

ARMY J.R.O.T.C.

LEARN WHAT IT TAKES TO LEAD

CADET LEADER'S HANDBOOK

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Foreword

This pamphlet is provided to the cadet as a guide to assist in discharging the duties of cadet leaders. As a leader you will face many problems and obstacles, however, they will normally fall into one of two major categories; mission accomplishment or troop welfare. The manner in which you perform your duties will determine your effectiveness as a leader. The effective leader is the one who successfully balances mission accomplishment with troop welfare without disregarding either.

During your formal instruction in JROTC you will receive many classes in the art of leadership. Pay attention to those classes, they will provide the background and building blocks necessary for your leadership foundation. Seek to master these techniques, however always do what is natural or what is comfortable for you and develop your own leadership style. Seek the advice and counsel of people who you think are good leaders. Learn from their mistakes and don't be afraid to make mistakes yourself. However if you do make mistakes, take care not to repeat them.

Finally, good luck as you progress to positions of ever-increasing responsibility and remember this always: the orders appointing you officers and noncommissioned officers appoint you to positions of responsibility. However, no orders, letters or Insignia of rank can appoint you an effective leader. Leadership is an intangible thing; leaders are made, nor born, and leadership is a thing only you can develop within yourself. Your insignia of rank is really a badge of servitude to your country, your unit, and your cadets. Care enough to serve them well!

GENERAL RESPONSIBILITIES OF CADET LEADERS

It is almost impossible to list every single act that the cadet leader should perform or everything for which he/she is responsible. It is probably not wise to do so, because leadership is not something which can be easily fit into a list of duties. It must be learned the hard way, by experience. The following list should help establish some of the more general items you should be aware of. In any event the application of good "common sense" to any given situation is often worth for more than any written list of duties.

1. Know and practice the "Desirable Traits of Leaders" to the best of your ability.
2. Be able to give commands properly and insist that they be executed with snap and precision.
3. Be courteous; it is the mark of an officer, commissioned or non-commissioned. Courtesy should extend not only to your superiors but to subordinates as well.
4. Present an example of proper military bearing and appearance at all times. You will find that it lends a sense of urgency, dignity and authority to your commands and directives. Lead by example!
5. Supervise the training of the cadets you are responsible for. Help and instruct them when needed and never ridicule or permit others to ridicule your subordinate's performance.
6. Be loyal to both your superiors and subordinates. When given a task to carry it out or pass it on to your command. When given a task to carry out or pass on to your command, do so to the best of your ability. Always keep the welfare and interest of your subordinates in mind, as you are their representative to the next higher command. See that they are properly represented. Do not hesitate to courteously question or ask for clarification about items that you feel are detrimental to the best interest of your command; however once a decision is made, carry out your task to the best of your ability in a manner which does not indicate, if any, your dislike for the task. Always remember that loyalty works two ways: to your superiors and to your subordinates.

CADET BRIGADE COMMANDER

1. **Responsible for** the training , administration, discipline , morale , esprit de corps , and performance of the cadet brigade
2. **Sets the example** for his/her brigade in appearance, attitude, conduct, bearing, tact, discipline, and performance
3. **Responsible for** advance coordination with the SAI on all matters pertaining to policy and procedure for the brigade
4. **Exercises supervision** of the cadet staff and delegates authority to the staff commensurate with the capabilities of the individual staff officer and the requirements of the staff job that he or she holds.
5. **Commands** the brigade through proper use of the cadet chain of command and within the policy and guidelines set by the DAI/SAI
6. **Responsible for** the training, administration, discipline, morale, esprit de corps, and performance of the cadet brigade.

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CCHS Supplementation

1. Coordinate the work and findings of the Battalion commanders to ensure the consistency of standards such as uniform and appearance standards established and maintained throughout the unit.

CADET BRIGADE SERGEANT MAJOR

1. He/she is the senior noncommissioned officer in the brigade and is the brigade commander's advisor concerning all enlisted & NCO matters. Makes recommendations concerning promotion/reductions /awards and/or other problem areas encountered.
2. Responsible to the brigade commander for consolidation of attendance rosters at drill and classes and turns them in to the SAI, Brigade commander, and S-3.
3. Assists the S-3 in the posting of cadet records, monitoring the merit/demerit system, and aids him in the maintenance of the unit bulletin board and preparation of classrooms.
4. Is responsible for the police call of JROTC drill areas.
5. Assigns extra duties and details as needed on a fair and equitable basis to enlisted cadets.
6. Collects and reviews all merit/demerit and passes them to the S-3 for posting on cadet records.
7. Assists the cadet S-1 in the supervision of the cadet awards program.
8. Assists the cadet brigade executive officer in conducting investigations into irregularities and complaints concerning the merit/demerit system.
9. Performs other duties as assigned by the brigade commander.

