



State of California – Military Department  
California Cadet Corps

# CURRICULUM ON MILITARY KNOWLEDGE

Strand L3: Leadership Roles

Level 11

This Strand is composed of the following components:

- A. Leadership Roles at the School Level**
- B. Leadership Roles at the Brigade Level
- C. Leadership and Management



*“Move up through Ranks, Positions,  
and Experiences”*

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## A. Leadership Roles at the School Level

### OBJECTIVES

#### DESIRED OUTCOME (Self-Mastery)

*Cadets will be prepared to work within the structure of the cadet battalion or brigade, and serve successfully in leadership positions within the California Cadet Corps.*

#### Plan of Action:

*Describe the roles and responsibilities of cadet leadership positions in California Cadet Corps Battalions:*

1. Assistant Squad Leader and Guidon Bearer
2. Squad Leader
3. Platoon Sergeant
4. Platoon Leader
5. First Sergeant
6. Company Executive Officer
7. Company Commander
8. Battalion S1: Administration & Supply
9. Battalion S2: Safety & Security
10. Battalion S3: Training & Operations
11. Battalion S4: Supply & Logistics
12. Battalion S5: Civic, Public, & Military Relations
13. Battalion S6: Communications & Information Technology
14. Battalion Executive Officer
15. Battalion Command Sergeant Major
16. Battalion Commander

### A1. Introduction to Leadership Roles and Responsibilities

The California Cadet Corps program's primary objective is teaching leadership. We do that through our leadership curriculum and emphasis on military knowledge, citizenship and patriotism, academic excellence, health and fitness. Most leadership learning in the Cadet Corps is experiential - you learn by doing. After two or three semesters in Cadet Corps, cadets have the foundation to lead. Not as if a switch is turned on and you become a leader, but a long process that involves learning, developing skills, embracing values, and transforming from a taker (one who takes orders or receives instruction from others) into a giver (one who gives orders, provides task, purpose and motivation to others). As you become an experienced leader the academic aspects of leadership are introduced – theories and models about different styles and types of leadership. A good leader learns about leadership not just by doing, but by studying what experts have learned over the years. We develop our leaders in many ways, one of which is experience by serving in leadership and staff positions where leadership skills are practiced.



This section on leadership roles at the school level discusses the leadership positions you may one day hold in your Cadet Corps unit. As you go through the Cadet Corps program, you will advance from one position to the next as you develop your skills and contribute to the unit. You may not serve in all positions, but you should be familiar with the duties and responsibilities of each to better work with the cadet staff in your unit to implement the Cadet Corps program in your school.

#### *Common Staff Procedures*

There are certain common procedures that all staff officers (NCOs) use to coordinate staff actions. These include visits and inspections, meetings, briefings, reports, and staff coordination within the unit. ***Staff coordination is the process of making certain that all pieces of a staff action fit together.*** Each staff section examines the plan from their functional point of view and makes adjustments to the plan ensuring their adjustments fit within the overall plan.

Staff officers make staff visits to obtain information for the commander, observe the execution of orders, and assist subordinate unit commanders. In Cadet Corps, this might include a visit to subordinate units (e.g., the S1 visits a company to assess personnel files), a visit to potential activity locations (e.g., an S3 visits a potential bivouac site to establish where training will occur), or a visit to an outside element (e.g., the S5 visits the local newspaper to discuss their use of press releases). The information staff officers obtain indicates to their commander how effectively or efficiently subordinate units are executing command decisions or give the commander options in a planning process. An important part of the staff officer's job is to discover and help subordinate elements to resolve internal problems.

Commanders and/or staff conduct inspections to determine the condition of the command. Using checklists prepared by the various staff sections, commanders and staff conduct inspections to collect information to determine the readiness of the unit to accomplish its mission(s). The Annual General Inspection (AGI) is a good example of such an inspection. ***The Annual General Inspection (AGI) is an inspection conducted by Headquarters of the California Cadet Corps to assess the status of the program throughout the state.*** A battalion might conduct an inspection of a company to check the status of their preparations for the AGI. For example, at a school where company staff maintains personnel files, the Battalion S1 should inspect those files before the AGI to identify issues and develop a plan to assist the company to improve its files.

