

MISCELLANEOUS

STAFF ORGANIZATION AND FUNCTIONS

I. THE CADET COMMANDER

a. While the commander is not a staff officer, his relationship to the staff and to staff functions should be understood. Therefore the following comment on his duties is appropriate prior to a discussion of those pertaining to members of the various staff sections.

b. The cadet commander exercises normal functions of command, strictly subject to and limited by policies set forth by his Commandant. The latter should permit all possible exercise of initiative on the part of his cadet commander, but such cadet is himself a student and can only take independent action as he learns to follow established policies and directives. These should be clearly set forth by the Commandant.

c. The commander should not be confined to his desk but should observe the work of all staff sections. Instructions to staff officers may be given direct but would normally channel through the executive officer who would not only transmit them but would see that they are carried out.

d. The commander should not permit himself to become engrossed with details, the handling of which would be the proper function of his executive officer but should familiarize himself with the activities and duties of all his subordinates in all echelons of his command. He should spend much time in the field or in the classroom in close contact with his company commanders, observing all phases of training, administration, supply, housekeeping, morale, and discipline of his command.

e. The commander may call and conduct command and staff conferences. It is proper for him to request his executive officer to preside and to conduct such portions of conferences as may seem expedient or desirable. The executive may be directed to conduct an entire conference. However, if company commanders are required to be present, the battalion commander is usually present.

f. The battalion commander not only visits his company headquarters, but encourages all subordinate commanders to visit him at his office and to discuss any condition or situation. The battalion commander should keep his executive officer fully advised concerning any special situation and any intended action pertaining thereto. He should also inform the executive as to policy in all matters on which the latter might be required to act. Such policies will be in conformity with those emanating from the Commandant. When, in special situations, there is doubt as to the Commandant's policy, the battalion commander will request that such a policy be established or clarified.

II. EXECUTIVE OFFICER

a. The executive is the principal adviser to the commander. He may transmit the decisions of the commander to appropriate staff officers for preparation of necessary orders, or transmit them in the form of orders to those who execute them. He is the principal coordinating agency of the command.

b. The duties of the executive are primarily performed at battalion headquarters. It is considered an "office job," but a number of his duties

Commander is man responsible
for what his unit does or does
not do

The report covers the period from 1941 to 1945. The subject of the report is the activities of the unit during this period. The report is divided into several sections, each dealing with a different aspect of the unit's operations.

The first section deals with the organization of the unit. The second section deals with the unit's activities during the war. The third section deals with the unit's activities after the war.

The fourth section deals with the unit's activities during the post-war period. The fifth section deals with the unit's activities during the period of the Korean War. The sixth section deals with the unit's activities during the period of the Vietnam War.

The seventh section deals with the unit's activities during the period of the Vietnam War. The eighth section deals with the unit's activities during the period of the Vietnam War. The ninth section deals with the unit's activities during the period of the Vietnam War.

The tenth section deals with the unit's activities during the period of the Vietnam War. The eleventh section deals with the unit's activities during the period of the Vietnam War. The twelfth section deals with the unit's activities during the period of the Vietnam War.

The thirteenth section deals with the unit's activities during the period of the Vietnam War. The fourteenth section deals with the unit's activities during the period of the Vietnam War. The fifteenth section deals with the unit's activities during the period of the Vietnam War.

III. BATTALION SERGEANT MAJOR

- a. Acts as chief clerk at battalion headquarters.
- b. Processes incoming and outgoing correspondence and documents in office of commander, executive, and Commandant. Maintains record of all such correspondence in correspondence file, acting as a message center.
- c. Receives publications, orders, and correspondence submitted for signature or action, inspects same for correctness, and submits the corrected documents to the executive, or to the commander, or to the Commandant, as appropriate.
- d. Works normally under direction of executive officer, but his services are available to all staff sections. However, his duties should be made as specific as possible in order that his position may be clear at headquarters.

