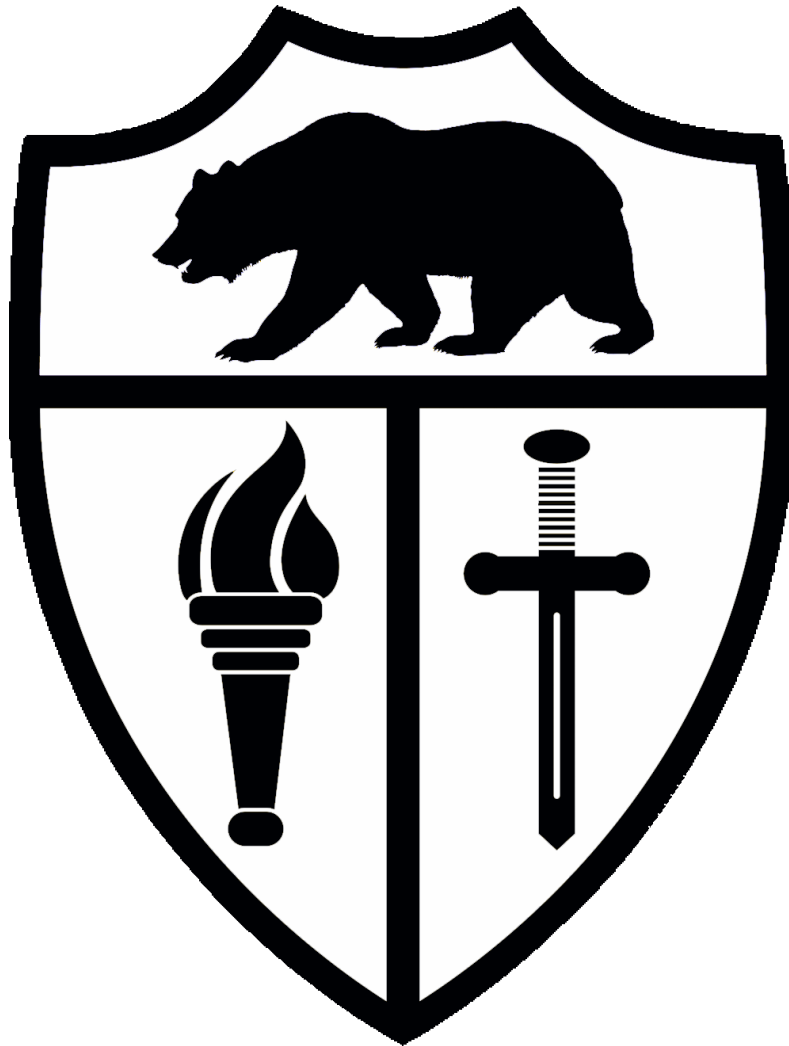


CADET HANDBOOK



CALIFORNIA CADET CORPS

CONTENTS

INTRODUCTION	3
HISTORY OF THE CALIFORNIA CADET CORPS (!)	4
MISSION OF THE CALIFORNIA CADET CORPS (!)	4
OBJECTIVES OF THE CALIFORNIA CADET CORPS (*)	4
CALIFORNIA CADET CORPS CHAIN OF COMMAND (!)	5
MY CHAIN OF COMMAND (*)	6
CORE VALUES (*)	7
THE CADET HONOR CODE (*)	7
THE CADET CODE (*)	8
DEFINITION OF LEADERSHIP (*)	9
LEADER'S CODE (!)	11
GENERAL ORDERS (*)	11
RECOMMENDED SCHOOL YEAR ACTIVITIES	12
REPORTING PROCEDURES (!)	14
THE CADET CORPS UNIFORM (!)	15
CADET RANK INSIGNIA (*)	16
ARMY RANKS (*)	17
PROMOTIONS	18
FOLDING THE FLAG (!)	19
SOME FLAG RULES (!)	19
STAFF ROLES (*)	21
SALUTING (!)	21
PHONETIC ALPHABET (*)	21
CADET CORPS TABOOS (!)	22
QUOTES ON LEADERSHIP	22
SYMBOLS OF THE CACC (*)	23
THE STAR-SPANGLED BANNER (*)	24
THE PLEDGE OF ALLEGIENCE (*)	24
FORMAT FOR CORNELL NOTES (!)	23

INTRODUCTION

The California Cadet Corps has inspired many young people over the past hundred or so years, and will continue to evolve and inspire more of our youth to strive to be leaders. We operate under one assumption – that developing leadership in our cadets will give them more opportunities to be successful in whatever they choose to do with their lives.

This small booklet contains the core knowledge of the Corps – all cadets should be familiar with the contents of this manual, whether for an inspection or just because your role as a leader calls for you to set the example, and much of what you need to know is in this book.

Once you are familiar with this information, there are many other things for you to learn; indeed, you will never stop learning! I encourage you to explore the details of Drill and Ceremonies, leadership theories, Cadet Regulations, and other parts of our curriculum. Regulations, event calendars, and much more information can be found at www.cacadets.org. Participate as actively as you can in Cadet Corps activities, and gain experience that will push you up the cadet ranks into positions of higher responsibility. One day you may pin on C/Colonel rank, or hold the Stilwell Saber, or command the corps of cadets at a summer camp review ceremony.

Information marked with an asterisk () in this manual is required knowledge (word for word) for Cadets. Information marked with an exclamation point (!) requires Cadet familiarization, but not memorization. Work at learning it, and challenge your subordinate cadets, as you become a leader, to learn it too.*

Essayons!

Michael J. Smith
COL, CACC
Executive Officer

HISTORY OF THE CALIFORNIA CADET CORPS (!)

The California Cadet Corps was founded as the California High School Cadets as part of the California Military Department on (*) April 5, 1911 by the California State Legislature and (*) Brigadier General Edwin Alexander Forbes. Forbes is the (*) “Father” of the Cadet Corps. He was the Adjutant General of the State of California in 1911, and started the program to train officers for upcoming wars. In 1935 the name was changed to the California Cadet Corps.

After World War II, the mission of the CA Cadet Corps changed away from training cadets to be Army officers and toward providing leadership training.

The California Military and Veterans Code authorizes Cadet Corps programs in elementary schools through community colleges, but there are no longer any college level programs, and we only have a few elementary schools.