Commanders and staff officers frequently participate in meetings that often replace the need for staff visits. Commanders and staff call meetings to accomplish the following objectives:

- Determine and evaluate facts by exchanging information and ideas
- Solve problems (particularly new ones)
- Coordinate actions, including arriving at the best possible decision or reaching agreement in a particular area
- Instruct, counsel or advise



Staff briefings ensure a coordinated effort by the entire staff and keep the commander updated on the status of operations. The executive officer usually presides over these briefings. Each staff section provides current information regarding a subject from the perspective of their functional area, presents matters of interest to the command, or presents matters that require staff coordination and decision.

Staff sections are often responsible for preparing reports. Examples of these are the Strength and Activities Report (SAR) the S1 prepares, an Intrusion Report prepared by the S2, or a Supply Inventory Report the S4 prepares.

The staff uses the CACC Cadet Activity Planning Process found in CR 3-14 to plan cadet activities. They produce Warning Orders and Operations Orders that convey information to their subordinate units regarding the event they're planning.

## A2. Assistant Squad Leader and Guidon Bearer

If you look at all the leadership positions in the California Cadet Corps, Assistant Squad Leaders are pretty much on the bottom. Being an Assistant Squad Leader would be considered an entry-level position in the leadership of the Cadet Corps. Any cadet showing potential to be a leader will likely be quickly assigned as an Assistant Squad Leader. This is your opportunity to show what you can do and learn the systems and skills required to be a cadet leader in vast opportunities that will present themselves to you in our organization.

While a squad is only comprised of a few (4-10) cadets, this is where the rubber meets the road in leadership – where things happen! The Squad Leader and Assistant Squad Leader have a profound effect on how the cadets in their squad view the Cadet Corps and the lessons being taught.

The Assistant Squad Leader's job is to:

- Set the example as a good cadet and help the rest of the squad be good cadets as well
- Leads the squad when the Squad Leader is not present and helps the Squad Leader when they are present
- As a peer, the Assistant Squad Leader knows the cadets in their squad better than anyone and uses that knowledge to help them when they are struggling.
- Hone their own skills to perform well when assigned as a squad leader or other leadership position

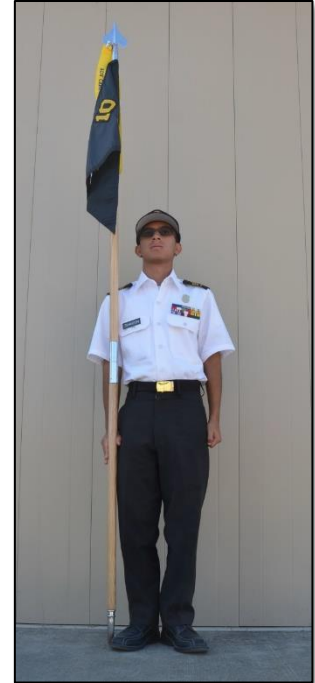
Another entry level position for a sharp cadet is the Guidon Bearer. While not a leadership position, it is an honor to be the Guidon bearer for a unit. This Cadet stands in front of the company alongside the commander (or the commander's representative) and is the rallying point for Cadets to fall into formation when the order is given. The Guidon Bearer leads by example and should be the sharpest junior cadet in the unit.

### A3. Squad Leader

A good Squad Leader is responsible to their Platoon Leader/Sergeant for the appearance, conduct, training and discipline of their squad. Working with the Assistant Squad Leader, they ensure that each squad member learns and does what is expected and maintains high standards of behavior.