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CCHS Supplementation

- A. Serves as primary instructor for Brigade NCOs to teach NCO duties.
- B. Monitors accountability reporting to ensure that all personnel are properly, efficiently reported for each unit activity.
- C. Ensures that detention is effectively used, i.e. that all detention reports are turned in and posted, that supervisor is assigned for each detention period, that each period is properly run and accurately reported.
- D. Ensures that flag detail is assigned and that flag is properly raised and lowered on each school day.
- E. Assists Commander to instill morale, discipline and effective performance.

CADET BRIGADE EXECUTIVE OFFICER

1. Responsible for the command of the brigade in the absence of the cadet brigade commander. As such , he is to be familiar with the duties of the brigade commander
2. Coordinates and supervises the cadet staff and insures that the orders and policies of the cadet brigade commander are carried out.
 - a. Establishes suspense dates for staff actions. Records dates and monitors compliance.
 - b. Supervises staff actions, i.e., oversees assignment of task, establishment of suspense date, action to complete, issue of correct product, i.e., instructions directions, orders, etc. Consider a log by staff section to log in assigned and major actions and suspense and IPR dates.
3. Receives decisions from the cadet brigade commander and allots detailed work to the appropriate staff officer; makes any necessary additional decisions within the established policies; and checks to insure that assigned staff actions are carried out properly and in a timely manner.
4. Keeps the brigade commander informed of problem areas within the staff and brigade in general and of action taken or recommended with respect to such problems.
5. In coordination with the cadet sergeant major, investigates all cadet complaints concerning the merit/demerit system and makes recommendations to the cadet brigade commander and SAI/AI concerning any irregularities noted.
6. Performs other duties as the brigade commander directs.

CADET BRIGADE ADJUTANT (S-1)

1. He/she is the brigade commander's assistant in matters of personnel and administration.
2. Responsible for the maintenance of student records under the supervision of the SAI.
3. Publishes orders, directives, or announcements as directed by the brigade commander or the SAI, specifically orders concerning cadet awards, promotion/demotion of cadets, merits/demerits given and ROTC detentions.
4. Collects, consolidates and maintains all merit/demerit, promotion/demotion and cadet award records.
5. Prepares and maintains current company, class and/or master rosters of the cadet brigade and supervises the maintenance of the cadet manning board.
6. Maintains then cadet JROTC files of correspondence and publications to include posting changes. This excludes training and supply activities.
7. Supervises the promotion program and insures that qualified personnel appear before board and/or serve as members of the board.
8. Aids the cadet S-2 in the maintenance of the cadet bulletin board.
9. Maintains the cadet brigade library.
10. Supervises and monitors the awards program in coordination with the cadet sergeant major.
11. Performs other duties as the brigade commander or the executive officer may direct.

CADET BRIGADE INTELLIGENCE OFFICER (S-2)

1. He/she is the brigade commanders assistant concerning matters of recruiting , publicity , physical security , and control of sensitive items or equipment.
2. Responsible for maintaining the cadet brigade history and the maintenance of a pictorial scrapbook of significant events pertaining to the brigade. When a Brigade Historian is appointed, he/she provides input to the Historian.
3. Responsible for the maintenance of the unit bulletin board in coordination with the S-1 and S-5.
4. Responsible for arranging the photographer to cover unit activities.
5. Is the brigade information officer, and as such, prepares and submits items to school news paper, the **CHRONICLE** and local newspapers, the Yearbook, the **FANG**, and any news media deemed appropriate.
6. Prepares programs for distribution at Brigade Drills. These should be submitted to the SAI for approval one week prior to the drill.
7. Advises the brigade commander and SAI on ways and means to improve the acceptance of JROTC on campus. This includes public relations with other High School JROTC units.
8. Responsible for the maintenance and cleanliness of signal equipment, especially Vu-graphs, screens, and projectors. Advises the SAI of any deficiencies noted.
9. Performs other task as assigned by the brigade commander and executive officer.