(*) The Cadet Corps motto is ESSAYONS, a French word that means (*) “Let us try”. We put forth our best effort and stay with the job until the job is done. It is pronounced “Es-Ā-Yone”

MISSION OF THE CALIFORNIA CADET CORPS (!)

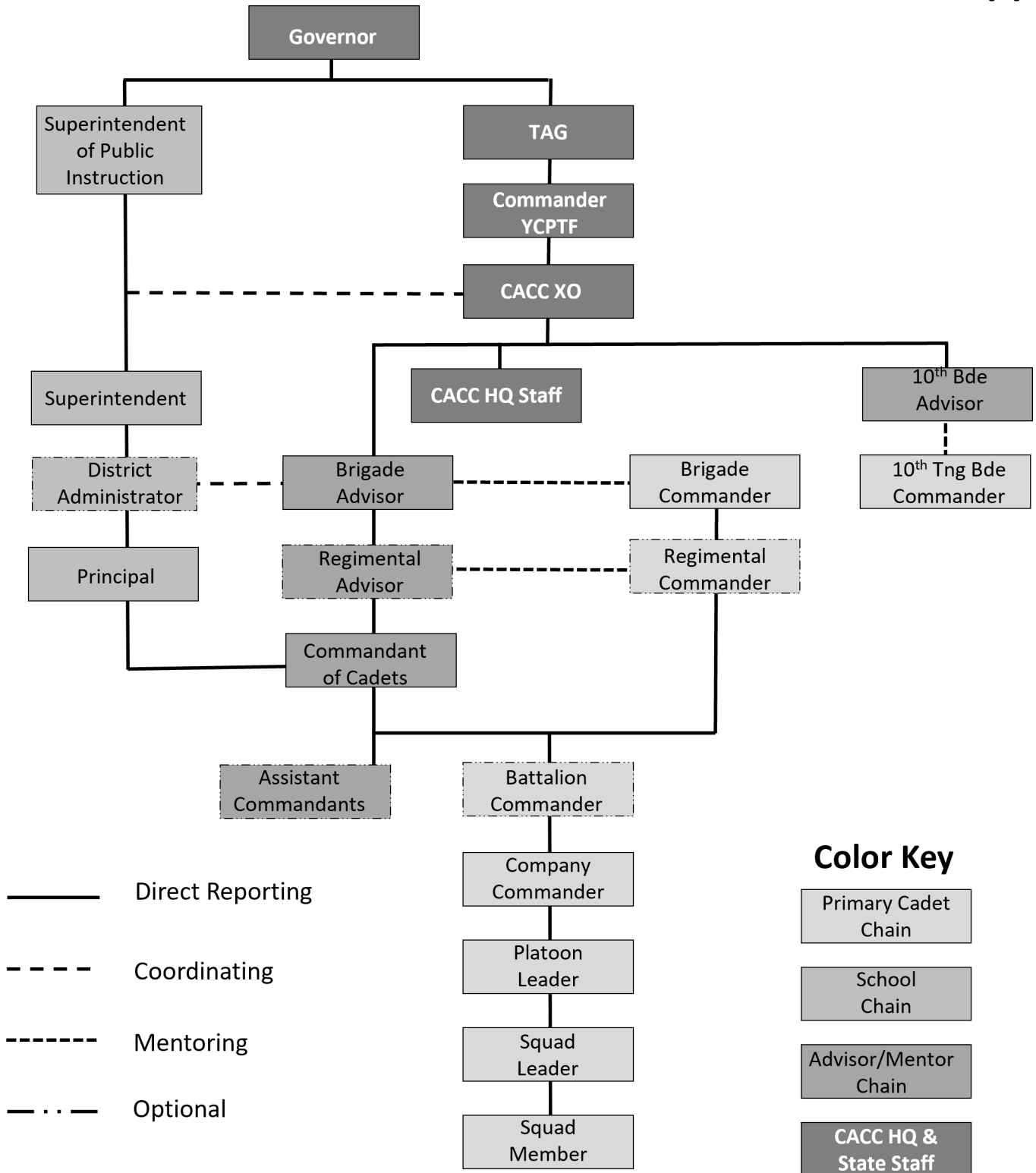
The mission of the California Cadet Corps is to provide California schools and students with a quality educational and leadership development program that prepares students for success in college and the workforce.

OBJECTIVES OF THE CALIFORNIA CADET CORPS (*)

The California Cadet Corps is a school-based applied leadership program conducted within a military framework and is designed to provide maximum growth and leadership opportunities for Cadets from the Elementary through High School levels and stresses six objectives:

- To develop (*) LEADERSHIP
- To engender (*) CITIZENSHIP
- To encourage (*) PATRIOTISM
- To foster (*) ACADEMIC EXCELLENCE
- To teach (*) BASIC MILITARY KNOWLEDGE
- To Promote (*) HEALTH, FITNESS, & WELLNESS

CALIFORNIA CADET CORPS CHAIN OF COMMAND (!)



MY CHAIN OF COMMAND (*)

[Insert numbers] I am a part of the _____ Battalion which is in the _____th Brigade.

Fill in the ranks and names of the people in your chain:

Squad Leader: _____

Platoon Sergeant: _____

Platoon Leader: _____

First Sergeant: _____

Company Commander: _____

Battalion Command Sergeant Major: _____

Battalion Commander: _____

Brigade Command Sergeant Major: _____

Brigade Commander: _____

Commandant: _____

Principal: _____

Brigade Advisor: _____

CACC Executive Officer: _____

Commander, Youth & Community Programs Task Force: _____

The Adjutant General: _____

The Governor: The Honorable _____

CORE VALUES (*)

What are Core Values? Core Values are the most important ideas we embrace as an organization. All CACC members are expected to display the Core Values. We prioritize our Core Values over other values. Core Values help define who we are as an organization and as individuals.

(*) The Core Values of the California Cadet Corps are:

- Selfless Service
- Integrity
- Respect

SIR!

They spell out “Sir” so you can remember them better, and to emphasize the respect toward our core values that comes with the word “Sir”.

THE CADET HONOR CODE (*)

(*)A cadet will not lie, cheat, steal, or tolerate those who do.

