



# NEW MEXICO MILITARY INSTITUTE

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COMMANDANT OF CADETS  
DEAN OF STUDENTS

10 August 2020

**Memorandum for:** Corps of Cadets and Commandant Staff

**Subject:** Standard Operating Procedure for Cadet Duties and Job Responsibilities within the Corps of Cadets

1. **Purpose.**

a. This Standard Operating Procedure (SOP) provides basic guidance concerning cadet duties and job responsibilities.

2. **Applicability.**

a. This SOP is effective 9 October 2018 and applies to the Corps of Cadets and will expire at the discretion of the NMMI Commandant of Cadets.

3. **Scope.**

a. This SOP provides basic guidance concerning Cadet Positions and Duties. Each year members of the Corps are selected for and appointed by the CMDT to leadership positions within the Cadet Regiment. Cadet Officers and NCOs who comprise the Cadet Chain of Command are expected to exercise the authority and responsibilities assigned to them by virtue of their rank and position with good judgment, common sense, and respect for each cadet. The Cadet Chain of Command is responsible for knowing which cadets are not in "good standing" (refer to paragraph 2.02a of the Blue Book for the definition of "Good Standing.") and provide the leadership and assistance necessary to ensure all cadets achieve and maintain this status. Cadets are constantly evaluated for assignment to cadet leadership positions and their potential to accept greater responsibility and the cadet rank that accompanies such responsibility. Cadet leaders should use it to assist them in performance of their duties and in leading their subordinates. The Commandant's staff will use these guidelines in evaluating a cadet's performance and annotating that on the Cadet Record Brief.

4. **Responsibilities.**

a. The Commandant and the Commandant's Staff are responsible for the leadership development of cadets and for mentoring Cadet Chain of Command members on the execution of their job related cadet duties and responsibilities.

b. **General:** Irrespective of leadership position held, all Cadets are responsible for upholding personal standards of conduct, discipline, and military bearing, on or off-post. All cadets are responsible for their personal appearance and the appearance of their rooms. In addition every cadet is expected to sustain academic proficiency in all subjects, to sustain a high level of personal fitness and to be a leader of integrity and character. For those cadets in the Corps who are privileged enough to earn leadership positions, they are expected to BE the example for their subordinates, to KNOW the duties and responsibilities of their positions, and to DO what is right for their units, their subordinates and their staffs.

1. Cadet Officer and Cadet Non-Commissioned Officer (NCO) relationships, roles and functions: Cadet Officers plan and execute unit operations, events and activities. As such they create vision, objectives, goals and outcomes for their units and staff sections. Cadet Officers give guidance to subordinates and evaluate results, adapting plans as needed to achieve

expected results. Cadet Officers lead, guide, counsel, mentor, discipline, coach and train their units and their direct subordinates. On the other hand Cadet NCOs are the backbone of the Corps getting things done where the rubber meets the road and turn Cadet Officer planning, direction, purpose and guidance into actual execution. Cadet NCOs are especially adept at training individual cadets and small units on individual and small unit tasks and skills. Cadet NCOs support and advise their cadet officer counterparts and work hand in hand with Cadet Officers to achieve unit goals and objectives.

2. What follows are the general Cadet duties and responsibilities throughout the Corps. The lists below are not meant to be all encompassing. Additional duties, descriptions, and characterizations are discussed during Squad Leader, Platoon Sergeant, First Sergeant and Cadet Officer schools and during Leadership Development time. In addition Cadet duties and responsibilities are learned on the job in consultation with members of the Commandant's Staff:

**A. Cadet Recruit (RAT):**

1. Enter NMMI and learn the customs, courtesies, and traditions associated with the Institute.
2. Learn Squad Leader by name and troop by location and name.
3. Learn layout of campus in order to find their way around.
4. Inspect room for pre-existing damages, record the results of the room inspection form and turn it in to the Troop Leadership Advisor (TLA).
5. Complete a personal property inventory form.
6. Report damages or broken systems in the room and request work orders through the TLA.

**B. New Cadet:**

- 1) Cadet is expected to be able to wear the uniform properly, march properly, conduct rifle drill and prepare his/her room for inspection in accordance with NMMI regulations.
- 2) A New Cadet is expected to know close order drill through Chapter 5 of FM 3-21.5, Drill and Ceremonies.