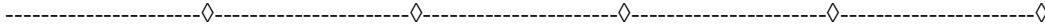
CADET BRIGADE OPERATIONS OFFICER (S-3)

1. He/she is the brigade commander's assistant concerning the matters of operations and training.
2. He/she is responsible for the preparation and publication of all training schedules and training reports.
3. Responsible for the storage, maintenance, and issue of training aids and reference materials.
4. Exercises staff supervision of the merit/demerit system.
5. Plans for and coordinates all of the brigades training activities to include brigade drills, field trips, parades, and other extracurricular activities.
6. Closely monitors the conduct of all drill, and conducts frequent training inspections of cadet classes.
7. Responsible to insure the classroom area and drill field is properly prepared prior to classes.
8. Insures that cadet instructors are properly prepared to give assigned classes.
9. Performs other task as assigned by the brigade commander and executive officer.

CADET BRIGADE SUPPLY OFFICER (S-4)

1. He/she is the brigade commanders assistant concerning matters of supply and logistics.
2. Responsible for the storage, maintenance, issue, and turn in of all supplies and reference material as directed by the SAI.
3. Responsible for the maintenance of accurate supply records to include cadet hand receipts , up to date inventories, and other such supply actions as directed by the SAI.
4. Is familiar with supply procedures, requisitioning, turn-in, salvage, laundry, alterations, pickup, and inventory of equipment.
5. Assigns weapons to cadets, supervises the maintenance of weapons and equipment, and maintains records of maintenance performed within guidelines set by the SAI.
6. Responsible for the cleanliness, organization and upkeep of the supply and arms room area.
7. Performs duties as cadet armorer if one is not appointed.
8. Investigates the loss of issued property.
9. Performs other tasks as assigned by the brigade commander and executive officer.

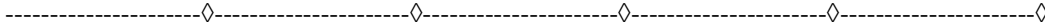
CADET BRIGADE PUBLIC AFFAIRS OFFICER S5



CCHS Supplementation

1. Plan and execute Military Ball
2. Direct photography, both still and video, for all Corps and JROTC Team activities.
3. Maintains file of video tapes and still photos
4. Coordinates with school paper and yearbook staffs to ensure appropriate coverage of all JROTC and Corps events.
5. Maintain, update and complete the annual Unit Report.

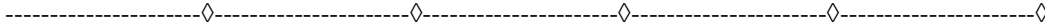
CADET BRIGADE CHAPLAIN



CCHS Supplementation

1. Evaluate morale of cadets; advise cadet leaders and instructors, provide suggestions
2. Coordinate prayer for every JROTC function, i.e., Brigade Drills, banquets, etc.
3. Coordinates with Campus Ministry to include ROTC/Team events in prayer and planning
4. Coordinate prayer for team departures
5. Coordinate the moral aspect of each event and activity, advise the commander and SAI

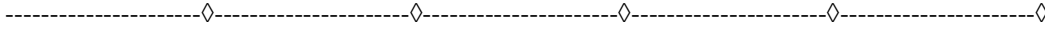
CADET BRIGADE FINANCIAL MANAGEMENT OFFICER



CCHS Supplementation

1. Maintain computer ledger of all monetary activity
2. Monitor funds and expenditure requests for budget compliance
3. Consider recommending alternates for materials/projects that are beyond budget
4. Consider effect of alternative or rejection on student learning and motivation

CADET BRIGADE HISTORIAN



CCHS Supplementation

1. Maintain a history of Corps events for the year. File it for future reference.
2. Develop and maintain a Corps of Cadets Archives.
3. Assist in providing identification of persons, places, events in photos, videos and records.

CADET BATTALION COMMANDER

1. Responsible for the training , administration, discipline , morale , esprit de corps , and performance of the cadet battalion
2. Sets the example for his/her battalion in appearance, attitude, conduct, bearing, tact, discipline, and performance
3. Responsible for advance coordination with the SAI on all matters pertaining to policy and procedure for the battalion
4. Exercises supervision of the cadet staff and delegates authority to the staff commensurate with the capabilities of the individual staff officer and the requirements of the staff job that he or she holds.
5. Commands the battalion through proper use of the cadet chain of command and within the policy and guidelines set by the Brigade Commander and the SAI
6. Makes recommendations for the promotion/reduction of cadets