(!) What is an honor code? A cadet honor code is a minimum standard of ethics expected of cadets. It is a system of peer-enforced honorable conduct. That means that cadets enforce the honor code. The Corps of Cadets embraces the Honor Code, teaches it to new cadets, and enforces it among their peers. Commandants and higher level officials do get involved in serious honor violations, but for the most part the cadets themselves enforce the code. That doesn't mean that cadets have secret honor boards or come up with punishment for violations. The Honor Code becomes an important way for students to enter the culture of being a Cadet. Commandants help cadet leaders work through situations when other cadets have violated the code. For minor issues, the cadet chain of command or the Commandant determine the response. For more major violations, the Principal has the final say on outcome. Cadets can be subject to demotion or even expulsion from the Cadet Corps for violating the Honor Code. Usually, we help cadets learn from their mistakes and move on. An honor code allows every cadet to perform on an even playing field, knowing that their fellow cadets aren't going to cheat in competitions, have fairly earned the rank they wear, won't steal from fellow cadets (or anyone else!), and are honest. Cadets can be trusted because of the Honor Code.

THE CADET CODE (*)

What is the Cadet Code? The Cadet Code consists of 10 values held dear by the California Cadet Corps. It is adapted from the Army Values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage). All cadets should be able to recite the values listed in the Cadet Code. Cadets should embrace these values in everything they do. Three of the values in the Cadet Code – Selfless Service, Integrity, and Respect, are the CACC’s Core Values.

- * Loyalty
- * Education
- * Ambition
- * Duty
- * Enthusiasm
- * Respect
- * Service
- * Healthy
- * Integrity
- * Personal Courage

LEADERSHIP!

You should be able to name the 10 codes.

You should be able to identify a code by its definition: i.e. Given: “Cadets do what’s right, both legally and morally”, you should be able to answer “Integrity”.

(*) **LOYALTY**: Cadets bear true faith and allegiance to the United State Constitution, the State of California Constitution, the California Cadet Corps, and the units to which they belong. They exhibit a patriotic spirit and pride in our American way of life and heritage.

(*) **EDUCATION**: Cadets do their best at school, they follow school rules, and know the current events going on in their city, the State of California, the U.S. and the world. They learn as much as they can about a good cadet and they know the importance of high school graduation and attending college.

(*) **AMBITION**: Cadets try to earn as many ribbons and as much rank as possible. They strive to attain the highest cadet positions possible. They set high goals for themselves and make long-range plans for college and employment that will make the world a better place.

(*) **DUTY**: Cadets fulfill their obligations. They can be counted on to get the job done. They are trustworthy and hard-working. They take their duty assignments seriously by following their general orders and obeying all lawful orders they receive from superior officers and non-commissioned officers.

(*) **ENTHUSIASM**: Cadets are passionate about their jobs as students and as cadets. They share their excitement about life with others, especially subordinates. Even tasks that seem boring are taken seriously and accomplished according to expectations.

(*) **RESPECT**: Cadets live the “Golden Rule” to treat others the way they would like to be treated. They are good sports on the athletic field, appreciative of the diversity and contributions of the many people in our society. They are friendly, tactful, and courteous.

(*) **SERVICE**: Cadets give of their time, talents, and other resources to help others, especially the less fortunate. They do so selflessly and with a positive spirit. Cadets willingly participate in regular and meaningful service to their schools and communities.

(*) **HEALTHY**: Cadets strive for high levels of health, wellness, and fitness. They get enough sleep, they eat healthy food, they participate in a variety of fitness activities, both individually and in groups, and they look out for their emotional well-being. They strive to be well-rounded individuals.

(*) **INTEGRITY**: Cadets do what is right, both legally and morally. They are clean-minded and they set an example for others to follow. They do not lie, cheat, or steal, nor do they tolerate those who do these things. Cadets place a high value on honesty.

(*) **PERSONAL COURAGE**: Cadets face physical and moral danger with confidence. That does not mean they are not afraid; rather it means they face their fears and are able to be heroic in situations of physical danger and remain faithful to their values in situations requiring moral courage. They know when and how to say “no” to something they know to be wrong.

DEFINITION OF LEADERSHIP (*)

Leadership is the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.

LEADER'S CODE (!)

I become a cadet leader by what I do. I know my strengths and my weaknesses, and I strive constantly for self-improvement. I live by a moral code and set an example that others can follow. I know my job, and I carry out the spirit as well as the letter of the orders I receive.

I take the initiative and seek responsibility, and I face situations with boldness and confidence. I estimate the situation and make my own decisions as to the best course of action. No matter what the requirements, I stay with the job until the job is done; no matter what the results, I assume full responsibility.

I train my cadets as a team and lead them with tact, enthusiasm and justice. I command their confidence and their loyalty: they know I would not assign to them any duty I, myself, would not perform. I make sure they understand their jobs, and I follow through energetically to ensure their duties are completed fully. I keep my cadets informed, and I make their welfare one of my prime concerns.

These things I do selflessly in fulfillment of the obligations of leadership and for the achievement of the group goal.

GENERAL ORDERS (*)

1. I will guard everything within the limits of my post, and quit my post only when properly relieved.
2. I will obey my special orders, and perform all my duties in a military manner.
3. I will report violations of my special orders, emergencies, and anything not covered in my instructions to the Commander of the Relief.

RECOMMENDED SCHOOL YEAR ACTIVITIES

To get the most out of the Cadet Corps program, you should participate actively at the battalion (school), brigade, and corps (state) levels. Here are some of the best activities you should experience as a Cadet:

Parades:

Cadet units are encouraged to participate in local or regional parades in honor of Veterans Day, Memorial Day, and any other celebrations held by the school or community. Parades are an opportunity for cadets to show off their marching skills, uniforms, and esprit de corps to their community.

Reviews:

When cadets in uniform parade or stand for inspection it is called a review. Cadet units are encouraged to plan and conduct at least three reviews during the school year. These reviews may include awards and promotions. Units should hold as many inspection formations as possible. Each one should emphasize the wearing of the uniform, cadet knowledge, and student leader preparation for an inspection.

Bivouacs:

Cadet units are encouraged to hold at least a one weekend or longer bivouac (overnight camping trip). These should be planned and held on a brigade level, though in some instances battalions hold their own. Cadets will practice setting up a camp and train on field oriented military or adventure skills such as orienteering or land navigation, survival, archery and marksmanship, confidence courses, etc. The bivouac should be open to all cadets. More advanced cadets may join in a "Survival" bivouac. This may be conducted in a desert, mountain, snow or sea environment. The cadets will search for food and shelter instead of bringing it from home.