A Squad Leader:

- Helps cadets learn what they need to know to both pass the class and do well on inspections and tests
- Practice drills with the squad until they are proficient
- Helps their squad get their uniforms in order
- Coaches their squad to perform well when the squad is tested (inspections, AGIs, drill comps, etc.)
- Sets the example for those they lead
- Trains the Assistant Squad Leader
- Knows the names and contact information for all assigned squad members
- Counsels and assists squad members with Cadet Corps matters or help them find solutions to other issues when possible, referring to the platoon sergeant/leader if unable to handle/resolve an issue
- Forms the squad correctly
- Makes an accurate report by name of those persons present and absent during common activities, company platoon/formations, and other cadet battalion activities.
- Conducts uniform inspections of squad members and reports uniform needs up the chain of command
- Is thoroughly familiar with individual, squad, and platoon drills





- When conducting drill, instructs/demonstrates the movement, allow times for individual performance, supervises squad members to ensure they perform properly
- Develops responsibility and leadership in team leaders and is the first person they turn to for assistance and advice
- Encourages squad members to seek promotion opportunities; helps them prepare for Promotion Task Assessments and tests
- Encourages squad members to attend activities and expand their experience as a Cadet by marching in parades, joining the Color Guard and Flag Detail, participating in the Drill Team and Individual Major Awards competitions, and other opportunities the school offers
- Motivates their squad, providing goals and a vision, and growing esprit de corps within the squad

#### A4. Platoon Sergeant

The Platoon Sergeant is the primary assistant and advisor to the Platoon Leader, with the responsibility of training and caring for Cadets. A platoon is composed of at least two squads. Squad Leaders report to their Platoon Sergeant. The Platoon Sergeant is tasked with platoon readiness, drill and ceremonies, and accountability.

The Platoon Sergeant:

- Sets the example by showing discipline and a positive attitude
- Assists in the supervision of the Squad Leaders as they conduct events, ensuring Cadets are safe and following directions
- Develops a spirit of teamwork in the platoon by giving Squad Leaders a sense of purpose
- Submits absentee reports to the Company First Sergeant so that accountability is accurate
- Assists the Platoon Leader in training the platoon and makes sure that expectations are met, particularly in military courtesy and uniform wear
- Counsels personnel at a Squad Leader's request. Counseling at this level means that the Squad Leader needs support – use this opportunity to help them learn about leadership
- Assumes control of the platoon in the absence of the Platoon Leader
- Oversees Cadet welfare and safety
- Assigns and oversees Squad Leaders; follow up on orders given; assesses and mentors Squad Leaders
- Manages all tasks and guidance handed down from Platoon Leader
- Promotes morale and esprit de corps within the platoon
- Ensures all Cadets in the platoon comply with standards for success and safety
- Encourages platoon members to attend activities and expand their experience as a Cadet by marching in parades, joining the Color Guard and Flag Detail, participating in the Drill Team and Individual Major Awards competitions, and other opportunities the school offers
- Motivates their platoon, providing goals and a vision, and growing esprit de corps within the platoon



### A5. Platoon Leader

The Platoon Leader has a platoon of cadets for whom they are directly responsible. The job is primarily one of leadership, training, and discipline. Platoon Leaders also have the opportunity and privilege to be a role model, coach, and counselor.

The Platoon Leader:

- Keeps the Company Commander apprised of the status of the platoon at all times
- Organizes and maintains an effective chain of command
- Works closely with PS to manage Cadets on a one-on-one basis and knows their Cadets' strengths and weaknesses
- Inspects the platoon at formations
- Establishes platoon standards
- Responsible for Cadet readiness including physical fitness, 201 files, behavior and conduct
- Knows all cadet regulations and ensure that all members of the platoon also know and follow them
- Enforces 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
- Develops a spirit of teamwork to instill respect, obedience, and cooperation in the unit
- Develops leadership through coaching, training, counseling, and mentorship
- Knows all phases of drill; able to supervise/conduct platoon drill and if you are the senior officer present in a formation, be able to conduct company drill
- Promotes cadet attainment and mastery of basic CACC knowledge
- Sets high standards of personal appearance and conduct for yourself and your Cadets
- Tries to resolve all leadership, training, and disciplinary problems, seeking the advice and assistance of the Company Commander, Company XO or First Sergeant if needed
- Aids or provides counseling to personnel in the platoon, especially when requested by the Squad Leader or the Platoon Sergeant, and/or when necessary for performance or disciplinary reasons
- Knows how to receive and give orders