IV. S-1 (ADJUTANT)

- a. This is an important staff position requiring not only detailed knowledge of administrative procedures but also ability to organize properly in order to handle and coordinate a large work load and many different functions. The adjutant supervises the work of all the personnel of his section but, like all other staff officers, he has no command function or authority as a commander.
- b. The adjutant should know the type of orders appropriate for all situations and should carefully maintain permanent files of all administrative documents, including correspondence, in such a manner that they may be quickly located for reference and later consolidated for the unit history.
- c. Daily journal should be kept and submitted to battalion executive, briefly outlining all major problems and accomplishments of the day and listing all orders issued for the battalion commander.
- d. Since the adjutant's duties involve other sections, he must ~~must~~ familiarize himself with all staff functions. A well organized adjutant's office means a smoothly running headquarters and greatly aids the general operation of the entire battalion and maintenance of high morale among personnel.
- e. The following functions may specifically be charged to this section:
 1. Plans and supervises the following activities:
 - a. Transfers within the battalion.
 - b. Operates master locator file and up to date worksheet showing all changes in status of personnel and authority for such change.
 - c. Maintains 201 files (including Form 13) on each squad or supervises company clerks in this function.
 - d. Supervises work of company clerks in administrative duties. If company headquarters are not set up for handling of administrative functions it is recommended that clerks from each company be detailed to perform administrative duties in battalion headquarters where they would handle company duties in the office of the adjutant and under his supervision.
 - e. Maintains records of accomplishments which lead to various

awards, marksmanship badges, proficiency badges, medals, ribbons and citations, and advises the commander as to cadets' progress in earning same. Adjutant's records will show clearly every award made, date of award, and authority for same.

f. Consolidates strength reports and renders required data and graphs on same as directed by battalion commander and Commandant. In the event company headquarters are not active administratively, company strength reports and rosters would be made up, in adjutant's office, preferably by personnel detailed from the companies concerned.

g. Supervises production of battalion publications and orders.

h. Authenticates and distributes orders and instructions. (Note. S-3 may authenticate training programs, in which case S-1 will handle production and distribution and maintain proper file)

i. Processes reports of inspections and delinquencies, and publishes winners, if any, as well as competitive standings of units, as directed. Reports of inspections, if competitive, should be maintained as a permanent record.

j. Establishes internal arrangement of battalion headquarters, as directed by battalion commander, executive, or Commandant.

V. S-3 PLANS AND TRAINING

a. S-3, Plans and Training officer, is a very important assignment. S-3 should have a thorough knowledge of training objectives of the Corps. He should be able to make long range training plans and to evaluate the relative importance of various phases of training and to set up his plans accordingly. He must know the instructional capabilities of individuals and be able to observe and assist in evaluation of their work. His knowledge of subject matter must be on sufficiently high level to inspire the confidence of unit commanders. He must have the ability to faithfully follow a training directive even though same is somewhat divergent from his own ideas. This assignment is sometimes known as the "hot seat" on the staff.

b. Specifically, many of the duties of S-3 may be summarized as follows:

1. Secures from the Commandant, through the battalion commander, general explanation and policy directive.

2. Prepares Master Training Plan (MTP)

3. Based on MTP, prepares and publishes detailed weekly training schedules for each unit of the command, ~~xxxxxxx~~ stating instructor in charge, time, place, and nature of the training in each case. Training orders will be prepared in considerable detail and should be so clear as to leave no chance for uncertainty or misunderstanding. They should be distributed in sufficient time to permit study and planning on the part of instructors concerned. While battalion plans should be definite and explicit, every effort should be made to permit initiative on the part of unit commanders.

4. Assists instructors in providing training aids.

5. Assists instructors in providing appropriate and up to date handouts.

6. Keeps daily journal of training activities. Provides copy to battalion commander and staff as directed.

7. Handle publicity for the Cadet Corps.

VI. S-4 (SUPPLY)

a. Takes charge of all property for which the Commandant is responsible, maintains adequate security over same, stores all goods neatly, and provides easy and safe methods for issue.

b. Checks all incoming shipments and notifies Commandant of any discrepancies and awaits his re-check.

c. Keeps correct Stock Records on all classes of property.

d. Maintains perpetual inventories on all articles and keeps record of quantity and location of each.

e. Assumes custody of Memorandum Receipts of all cadets, supervises the signatures and entries made thereon, and keeps up to date records of totals on all receipts. Assesses charges against individual cadets for lost property or for property damaged through the individual's negligence.

f. Instructs and supervises work of company supply personnel.

g. Notifies the battalion commander and Commandant as to any unusual situation in supply and prepares requisitions for signature of Commandant when necessary.