Leadership Schools:

Cadet Brigades host Leadership Schools to give cadets who have been successful a chance to learn more about becoming an NCO and officer. The school is usually divided into Basic, Intermediate, and Advanced courses. The Basic course must consist of a minimum of 6 hours, Intermediate a minimum of 9 hours, and the Advanced course 12 hours minimum.

School and Community Service:

All cadet units should work on a school or community service project. Many battalions have done service projects to help the aged and underprivileged. They have had cleanup campaigns, ecological and conservation projects and many others. School and community service is a huge part of the California Cadet Corps emphasis on good citizenship.

Brigade Staff:

Once you have become a leader in your battalion at school, you should continue to aspire to leadership positions at higher and higher levels. Each battalion has a brigade where cadets serve in command and staff positions that communicate, train, and plan brigade activities for the battalions within the brigade. Most cadets on brigade staff hold simultaneous leadership positions at their battalion, but each case is unique.

Cadet NCOs and Officers are also invited to apply to be on the 10th Training Brigade Staff. This is a competitive assignment for cadet leaders throughout the state. The 10th Tng Bde provides leadership to all the cadets attending the annual summer encampment. Assignment to the 10th Tng Bde staff is competitive and lasts from appointment to the end of Summer Camp.

Leadership Conference:

At the beginning of the school year, HQ CACC sponsors a conference for adult and cadet leaders. The conference is a mix of information dissemination about current status and the future of the Cadet Corps, training, social interaction, and discussion of best practices.

Community Emergency Response Team (CERT) Training:

Conducted over three days, CERT Training gives certification to CERTs from schools all over the state, with training on first aid, disaster response, and community emergency response.

Xtreme Team Challenge (XTC):

A team based competitive event held in October where cadets compete as teams in lanes that challenge them physically, academically, and in leadership. This exciting venue encourages teamwork, and is fun, challenging and motivating all at the same time.

Marksmanship Competitions:

For schools that allow marksmanship, the state conducts marksmanship competitions where your team can compete against teams from other units, gaining skill, precision, and safety as you hone your skills and meet other marksmen. Teams compete in two divisions: Senior (9-12th grade) and Junior (7-8th grade).

Individual Major Awards (IMA) Competition:

Every cadet may compete to be named the most outstanding member of the CA Cadet Corps in various categories. There is competition at the battalion, brigade, and corps levels. The top winner in the Overall category at state level receives the Stilwell Saber. The Forbes Trophy is awarded to the Junior Division Outstanding Overall Cadet. And the Jerry Brown Trophy is awarded to the Grizzly Division Outstanding Overall Cadet.

Drill Competition:

The best examples of cadets working together as a team are competitive drill units. Our drill competition program includes drill teams at squad and platoon level, with and without arms, and exhibition (innovative) drill. Drill competitions are held at brigade level, with brigade winners advancing to the state competition in April each year. Drill teams also participate in school activities, parades, and other competitions.

Summer Encampment:

Cadets are encouraged to attend Summer Camp. This encampment is held in the summer after school is out. An encampment has an intense training program and lasts about a week. Summer Camp brings together cadets from all over the state to practice leadership and receive in depth training.

The cadets at summer camp are organized into a brigade with a Cadet Colonel in command. The 10th Training Brigade Headquarters does the planning and preparation for the encampment, and provides command, control, and support through use of the cadet chain of command during the activity. There can be several regiments with subordinate battalions and companies that conduct training throughout the week. Command, leadership and supply at summer camp are handled by the cadet leaders. This gives significant actual experience in leadership and planning to the cadets in these positions. Commandants who attend summer camp act as instructors or mentors to the cadet leaders who actually run the program.

The summer camp program has basic and advanced training. Depending on the year, there are special courses in officer and NCO training, marksmanship, mountaineering, medicine, law enforcement, cyber, drill instructor or drill & ceremonies, drone pilot, engineering (STEM), field skills, leadership communications, lifeguard, and public safety available to those cadets who qualify. Cadet can often earn a promotion if they complete the requirements during camp.

REPORTING PROCEDURES (!)

INDOORS:

Knock twice, and enter when told to do so

Halt two steps from the officer's desk. Salute.

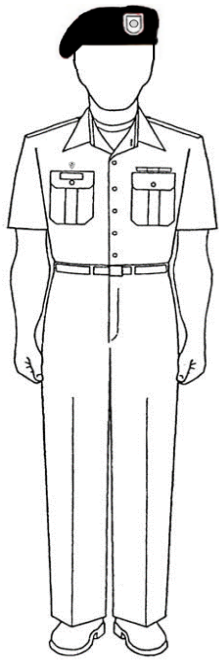
Report: **Sir/Ma'am, Cadet Sergeant Jones Reports** (*using your rank and name*). Stay at Attention unless told otherwise.

When business is complete, go to Attention, Salute, execute About Face, and depart, closing the door if it was closed when you arrived.

OUTDOORS: Hat remains on. Halt two steps from the officer, salute and report. When complete, salute, execute About Face, and depart.

(details updated per Army FM 7-21.3 Chapter 4, Customs & Courtesies)

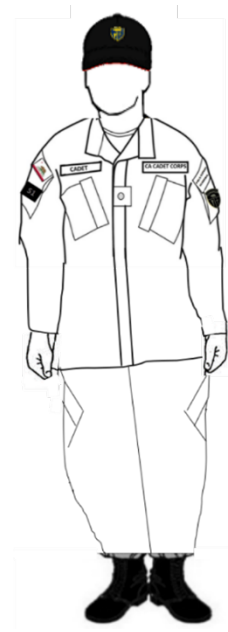
THE CADET CORPS UNIFORM (!)



Class B Uniform



PT Uniform



Class C Uniform

The uniforms worn by most cadets are the Class B, Class C, and PT Uniforms. These are fully explained in Cadet Regulation (CR) 1-8.

Headgear for Class B and Class C is the baseball cap or red beret, but the uniform may be worn without headgear at the discretion of the Commandant. Preferred footwear is black shoes or boots for Class B, black or tan combat boots for Class C.