### A6. First Sergeant

The First Sergeant serves as the senior enlisted advisor of a company and has command leadership responsibilities. The First Sergeant handles the leadership of Cadets, specifically the NCO development.

The First Sergeant:

- Maintains accountability of all Cadets
- Reports to the Company Commander
- Recommends Cadets for special assignments within the unit
- Manages promotions among Cadets
- Manages disciplinary issues among Cadets





- Primary time manager for the company, effecting timeliness through NCO Chain
- Supervises unit support (admin, safety, supply, communications) operations
- Supervises and communicates with Platoon Sergeants
- Promotes proper use of military courtesies – enforces unit discipline in conduct and uniform
- Initiates company formations

#### A7. Company Executive Officer

The Executive Officer at the company level is responsible for managing the staff. They report to the Commanding Officer and are in charge of ensuring the Commander's message is communicated clearly and properly to the command staff. The XO is typically responsible for the management of day-to-day activities, freeing the Commander to concentrate on strategy and planning the unit's next moves.

The XO:

- Second in command; assumes command responsibilities in the Company Commander's absence
- Assigns tasks appropriately to company staff NCOs
- Supervises company awards program and promotes company honor unit point attainment
- Ensures dates and timelines are met by the platoon leaders
- Responsible for the safety and risk assessment of all company events

#### A8. Company Commander

A Company Commander exercises full command and control over the unit and may exercise authority over unit personnel. A company command is considered a prestigious assignment. The Commander is ultimately responsible for the safety, efficiency, and training of everyone under their command. While a commanding officer retains the right to delegate responsibility, they retain responsibility of everyone in their charge. The Commander is held accountable for the actions of their Cadets. They oversee the moral leadership of Cadets by presenting themselves as a positive dominant moral influence.

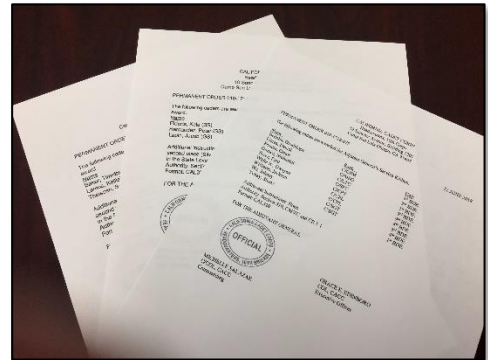
The Company Commander:

- Establishes the tone and command climate of the company
- Sets priorities for the company training and missions
- Guides collective training and accountability of the company
- Leads the company at battalion formations, ensuring subordinates perform drill properly
- Provides instruction and counseling to subordinate commanders concerning command and leadership
- Ensures the company is prepared for all missions and inspections



### A9. S1: Administration and Personnel

The Administrative Office manages personnel and administrative systems. They function as the administrative liaison between CACC units and headquarters, handling personnel actions from the bottom up (promotions, awards, and administration) or from the top down (assignment and force structure). The officer is also called the Adjutant. A battalion may have one or more Assistant S1s and Admin NCOs.



The S1:

- Serves as the Commander's primary point of contact for accountability of personnel
- Maintains strength reports, submitting the SAR monthly to higher headquarters
- Manages the unit's regulation library and forms
- Organizes and keep the unit files, coordinating with all staff sections
- Processes Cadet orders and permanent orders
- Establishes and maintains personnel records
- Manages the unit's awards program
- Performs the duty of Adjutant in battalion formations
- In charge of morale activities

### A10. S2: Safety and Security

The position of Safety and Security in Cadet Corps is different from that of the Army. In CACC, the position has adapted from the traditional security and intelligence into the medical services and safety of Cadets.