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CCHS Supplementation

- A. Supervise the Company Commanders to ensure that standards are consistently maintained across the entire Battalion, i.e., evaluates appearance and monitors inspections to verify a level of uniform and appearance standards is established and maintained.
One example: review weekly Leadership Lab evaluations (Grade Sheets) for your Co. COs and PLs. If you need further information, discuss evaluation with the grader. (I.ET Instructor who graded it) Use this as basis for commendations, recommendations, etc. to Companies.
- B. Coordinate the planning for all events. The most noticeable event is the recurring leadership lab.
 - (1) Ensure that objectives are established, understood and disseminated
 - (2) Ensure that planning is done early enough and is thorough enough to provide adequate guidance to companies for commanders, ISGs, PLs and PSs to prepare and execute properly
 - (3) Provide a forum for exchange of good ideas between company commanders
 - (4) Ensure that good standards are established and maintained
 - (5) Evaluate compliance with plan and all established standards
- C. Communicate with company commanders through meetings, notes in in-boxes, informal in passing, etc.
- D. Review all scheduled reports, i.e., monthly training reports. Make sure companies turn in reports on time
- E. Support the Brigade Commander, i.e., oversee:
 - (1) Cadet records: awards, promotions, skills team annotations, etc.
 - (2) Training: Train the trainer
 - (3) Detention
 - (4) Flag raising

CADET BATTALION SERGEANT MAJOR

1. He/she is the senior noncommissioned officer in the Battalion and is the Battalion commander's advisor concerning all enlisted & NCO matters. Makes recommendations concerning promotion/reductions /awards and/or other problem areas encountered.
2. Responsible to the Battalion commander for consolidation of attendance rosters at drill and classes and turns them in to the SAI, Battalion commander, and S-3.
3. Assists the S-3 in the posting of cadet records, monitoring the merit/demerit system, and aids him in the maintenance of the unit bulletin board and preparation of classrooms.
4. Is responsible for the police call of JROTC drill areas.
5. Assigns extra duties and details as needed on a fair and equitable basis to enlisted cadets.
6. Collects and reviews all merit/demerit and passes them to the S-3 for posting on cadet records.
7. Assists the cadet S-1in the supervision of the cadet awards program.
8. Assists the cadet Battalion executive officer in conducting investigations into irregularities and complaints concerning the merit/demerit system.
9. Performs other duties as assigned by the Battalion commander.

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CCHS Supplementation

- A. Serves as primary instructor for Battalion NCOs to teach NCO duties.
- B. Monitors accountability reporting to ensure that all personnel are properly, efficiently reported for each unit activity.
- C. Ensures that detention is effectively used, i.e. that all detention reports are turned in and posted, that supervisor is assigned for each detention period, that each period is properly run and accurately reported.
- D. Ensures that flag detail is assigned and that flag is properly raised and lowered on each school day.
- E. Assists Commander to instill morale, discipline and effective performance.

CADET BATTALION EXECUTIVE OFFICER

1. Responsible for the command of the battalion in the absence of the cadet battalion commander. As such, he/she is to be familiar with the duties of the battalion commander
2. Coordinates and supervises the cadet staff and insures that the orders and policies of the cadet battalion commander are carried out.
 - c. Establishes suspense dates for staff actions. Records dates and monitors compliance.
 - d. Supervises staff actions, i.e., oversees assignment of task, establishment of suspense date, action to complete, issue of correct product, i.e., instructions directions, orders, etc. Consider a log by staff section to log in assigned and major actions and suspense and IPR dates.
3. Receives decisions from the cadet battalion commander and allots detailed work to the appropriate staff officer; makes any necessary additional decisions within the established policies; and checks to insure that assigned staff actions are carried out properly and in a timely manner.
4. Keeps the battalion commander informed of problem areas within the staff and battalion in general and of action taken or recommended with respect to such problems.
5. In coordination with the cadet battalion sergeant major, investigates all cadet complaints concerning the merit/demerit system and makes recommendations to the cadet battalion commander concerning any irregularities noted.
6. Performs other duties as the battalion commander directs.

CADET COMPANY COMMANDER

1. Responsible for the effective training, administration, discipline, morale, esprit de corps, and performance of his/her company.
2. Is familiar with all the members of their unit and makes continuous evaluation of their subordinates with regard to performance, effectiveness and appearance so they may make valid recommendations for promotions /reductions/awards.
3. Sets the example for their company in appearance, attitude, conduct, bearing, tact, discipline, and performance.
4. Commands the company through proper use of the cadet chain of command and within the policy and guidelines set by the battalion commander.
5. Will be familiar with the duties of the cadet staff and Battalion commander as well as all the members of their command.
6. Performs other duties as the battalion commander may direct.