Class C & PT uniforms are worn with a black crewneck t-shirt. The Class B uniform is worn with a white crewneck t-shirt. The Class B shirt will have military creases front and back. Buckle is worn with tip to the left.

Nameplate (white letters engraved on black plastic) is centered on right pocket flap between button and top of pocket. CACC DUI is centered over right pocket, 1/8 inch above the top of the pocket. Ribbons are worn centered on the top of the left pocket with the bottom row flush with the top of the pocket, 3 or 4 across if more than one row is worn.

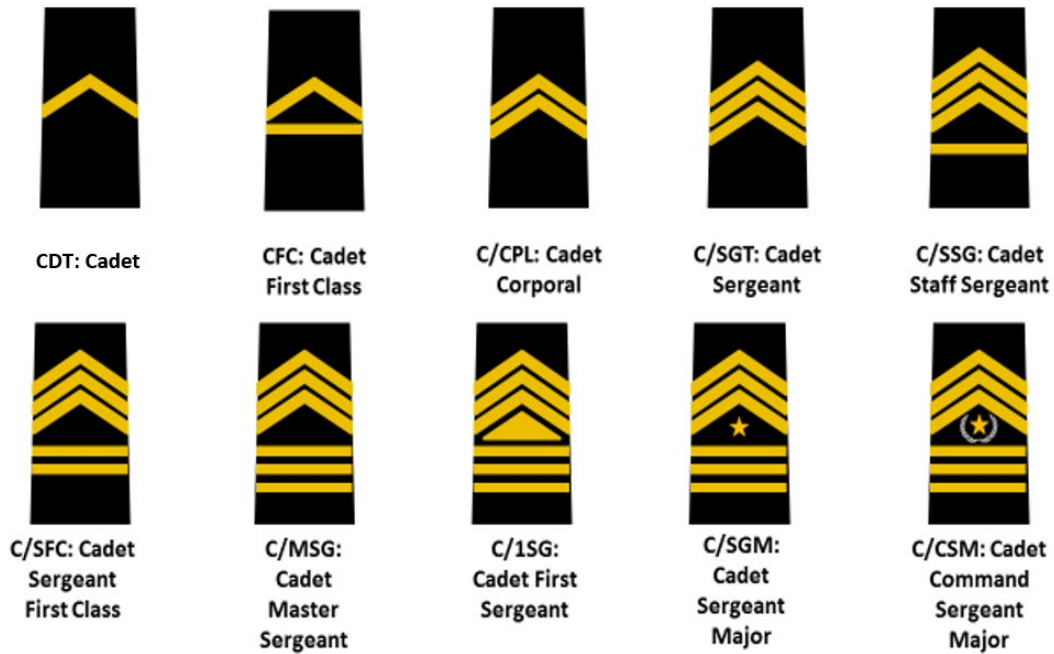
PT Uniform is authorized for year-round wear by all cadets. Any type of athletic shoe may be worn except those with compartments for separate toes. White or black socks will be worn. Socks must cover ankle bone.

CADET RANK INSIGNIA (*)

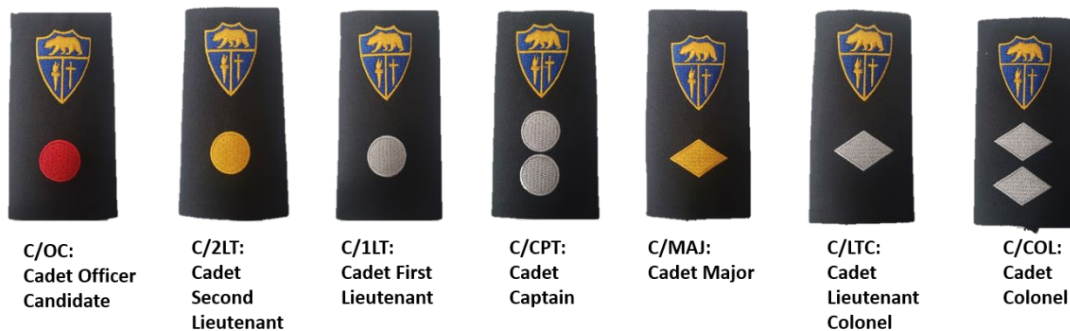
Grizzly Ranks*



Cadet Enlisted Ranks*

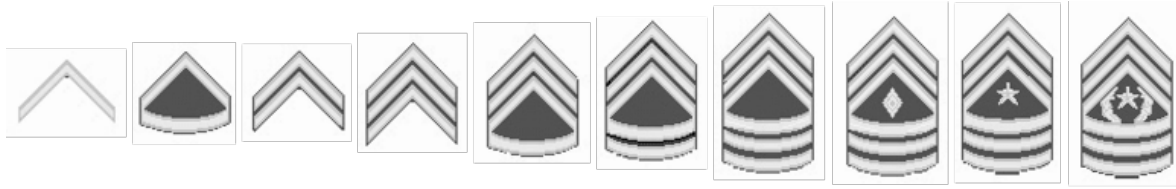


Cadet Officer and Officer Candidate Insignia*



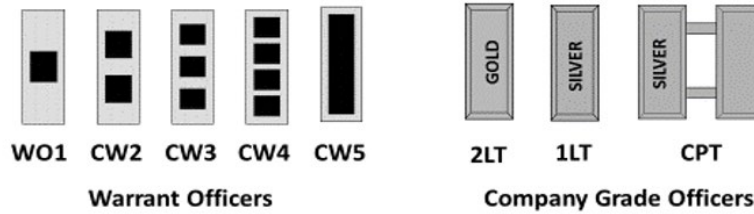
ARMY RANKS (*)

Enlisted Ranks (*)



PVT PFC CPL SGT SSG SFC MSG 1SG SGM CSM

Adult CACC and Military Officers (*)



WO1 CW2 CW3 CW4 CW5
Warrant Officers

2LT 1LT CPT
Company Grade Officers



Major (MAJ)