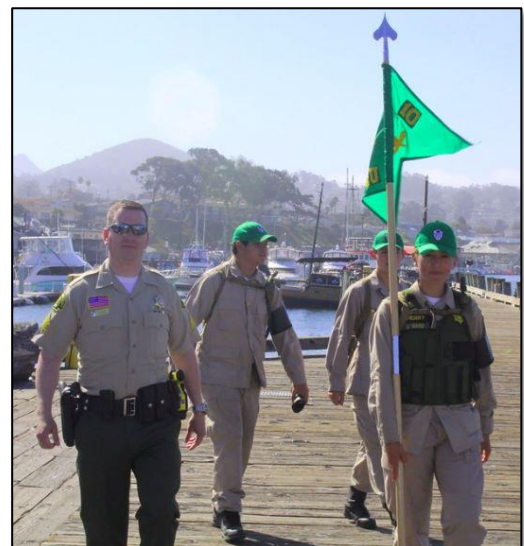


The S2:

- Supervises unit physical security
- Provides risk assessments and safety briefings
- Serves on event staff for planning and conducting unit training events
- Principal staff for all matters concerning safety and security of Cadets during any CACC sanctioned events
- Develops and implements medical service plans at events, including sick call procedures, medication management/administration protocols, and plans for treatment of minor and major injuries and illnesses (with adult supervision)

### A11. S3: Training and Operations

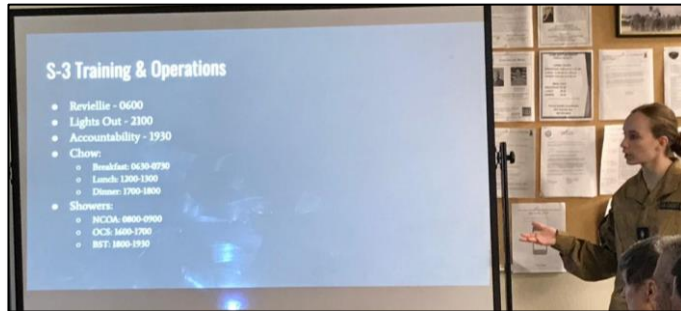
Training and Operations Officers are responsible for identifying training needs, planning, organizing, and



overseeing appropriate training. The Training Officer ensures the ongoing military education of Cadets.

The S3:

- Creates operational plans which are implemented by all unit leaders and staff
- Coordinates activities and operations with other members of the staff
- Advises the commander concerning training and other matters that can affect the unit's status before, during, and after operations



- Publishes and maintains training schedules and files
- Manages training resources/aids for the unit
- Visit smaller units within the battalions to assess their leadership readiness and, when necessary, direct additional training
- Works with staff and subordinate units to produce AARs for unit events

#### A12. S4: Supply and Logistics

The Supply Officer is tasked with management of all supplies and equipment from clothing items to event supplies. Usually, Supply Officers serve at the battalion-level, but they supervise the Supply Sergeants serving at the company level. They are tasked with managing the storage of unit supplies, accountability of property, and logistics support of unit activities.

The S4:

- Conducts periodic inventories of property
- Requisitions, receives, and stores supplies issued to the organization
- Prepares staff recommendations for unit commander regarding lateral transfer of supplies from one subordinate unit to another
- Requisitions and stocks the awards necessary to implement the awards program
- Maintains individual clothing records
- Maintains unit property book stock records
- Maintains Temporary Hand Receipts
- Plans, coordinates, and executes the logistics support necessary to support unit activities



#### A13. S5: Civic, Public & Military Relations

This position serves as the officer responsible for public outreach, engagement, and relationship management with several primary audiences: Cadets, parents and families, local communities, and legislative offices. The purpose of the CPMRO is to tell the unit's and Cadet Corps' story.