**C. Cadet Private (PVT) and Private First Class (PFC):**

- 1) Set the right example for New Cadets.
- 2) Be in the right place at the right time, in the right uniform, with the right attitude.
- 3) Once a Cadet completes the New Cadet term, a Cadet is assumed to be able to wear the uniform properly, march properly, conduct manual at arms and prepare his/her room for inspection in accordance with NMMI Regulations.
- 4) A Cadet Private is expected to know close order drill through Chapter 5 of FM 3-21.5, Drill and Ceremonies, to include being able to control the movements of a squad. Privates will pay particular attention to the position of attention, the hand salute and marching in step.
- 5) Performs other duties as directed by the Cadet Chain of Command.

**D. Cadet Noncommissioned Officer (NCO) (Corporal to Command Sergeant Major):**

- 1) Cadet noncommissioned officers play a key role in taking care of Cadets and maintaining good order and discipline within the Corps. The duty of a noncommissioned officer is to set the example by knowing the standards and enforcing the standards.
- 2) NCOs are expected to identify potential problems within their units, maintain good order and discipline and to resolve as many problems as possible at the lowest level possible and inform the proper Chain of Command of actions taken.

- 3) The NCO's focus is taking care of subordinate Cadets.
- 4) The NCO is expected to carry out the orders of superiors and to advise officers on all matters concerning the safety, security, health and welfare of their Cadets.
- 5) Performs other duties as directed.

**E. Team Leader and Squad Leader (TL and SL).**

- 1) The most important responsibility is Cadet accountability. Takes accountability at all formations. SL submits reports in accordance with FM 3-21.5 to the PSG.
- 2) Will hold members of their team or squad to the standards outlined for RATs, New Cadets, and privates and will further ensure uniforms, personal appearance, and rooms are maintained in accordance with Cadet regulations.
- 3) The squad leader and the team leader will train, counsel, supervise and inspect as required to maintain the standards.
- 4) Performs other duties as directed.

**F. Guidon Bearer:**

- 1) Acts as troop guidon bearer and is selected by the Troop Commander and 1SG. Can be a New Cadet or Yearling.
- 2) Is responsible for the security of the troop guidon.
- 3) Is proficient at the manual of the guidon in accordance with Appendix H, FM 3-21.5.
- 4) Serves as a member of flag details.

**G. Platoon Sergeant (PSG):**

- 1) The platoon sergeant is the senior NCO in the platoon.
- 2) The most important responsibility is Cadet accountability. Takes reports at all formations in accordance with FM 3-21.5 and submits reports to the 1SG.
- 3) Ensures that every Squad Leader is properly trained and equipped.
- 4) Accounts for all members on Ranks and checks their Status daily.
- 5) Assists the PL in supervising the conduct of members of the platoon in the mess hall, auditorium and other locations to insure compliance with established standards.
- 6) Performs other duties as directed.

**H. First Sergeant (1SG):**

- 1) The 1SG is the senior NCO of the troop and works directly for the troop commander. This senior NCO is expected to be intimately acquainted with every Cadet in the troop and with the day-to-day situation within the troop. The 1SG has the following specific responsibilities:
  - a) The most important responsibility is Cadet accountability. Per FM 3-21.5, forms the troop and takes reports at all formations. Submits reports absences to their SLA, TLA and Squadron Sergeant Major.
  - b) Assists the troop commander in training and supervising the performance of the NCOs in the troop to insure that they comply with their specified duties.
  - c) Supervises administrative or logistical formations as directed.
  - d) Assists the Troop Commander (TC) in supervising the conduct of members of the troop in the mess hall, auditorium and other locations to insure compliance with established standards.
  - e) Performs other duties as directed.

**I. Squadron Sergeant Major (SGM):**

- 1) The Sergeant Major is the senior noncommissioned officer of the Squadron.
- 2) Responsible for maintaining the standards of the Corps.
- 3) Responsible for Squadron colors condition and accountability.