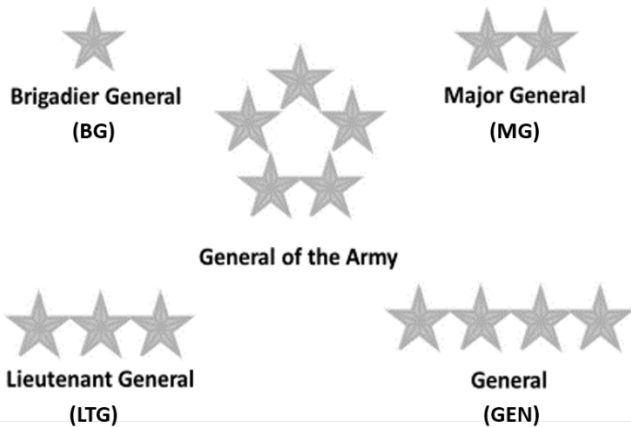
Lieutenant Colonel (LTC)



Colonel (COL)

Field Grade Officers

General Officers (*)



Brigadier General (BG)

Major General (MG)

General of the Army

Lieutenant General (LTG)

General (GEN)

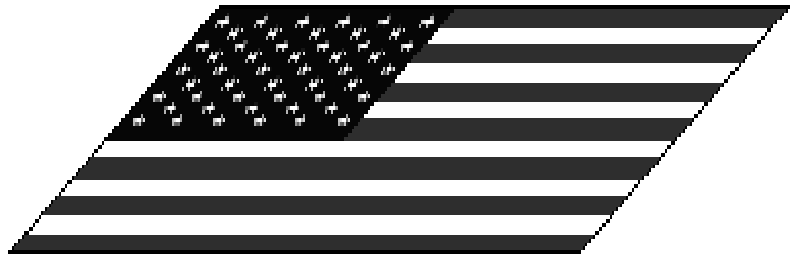
PROMOTIONS

A conscientious cadet will work to attain the highest possible rank that can be acquired within the unit. This is mostly up to the cadet and how much time they want to dedicate to the program, but higher level ranks are tied to the position the cadet holds, and as a cadet reaches NCO and officer ranks, there are fewer positions available, and sometimes they must compete against their peers for a position.

For Promotion to	Minimum time in grade (weeks)	Max Grade level	PTAs	Written Test	Promotion Board	PT Test W/I last 12 months	Other Requirements	Promotion Authority
GZ1	6	5						Commandant
GZ2	6	5						Commandant
GZ3	6	5						Commandant
GZ4	6	5						Commandant
CDT	6	5	X					Commandant
CFC	6	5	X					Commandant
C/CPL	6	5	X					Commandant
C/SGT	7	6	X	X			Or Promotion Board in lieu of Written Test	Commandant
C/SSG	7	6	X		X		Basic NCO Course or Basic Leadership School	Commandant
C/SFC	7	7	X		X	X	Advanced NCO Course	Commandant
C/MSG	7	8	X		X	X	Advanced NCO Course	Commandant
C/1SG	7	8	X		X	X	Advanced NCO Course; C/2LT PTAs	Commandant
C/SGM	7	8	X		X	X	Advanced NCO Course; C/2LT PTAs	Commandant
C/CSM	7	8	X		X	X	Advanced NCO Course; C/2LT PTAs	Brigade Advisor
C/2LT	10	8	X	X	X	X	Or OCS in lieu of Written Test	Brigade Advisor
C/1LT	10	9	X	*	X	X	*If SNCO, must have C/2LT Written test OR OCS	Brigade Advisor
C/CPT	12	9	X		X	X		Brigade Advisor
C/MAJ	12	10	X	X	X	X		Executive Officer
C/LTC	12	11	X		X	X		Executive Officer
C/COL	12	12	X		X	X		Executive Officer

FOLDING THE FLAG (!)

1. To properly fold the Flag, begin by holding it waist-high with another person so that its surface is parallel to the ground.



2. Fold the lower half of the stripe section lengthwise **over** the field of stars, holding the bottom and top edges securely.



3. Fold the flag **again** lengthwise with the blue field on the **outside**.



4. Make a triangular fold by bringing the striped corner of the folded edge to meet the open (top) edge of the flag.



5. Turn the outer (end) point inward, parallel to the open edge, to form a 180 degree triangle.



6. The triangular folding is continued until the entire length of the flag is folded in this manner.



7. When the flag is completely folded, only a triangular blue field of stars should be visible.



SOME FLAG RULES (!)

The U.S. flag must be illuminated if flown during hours of darkness

Always hoist the U.S. flag briskly. Lower it ceremoniously.

The U.S. Flag always leads in procession

- On the marching right (flag's own right)
- In front of the center of a line of flags

Saluting

- When a national flag is raised or lowered as part of a ceremony
- Passes by in a parade or in review
- The flag should be saluted 6 paces prior and held until you or the flag has passed 6 paces

Display

- Always to the speaker's right. Left of audience.
- On wall or speaker's platform
 - Above and behind the speaker
 - Blue field should be in the upper left-hand corner as the audience faces the flag
- Center and at the highest point if displayed with a group of flags or the position of honor - flag's own right
- Half-staff (mast):
 - Hoisted to peak for a moment and then lowered
 - Raise to peak before lowered for the day
 - Referred to as half-staff on land, half-mast at sea (on ships)

Important Don'ts:

- It is generally not desirable to fly the flag outdoors when the weather is particularly bad because exposure to wind and rain may damage the flag or the pole on which it is displayed
- Never in any way should disrespect be shown the U.S. flag. The U.S. flag should never be dipped to any person or thing
- The flag should never be displayed with the union down except as a signal of distress in instances of extreme danger to life or property
- The flag should never touch anything beneath it - ground, floor, water, or merchandise.
- Always allow the flag to fall free
- Never use the flag as wearing apparel, bedding, or drapery
- When the flag is in such condition that is no longer a fitting emblem for display, it should be destroyed in a dignified way, preferably by burning

STAFF ROLES (*)

S1: Personnel & Administration (Also called the “Adjutant”)

S2: Safety & Security

S3: Operations & Training

S4: Supply & Logistics

S5: Civic, Public, & Military Affairs

S6: Communications and IT

SALUTING (!)