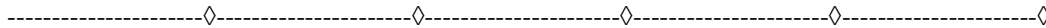
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CCHS Supplementation

- A. Motivate cadets to take **pride** in their personal appearance as a positive statement about themselves and about Central Catholic High School.
- B. Supervise inspections of cadets to ensure that they support A., above. Ensure that platoon leaders set an **outstanding example** for personal appearance and that they conduct consistent inspections.
- C. Train platoon leaders to become outstanding leaders who set a **positive example** in everything they do and who strives for excellence.
- D. Become an **expert** in Drill and Ceremonies. Develop your personal ability to command and evaluate drill. This includes knowledge, command voice and command presence.
- E. **Prepare a Lab Plan** for each Leadership Laboratory day. Brief it to the 1SG, PLs, XO. Give a copy to the SAI prior to the lab day.
- F. Promote cadets IAW standards in the Cadet Regulation based on their demonstrated potential. Ensure that requests for orders (RFO) are acted upon, that cadets **receive** their new rank and that their **records are posted**.
- G. Award cadets for demonstrated performance. Submit RFOs in a timely fashion; ensure that orders are published, cadets **receive** awards and that **records are posted**.
- H. Get to **know** the cadets in your company. ***Learn how to motivate them.*** Evaluate and guide your subordinates using your chain of command.
- I. Conduct Cadet Challenge. Ensure that **all** cadets take the test who do not have a valid medical reason no to participate. Submit company results through Battalion to Brigade in a timely manner.
- J. Identify suitable alternatives to drill to use in leadership labs. Prepare and execute a plan.
- K. Ensure that positive and negative incentives are **properly applied** to motivate cadets. Monitor execution, i.e., determine correct use of awards, promotions, commendations, reprimands, detention, etc.
- L. Oversee 1SG's application of detention program.
- M. Take responsibility for **everything** your company does, i.e., flag detail, any other assignments.

CADET COMPANY FIRST SERGEANT

1. Assists the company commander in the maintenance of discipline, esprit de corps, morale, and appearance of enlisted cadets assigned to the company.
2. Advises the company commander of any problem areas concerning enlisted cadets in the company and makes any necessary recommendations with regard to specific problems.
3. Supervises the actions and conduct of the platoon sergeants and other key NCO's within the company.
4. Insures the correctness of attendance at drill and turns in attendance rosters to the company commander and sergeant major.
5. Maintains a correct roster of cadets in the company.
6. Assists the S-3 and S-4 in posting cadet records and hand receipts as appropriate.
7. Sets the example for the NCO and enlisted cadets of the battalion in appearance, conduct, tact, discipline, bearing, and performance.
8. Makes recommendations for promotions/reductions/awards when appropriate.
9. Closely monitors the merit/demerit system and collects and receives all merits/demerits, insures the company commander is aware of them, and passes them on to the sergeant major.
10. Performs other duties as directed by the company commander.



CCHS Supplementation

- A. Teaches company NCOs how to correctly perform all duties and monitors performance of all.
- B. Counsels company NCOs on their performance.
- C. Ensures accurate accountability reporting for each company event, teaches/counsels PSs how.
- D. Ensures that the flag is properly raised and lowered on assigned days
- E. Ensures that awards, promotions, etc. are published, recorded in cadet records, and presented.

CADET COMPANY EXECUTIVE OFFICER

1. Responsible for being familiar with the duties, responsibilities, and policies of the company commander.
2. Assumes command of the company in the absence of the company commander.
3. Assists the battalion staff as needed in the posting and reviewing of the administrative and supply records of the cadets in the company.
4. Performs other duties as directed by the company commander.

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CCHS Supplementation

CADET PLATOON LEADER

1. Responsible for the effective, training, discipline, morale, esprit de corps, appearance, and performance of their platoon.
2. Is familiar with all members of their unit and makes continuous evaluation of their subordinates with regard to performance, effectiveness and appearance so that they may make valid recommendations for promotions/reductions/awards/ changes of assignment of cadets.
3. Sets the example for their platoon in appearance, attitude, conduct, bearing, tact, discipline, and performance.
4. Exercises command of their platoon through proper use of the cadet chain of command and within the policy and guidelines established by the company commander.
5. Will be familiar with the duties of the company commander as well as all the members of their platoon.
6. Performs the other duties as the company commander may direct.

