e) **Inspect uniform and personal appearance of Color Guard members.**
- (f) **Be thoroughly familiar with FM 3-21.5.**

G. Other Company, Platoon, and Squad Personnel

Other company, platoon, and squad personnel are important, and those positions are covered in the following sections.

1. Company Executive Officers (Cadet 1st Lieutenant)

The company executive officer (XO) assists the company commander in the training of the company and performs such administrative duties as designated by the commander. The company XO should be well versed in all functions of the company and prepared to assume command of the company in the absence of the company commander.

2. Company First Sergeants

The company first sergeant is responsible to the company XO (if assigned) or to the company commander for administrative matters. The company first sergeant is responsible for company formations, submits absentee reports to the battalion sergeant major, checks all merits and demerits with the company commander before submitting them to the S-1, and keeps the company commander informed on all matters pertaining to health and welfare of the unit. The first sergeant assumes command of the company in the absence of all officers.

3. Platoon Leaders (Cadet 2nd Lieutenant)

The platoon leader is a very desirable position. A platoon leader has a platoon of cadets for whom they are directly responsible. Primarily, the job is one of leadership, training, and discipline. Platoon leaders also have the opportunity and privilege to be a role model, coach, and counselor. The duties and responsibilities of a platoon leader are to:

- (a) **Keep the company commander apprised of the status of the platoon at all times.**
- (b) **Organize and maintain an effective chain of command. Learn the name of every one in your platoon and use their names when addressing them.**
- (c) **Conduct an inspection of the platoon at formations.**
- (d) **Use the chain of command to accomplish tasks; work mainly with the platoon sergeant and the squad leaders.**
- (e) **Know all cadet regulations and ensure that all members of the platoon also know and follow them.**
- (f) **Enforce orders from superiors whether you agree with them or not; however, if you think an order is wrong, discuss it with the chain of command or the instructors, as necessary. Develop a spirit of teamwork so as to instill respect, obedience, and cooperation in the unit.**
- (g) **Know all phases of drill; be able to supervise/conduct platoon drill and, if you are the senior officer present in a formation, be able to conduct company drill.**
- (h) **Set high standards of personal appearance and conduct for yourself. Remember, the platoon leader sets the example for the platoon to follow.**

- (i) **Make an effort to resolve all leadership, training, and disciplinary problems at your level; if you cannot solve a problem, seek the advice and assistance of the company commander, company XO, or first sergeant.**
- (j) **Provide assistance/counseling to personnel in the platoon, especially when requested by a squad leader or the platoon sergeant, and/or when necessary for performance or disciplinary reasons.**

4. Platoon Sergeants (Cadet Staff Sergeant)

Platoon sergeants set the example at all times; assist in the supervision of the squad leaders; develop a spirit of teamwork in the platoon; submit absentee reports to the company first sergeant; assist the platoon leader in training the platoon; counsel personnel at a squad leader's request; and assume control of the platoon in the absence of the platoon leader.

5. Squad Leaders (other Cadet NCOs)

Squad leaders are responsible to their platoon leader/sergeant for the appearance, conduct, training, and discipline of their squad. They ensure that each squad member learns and does what is expected, and maintains high standards of behavior. Squad leaders must:

- (a) **Set the example at all times.**
- (b) **Know the number, names, and personal information on all assigned personnel.**
- (c) **Counsel/assist squad members with JROTC matters or help them find solutions to other issues when possible; refer to the platoon sergeant/leader if you are unable to handle/resolve an issue.**
- (d) **Form the squad correctly. Make an accurate report by name of those persons present and absent during common hour activities, company platoon/formations, and other cadet battalion activities.**
- (e) **Be thoroughly familiar with individual, squad, and platoon drill. When conducting drill, instruct/demonstrate the movement, allow time for individual performance; then supervise team leaders and squad members to ensure they perform properly. Conduct inspections to ensure personnel are prepared for training.**
- (f) **Develop responsibility and leadership in team leaders and be the first person they turn to for assistance and advice.**

6. Team Leaders

Team leaders are responsible for the formation, appearance, training, and discipline of their team members, and must be ready to assume control of the squad in the absence of the squad leader. Team leaders assist their squad leaders as directed and must:

- (a) **Set the example at all times.**
- (b) **Know the number, names, and personal information on all assigned personnel.**
- (c) **Assist team members with JROTC matters when possible; refer them to the squad leader for assistance if you are unable to handle/resolve an issue.**
- (d) **Be thoroughly familiar with individual and squad drill; inspect team members during formations, ensuring they know what is required of them.**

7. Team Members

Duties and responsibilities of a team member are to:

- (a) **Maintain and wear the entire uniform immaculately when prescribed.**
- (b) **Properly safeguard and care for all equipment and materials issued to you and for which you are responsible.**
- (c) **Ensure you are on time for all official formations requiring your presence.**
- (d) **Conduct yourself in a manner that brings credit to yourself, the cadet battalion, and your school.**

Conclusion

The cadet battalion structure is set up to ensure a quick and clear flow of commands. Each individual cadet has a job to do, which is part of a squad task, that then proceeds up the chain of command until that individual task is a part of the battalion's overall mission.

What this means is an effective JROTC organization. Each cadet knows what he or she is responsible for and what added responsibilities come from advancement in rank.

How far you climb in rank is up to you. Each cadet battalion, depending on unit requirements, has opportunities for advancement. You will receive the necessary training and have the opportunity to demonstrate excellence in what skills and knowledge you have learned. Your actions and abilities ultimately will let your battalion leaders know if you are ready to move up.

Taking on added responsibility in a leadership position is part of what JROTC is all about. Moving up in JROTC takes three things — desire, time, and work. JROTC will give you the time, but you must have the desire and be willing to put in the work.

Lesson Review

1. **Define the terms “rank” and “grade.”**
2. **List the five key platoon personnel positions.**
3. **What are the primary duties of the Color Guard commander?**
4. **What is the chain of command?**