- Face the person/flag you’re saluting
- Your fingers are together, straight, and your thumb snug along the hand in line with the fingers, and not across your palm.
- Raise your flat right hand until the tip of your forefinger touches the outer edge of your right eyebrow, or corner of glasses if worn.
- When wearing headgear with a visor, the forefinger touches the right front corner of the visor.
- Your hand, wrist, and forearm are straight, forming a straight line from your elbow to your fingertips. Your upper arm (elbow to shoulder) is horizontal to the ground.
- Hold salute until returned; dropping the salute, bring your hand directly down to its natural position at your side, without slapping your leg or moving your hand out to the side.
- The junior person salutes first and drops their salute last.
- Greet with a salute and the CACC Standard Greeting
 - Good Morning, Sir/Ma’am/Sergeant (until Noon)
 - Good Afternoon, Sir/Ma’am/Sergeant (after Noon)
 - Good Evening, Sir/Ma’am/Sergeant (after 5:00 pm)

PHONETIC ALPHABET (*)

A	B	C	D	E	F	G	H
ALPHA	BRAVO	CHARLIE	DELTA	ECHO	FOXTROT	GOLF	HOTEL
I	J	K	L	M	N	O	P
INDIA	JULIET	KILO	LIMA	MIKE	NOVEMBER	OSCAR	PAPA
Q	R	S	T	U	V	W	X
QUEBEC	ROMEO	SIERRA	TANGO	UNIFORM	VICTOR	WHISKEY	XRAY
Y	Z						
YANKEE	ZULU						

CADET CORPS TABOOS (!)

Taboos are universal prohibitions of an action because these actions can bring discredit on the Cadet Corps or yourself, embarrass others, ambush established procedures, diminish respect, and result in broken relationships with others. These taboos have been established in the Cadet Corps over the past one hundred years:

- Ø Never criticize the Cadet Corps or a leader in public or Social Media
- Ø Never go "over the heads" of superiors-don't jump the chain of command.
- Ø Never offer excuses, unless asked to explain. If you don't know the answer to a superior's question, you will never go wrong with the response, "Sir/Ma'am I do not know, but I'll find out.
- Ø Never "wear" a superior's rank by saying something like, "the first sergeant wants this done now," when in fact the 1SG said no such thing. Speak with your own voice.
- Ø Never turn and walk away to avoid giving the hand salute.
- Ø Never run indoors or pretend you don't hear (while driving, for example) to avoid standing reveille or retreat.
- Ø Never chew gum while in uniform
- Ø Never spread gossip or rumors
- Ø Never use profanity or vulgar words
- Ø Never walk or stand with your hands in your pockets

QUOTES ON LEADERSHIP

He who cannot be a good follower cannot be a good leader. **Aristotle**

A leader is one who knows the way, goes the way, and shows the way. **John C. Maxwell.**

In the end it is important to remember that we cannot become what we need to be by remaining what we are. **Max DePree**

Do not follow where the path may lead. Go instead where there is no path and leave a trail. **Harold R. McAlindon**

Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy. **General Norman Schwarzkopf**

A genuine leader is not a searcher of consensus, but a molder of consensus. **Rev Dr Martin Luther King**

Lead me, follow me, or get out of my way. **General George Patton**

Rank does not confer privilege or give power. It imposes responsibility. **Peter F. Drucker**

Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity. **General George Patton**

Don't follow the crowd, let the crowd follow you. **Margaret Thatcher**

Leadership is the capacity to translate vision into reality. **Warren G. Bennis**

Success is not final, failure is not fatal: it is the courage to continue that counts. **Winston Churchill**

Real leadership is leaders recognizing that they serve the people that they lead. **Pete Hoekstra**

Those who let things happen usually lose to those who make things happen. **Dave Weinbaum**

The future starts today, not tomorrow. **Pope John Paul II**

The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it. **T Roosevelt**

Being responsible sometimes means pissing people off. **General Colin Powell**

Example is not the main thing in influencing others. It is the only thing. **Albert Schweitzer**

I can accept failure, everyone fails at something. But I can't accept not trying. **Michael Jordan**

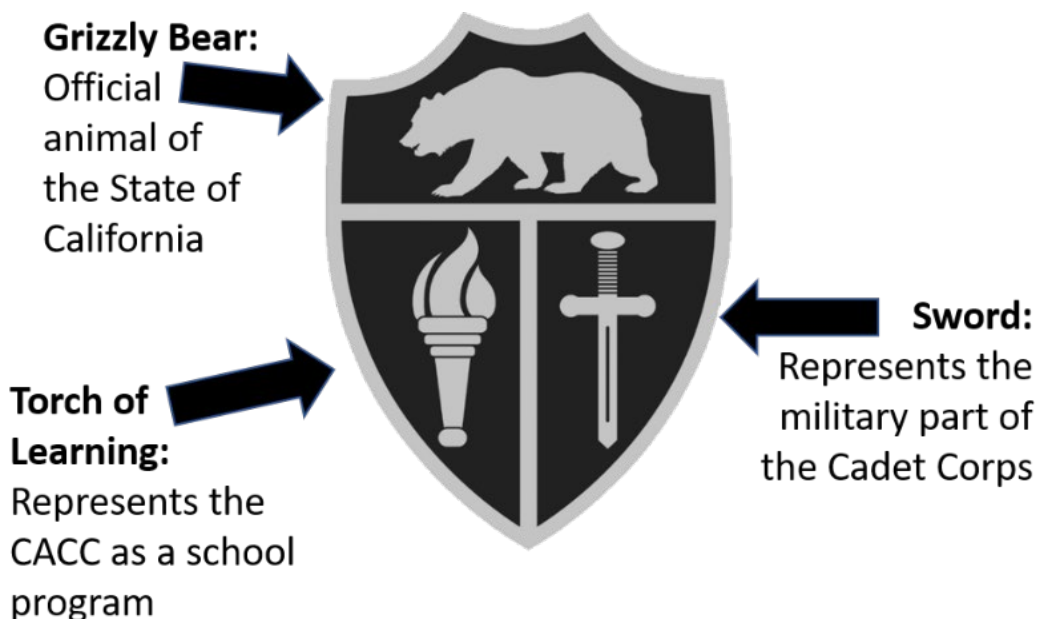
The hottest places in hell are reserved for those who in the time of moral crisis preserve their neutrality. **Dante**

The best index to a person's character is how he treats people who can't do him any good, and how he treats people who can't fight back. **Abigail Van Buren**

Success is no accident. It is hard work, perseverance, learning, studying, sacrifice and most of all, love of what you are doing or learning to do. **Pele**

The good of the many outweighs the good of the few, or the one. **Spock (Star Trek II)**

SYMBOLS OF THE CACC (*)