h. Acts as Fire Marshal, conducts fire prevention inspections, reports all fire hazards or unsanitary conditions and makes recommendation for ~~correction~~ correction.

i. Maintains signal communications.

j. Determines by frequent inspections the condition of equipment not actually in the possession of individual cadets. Requests work details as necessary to maintain equipment in top condition.

k. Checks the condition of uniforms and equipment in the possession of individual cadets and causes replacements to be made as required. (These checks should be made during the regular inspection on Uniform Day)

VII: INSTRUCTORS will:

a. Obtain from S-3 the outline of course content.

b. Request assistant instructors by name through S-3 not less than one week before the scheduled class.

c. Submit to S-3 not less than one week before the scheduled class a brief outline of the subject matter to be covered.

d. Submit test questions on subject matter covered during each period as directed by S-3.

e. Organize the classroom or training area.

f. Request appropriate films from S-3 at least three weeks before scheduled class.

g. Request training materials (that is weapons and other materials which must be obtained from outside sources) from S-3 at least two weeks before the scheduled class.

h. Request handouts from S-3 at least one week in advance.

DRILL AND CEREMONIES

The concept of Dismounted Drill was invented with the intention of moving men from one place to another in an orderly manner. The purpose for drill in the California Cadet Corps is the same.

Drill is also necessary for it's capability of building self-discipline and good leadership. Without drill for moving men to and from a place a Unit would be disorganized and undoubtedly would fail. The United States Army is a classic example of what good drill can do. From squad, platoon, all the way up to division the drill concept has been a needed tool for the movement of men.

PHYSICAL TRAINING

A clean and fit body are important aspects of Cadet Trg. In Cadets we have physical training with the objective of benefiting the men.

Rifle exercises are as rough as the exercises given in the Physical Classes and designed to accomplish the same end.

Each Cadet must participate fully in the physical trg. so he may receive the maximum benefit from it.

FIRST AID

First Aid as dealt with in this text means just that, First Aid. You are to give a person first aid or temporary aid until you get a doctor. You are not a doctor and should not try to attempt what a doctor would do in treating a patient.

First Aid is very useful in civilian as well as military life. Every day we read of someone dying; maybe if that person had been given correct first aid he might have lived. You should attempt to learn all you can about first aid because you may have to apply it to someone very close to you or even yourself.

INTERIOR GUARD

No matter what service you may enter, at one time or another you will be required to stand guard duty. You must learn Interior Guard with the proficiency necessary to be able to use it to your own and your country's advantage.

The eleven General Orders are an outline of your responsibilities to yourself, and the men in your unit or on your post. It is your responsibility to know and understand them and be able to apply them ably and effectively.