## The S5:

- Manages unit social media presence (Facebook, Twitter, YouTube, etc.)
- Prepares and releases information bulletins
- Coordinates support of community service activities
- Communicates with media outlets (under adult supervision)
- Develops/maintains a listing of local press/media and other appropriate community contacts
- Invites distinguished guests/press to unit activities
- Escorts visitors and VIPs when they visit the unit



## A14. S6: Communications and IT

The Communications or Informational Technology Officer is responsible for the entire system of communication. These officers establish the plan for and execute all facets of communication and technology.

## The S6:

- Advises the commander on information technology, communication electronics and computers
- Develops and implement radio communication protocols, including radio issuance, turn-in, and maintenance
- Serves as the staff “expert” on computer hardware, software, and peripherals
- Maintains the unit web site as appropriate
- Ensures security of data maintained on computers
- Maintains and manages other electronic equipment as appropriate/required (copiers, FAX machines, camcorders, etc.)



## A15. Battalion XO

The Battalion Executive Officer manages the battalion staff and is responsible for planning and providing support to the battalion. The XO is the second in command of the Battalion. The primary duty of the Battalion Executive Officer is to supervise the Battalion staff and ensure the directives of the Battalion Commander are carried out.

## The XO:

- Is prepared to assume command of the unit in the absence of the Commander or Deputy Commander (if assigned)
- Supervises staff operations and activities
- Supervises the preparation and submission of required reports





- Provides instruction and counseling to assigned staff officers on scope of staff functions and effective staff communications
- Ensures proper lateral staff coordination and communications are employed
- Designates appropriate staff section to conduct project planning or to coordinate actions of subordinate units during project planning and execution
- Makes recommendations to unit commander on staff officer appointment and retention
- Coordinates recommendations for promotions and awards within the staff, and submit them through the Battalion Commander for approval
- Coordinates command inspection program (including AGI)
- Supervises the preparation and delivery of command briefings to visitors and inspectors
- Assists unit commander as required
- Serves as Commander of Troops at Pass in Review ceremonies

#### A16. Battalion Command Sergeant Major

The Battalion Command Sergeant Major is the senior enlisted member of the Battalion. The Sergeant Major supervises non-commission officers and enlisted cadets and advises the Battalion Commander on all matters pertaining to them.

The CSM:

- Senior non-commissioned officer representative and advisor to the commander, especially in matters of training and discipline
- Designs and implements unit NCO development programs
- Responsible for management of the battalion headquarters (staff NCOs) along with XO
- Responsible for keeping high standards of cadet uniform wear and military courtesies
- Assists S-2 in proper implementation of the safety program
- Helps train and counsel noncommissioned officers and enlisted cadets regarding attitude, appearance, military courtesy, and discipline. Reports serious cases to the Battalion Commander
- Supervises the Color Guard and teams to maintain the highest standards of training and appearance
- Supervises the flag detail
- Conduct periodic inspections of the CACC area for cleanness, and ensure needed corrections are made
- Manages accountability activities
- Manages formations and ceremonies





### A17. Battalion Commander

The Battalion Commander is responsible for everything that the Battalion does or fails to do. The commander directs subordinate units through Company Commanders and the staff through the Executive Officer. The Commander provides the vision and goals for the unit.

The Battalion Commander:

- Commands the Battalion at appropriate formations, such as parades and ceremonies.
- Sets the vision and goals for the unit
- Leads the unit in accomplishment of assigned missions/projects
- Establishes a working climate within the Battalion that promotes mutual respect and confidence.
- Directly supervises the Battalion Executive Officer, Company Commanders, and Battalion Command Sergeant Major, and ensure they are fully trained to perform their duties
- Takes action to ensure maintenance of high morale throughout the unit
- Determines scope of unit command inspection programs; conducts command inspections
- Implements unit discipline policy and program
- Make recommendations to the Commandant on all matters affecting the battalion, such as staffing, promotions, awards and operations
- Provides instruction and counseling to subordinate commanders concerning command and leadership