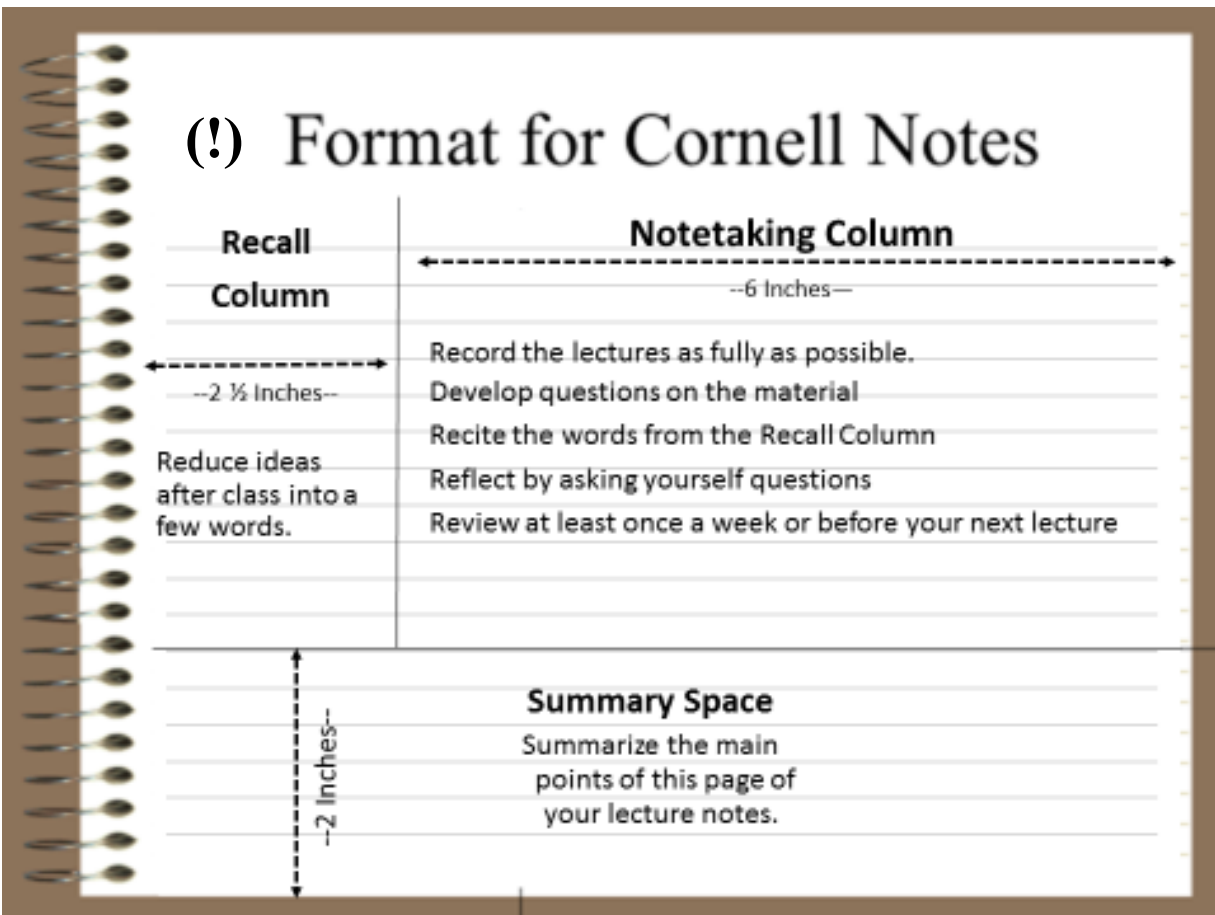


THE STAR-SPANGLED BANNER (*)

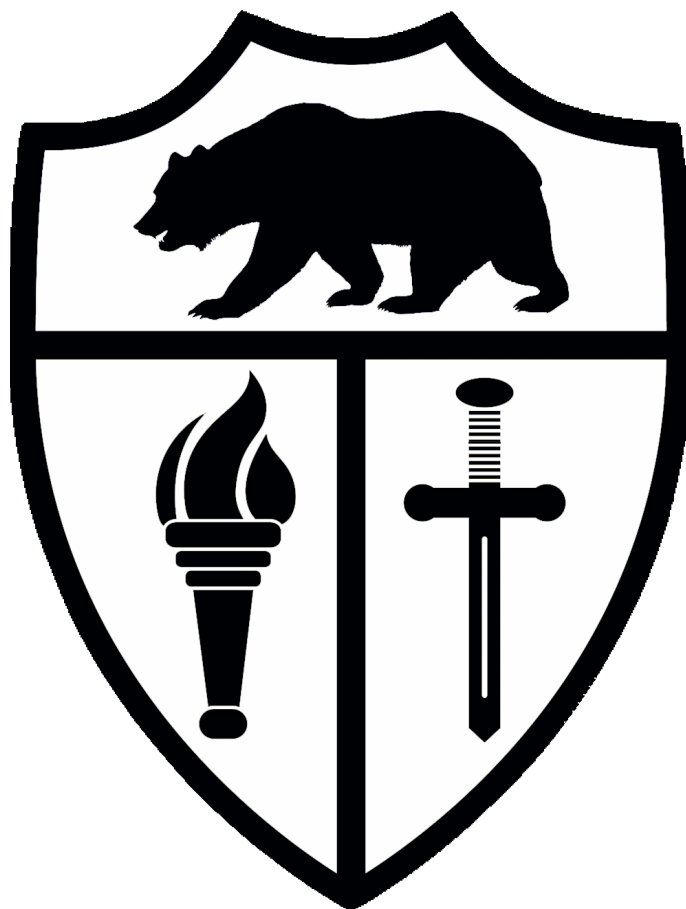
Oh, say, can you see, by the dawn's early light,
What so proudly we hailed at the twilight's last gleaming?
Whose broad stripes and bright stars, through the perilous fight
O'er the ramparts we watched, were so gallantly streaming.
And the rockets' red glare, the bombs bursting in air,
Gave proof through the night that our flag was still there.
Oh, say, does that Star-Spangled Banner yet wave
O'er the land of the free and the home of the brave?

THE PLEDGE OF ALLEGIENCE (*)

"I pledge allegiance to the flag of the United States of America.
And to the republic, for which it stands, one nation, under God, indivisible, with
liberty and justice for all."



CADET'S NAME: _____



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