WEAPONS

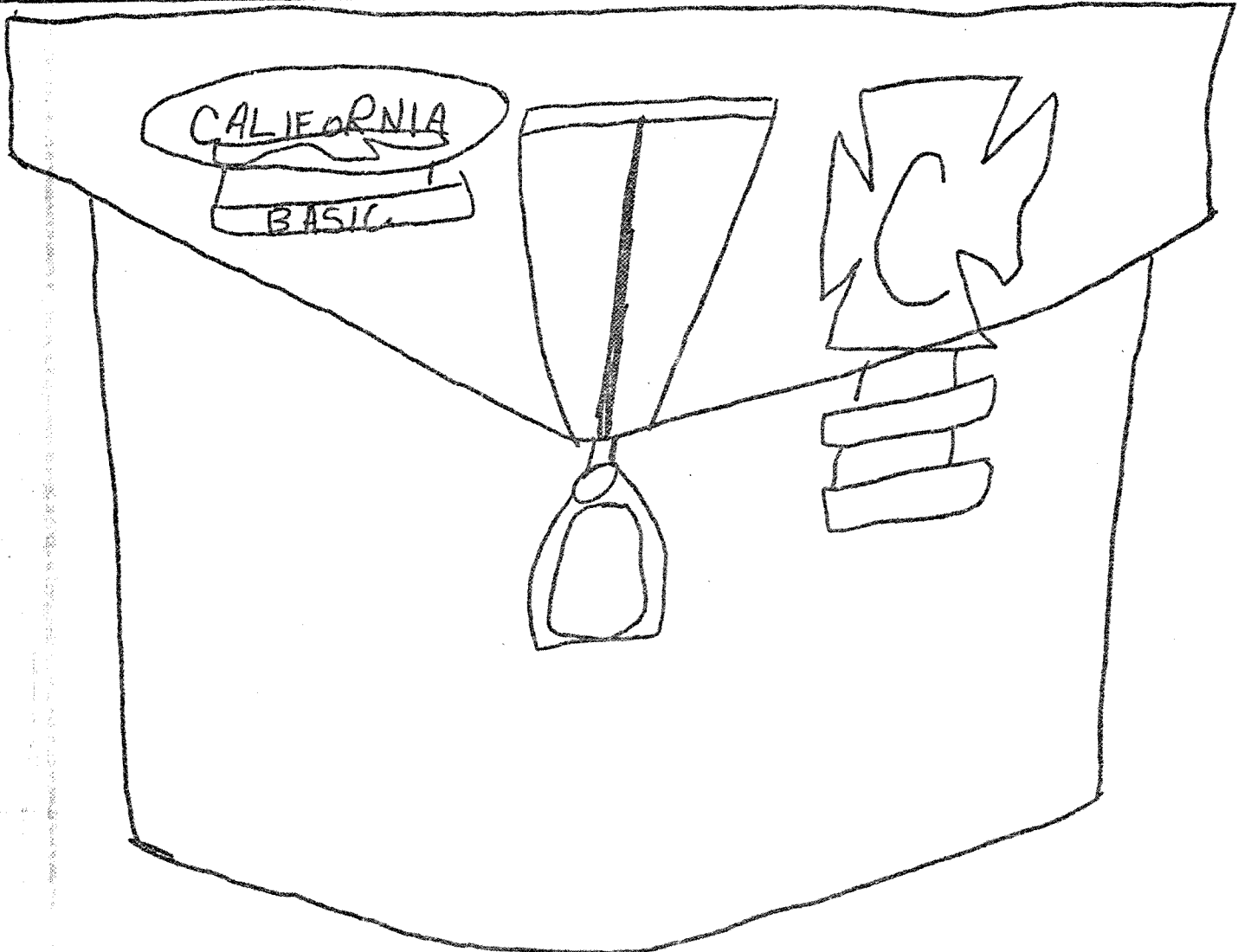
The California Cadet Corps is not a fighting unit but primarily a unit to build leadership. The Corp builds character and trains young men in tactics and some of the basic skills of a soldier which is very useful when a Cadet enters the service as well as being useful in civilian pursuits.

The greatest purpose of the Cadet Corps is to train leaders; in civilian life as well as military life. Its secondary purpose is to help prepare young men for the Armed Services of the United States. Therefore weapons training is a necessary course for study.

Learn what you can about them; their use, advantages, their disadvantages, and their nomenclature. Someday this knowledge may save your life if you ever are on some battlefield. To know all you can about them is to respect them, for what they can do to the enemy and what they can do you if they are handled improperly.

Weapons training is an interesting and informative part of Cadets—~~learn~~
it well.

	1	
2	3	4
5	6	7
8	9	10
11	12	13
14	15	16
17	18	19
20	21	22



- | | |
|--|---|
| 1. General Joseph W. Stilwell Annual Saber Award | 14. Honor Company Ribbon |
| 2. Reserve Officers Association Perpetual Senior Cadet Officer Award | 15. Honor Platoon Ribbon |
| 3. Colonel Raymond E. Smith Perpetual Memorial Award | 16. Drill Team Ribbon |
| 4. Marine Corps League Perpetual Award | 17. Honor Squad Ribbon |
| 5. Order of the Silver Ribbon Annual Award | 18. M.P. or Color Guard Ribbon |
| 6. Leadership Ribbon | 19. Champion Rifle Team Ribbon |
| 7. Clausen Rifle Match (10 man) | 20. High Aggregate Score (Var. JV. & B) |
| 8. O'Sullivan Rifle Match (5 man) | 21. Rifle Team Ribbon |
| 9. Summer Camp Ribbon | 22. Bivouac Ribbon |
| 10. Summer Camp Community Service Ribbon | |
| 11. School Service Ribbon (Community Service) | |
| 12. Cadet Ribbon | |
| 13. Honor Cadet or Honor Cadet Officer | |

Uniform wear

Placement of your patches and insignia should be according to the following diagram-
Make sure this is the way YOUR UNIFORM LOOKS.