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CCHS Supplementation

- A. Serves as primary instructor for Drill and Ceremonies. Also, teaches PS and SLs how to teach so they may assist later in year.
- B. Gives specific duties to PS and SLs. Assigns them tasks such as drilling platoon or their squads under his supervision.
- C. Evaluates PS and SLs on their performance. Gives positive critique on methods, procedures to improve. Submits written evaluation to their LET Instructor for consideration.
- D. Become an expert in Drill and Ceremonies. Develop your personal ability to command and evaluate drill. This includes knowledge, command voice and command presence.
- E. Promote cadets IAW standards in the Cadet Regulation based on their demonstrated potential. Through Company CO, ensure that requests for orders (RFO) are acted upon, that cadets receive their new.
- F. Awards cadets for demonstrated performance. Submit RFOs in a timely fashion, ensure that cadets receive awards.
- G. Get to know the cadets in your platoon. Learn how to motivate them. Evaluate and guide your subordinates using your chain of command.

CADET PLATOON SERGEANT

1. Is familiar with duties of the platoon leader and takes charge of the platoon in his absence.
2. Advises the platoon leader of any problem areas concerning the personnel in the platoon and makes recommendations concerning specific problems.
3. Assists the platoon leader in the maintenance of discipline, esprit de corps, morale, appearance, and training of the cadets in the platoon.
4. Insures the correctness of attendance at drill and turns in attendance roster to the platoon and first sergeant.
5. He maintains a current roster of cadets in the platoon.
6. Closely monitors the merit/demerit system, insures that the platoon leader is aware of all merits/demerits and passes them on to the first sergeant.
7. Set the example for the NCO and enlisted cadets of the platoon.
8. Makes recommendations as appropriate for promotion /reduction/ awards.
9. Performs other duties as directed by the platoon leader.

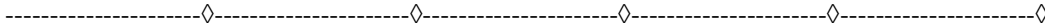
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CCHS Supplementation

- A. Advises the SLs how to perform their duties; monitors SLs performance.
- B. Ensures that SLs know the importance of accurate personnel accountability; explains methods to take good report and proper reporting procedures and monitors reports.
- C. Ensures that platoon personnel perform all assigned tasks properly, i.e., flag detail, etc.
- D. Monitors performance of platoon personnel to ensure that all awards, promotions, etc. are properly recorded.
- E. Makes corrections on drill when PL drills the platoon.
- F. Drills the platoon, when directed to by the PL.
- G. Makes corrections on uniform wear to help cadets look better and avoid demerits and potential detention.

CADET SQUAD LEADER

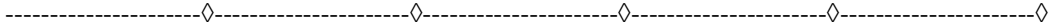
1. Commands the squad.
2. Must be familiar with the duties of the platoon sergeant and platoon leader.
3. Responsible for the training, appearance, discipline, and welfare of the members of his squad.
4. Responsible for making an accurate report of attendance where such a report is required
5. Performs other duties as directed by the platoon leader.



CCHS Supplementation

- A. Gets to know each cadet in his squad.
- B. Properly accounts for each squad member and reports accountability at each platoon or unit event.
- C. Performs all assigned tasks properly, i.e., flag detail, etc.
- D. Helps PS ensure that all awards, promotions, etc. are properly recorded.
- E. Drills the squad and makes corrections, as appropriate.
- F. Makes corrections on uniform wear to help cadets look better and avoid demerits and potential detention.

CADET BAND COMMANDER



CCHS Supplementation

1. Responsible for the training , administration, discipline , morale , esprit de corps , and performance of the cadet band
2. Sets the example for the band in appearance, attitude, conduct, bearing, tact, discipline, and performance
3. Responsible for advance coordination with the SAI on all matters pertaining to policy and procedure for the band
4. Exercises supervision of the cadet band staff and delegates authority to the staff commensurate with the capabilities of the individual staff officer and the requirements of the staff job that he or she holds.
5. Commands the band through proper use of the cadet chain of command and within the policy and guidelines set by the SAI (and the Brigade Commander)
6. Makes recommendations for the promotion/reduction of cadets
7. Coordinate the planning for all events. The most noticeable event is the JROTC Band practice and the Brigade Drill.
 1. Ensure that objectives are established, understood and disseminated
 2. Ensure that planning is done early enough and is thorough enough to provide adequate guidance to subordinate leaders to prepare to execute properly
 3. Provide a forum for exchange of good ideas between subordinate leaders
 4. Ensure that good standards are established and maintained
 5. Evaluate compliance with plan and all established standards
6. Communicate with subordinate leaders through meetings, notes in in-boxes, informal in passing, etc.
7. Review all scheduled reports, i.e., monthly training reports.
8. Support the Brigade Commander, i.e., oversee:
 - a. Cadet records: awards, promotions, skills team annotations, etc.
 - b. Training: Train the trainer
 - c. Detention
 - d. (Flag raising)