- 4) Responsible for training and counseling troop 1SG's.
  - 5) Performs other duties as directed.
- J. Command Sergeant Major (CSM):**
- 1) The Command Sergeant Major is the senior noncommissioned officer of the Regiment.
  - 2) The CSM is responsible for maintaining the standards of the Corps.
  - 3) Responsible for training and counseling Squadron Sergeant's Major.
  - 4) Serves as the senior enlisted advisor to the Regimental Commander.
  - 5) Performs other duties as directed.
- K. Platoon Leader (PL):**
- 1) The PL is responsible to the troop commander for everything the platoon does or does not do. The PL has the following specific responsibilities:
    - a) Exercises direct command and control over the platoon at all formations, ceremonies, activities and events.
    - b) Enforces NMMI rules and regulations within the platoon and insures the members of the platoon comply with the established customs and traditions of the Corps.
    - c) Supervises, trains, and counsels the PSG and SLs assigned to the platoon to ensure they have accomplished their assigned duties in an acceptable manner.
    - d) Under the guidance of the Troop Commander, plans and supervises the training of the platoon in drill and other military subjects as directed.
    - e) Performs other duties as directed.
- L. Troop Executive Officer (XO):**
- 1) Is the principal assistant to the troop commander and represents the troop commander in his/her absence.
  - 2) Reports problems with the troop sinks and other troop areas to the troop TLA.
  - 3) Assists the TC in training PL's.
  - 4) Performs other duties as directed.
- M. Troop Commander (TC):**
- 1) The troop commander is responsible to the squadron commander for everything the troop does or does not do. He/she works closely with the Troop Leadership Advisor. The TC has the following specific responsibilities:
    - a) Exercises direct command and control over the troop at all formations, ceremonies, activities and events. Supervises, counsels and trains the XO, 1SG and platoon leaders assigned to the troop to ensure that they accomplish their assigned duties in an acceptable manner.
    - b) Establishes troop performance goals and takes appropriate actions to assure their accomplishment.
    - c) Enforces NMMI rules and regulations within the troop and insures that the members of the troop comply with the established customs and traditions of the Corps.
    - d) Looks after the welfare of the Cadets in the troop.
    - e) Performs other duties as directed.
- N. Squadron Physical Readiness NCO (Master Fitness NCO):**
- 1) This NCO is on the squadron staff and is directly responsible to the squadron XO. This NCO has the following specific responsibilities:
    - a) Monitors the physical readiness training in the squadron.
    - b) Maintains accountability of squadron's participation in PT.
    - c) Responsible for squadron's participation in the Corps' PT Program.

- d) Performs other duties as directed.
- O. Squadron Adjutant (ADJ):**
  - 1) The Adjutant is the squadron staff officer responsible to the squadron commander for the administrative actions concerning the squadron.
  - 2) Is the Squadron Safety Officer.
  - 3) Prepares administrative documents pertaining to promotions, demotions, and awards.
  - 4) Performs other duties as directed.
- P. Squadron Executive Officer (XO):**
  - 1) Acts as a chief of staff to the Squadron Commander; directs and coordinates the activities of the squadron staff.
  - 2) Assists the Squadron Commander in training troop XO's.
  - 3) Serves as the Barracks Maintenance Officer.
  - 4) Performs other duties as directed.
- Q. Squadron Commander (SC):**
  - 1) The squadron commander is responsible to the Regimental Commander for everything his/her squadron does or does not do. He/she works closely with the Squadron Leadership Advisor on the Commandant's Staff. The specific duties include the following:
    - a) Exercises command and control over the squadron at all formations, ceremonies, activities and events.
    - b) Exercises direct supervision over the members of squadron staff and assigned troop commanders to insure that they perform their assigned duties in an acceptable manner.
    - c) Enforces the NMMI rules and regulations within the squadron and insures compliance with established customs and traditions of the Corps.
    - d) Establishes squadron performance goals supporting the Corps vision and takes appropriate actions to assure their accomplishment.
    - e) Looks after the welfare of the Cadets in the squadron. Provides advice and counsel when appropriate.
    - f) Performs other duties as directed.
- R. Regimental Provost Marshall (PM) and (Constabulary Officer):**
  - 1) The Cadet PM plans and supervises constabulary support in accordance with guidelines provided by Chief of Police, NMMI, and the Regimental Commander.
  - 2) Is responsible for accountability of Ranks Cadets during drill periods, parades and reviews, athletic events, and other special events.
  - 3) Responsible to Regimental Commander for the execution of Charge of Quarters Duty at the NMMI Guard Box and Command Post.
  - 4) Performs other duties as directed.
- S. Regimental Provost Marshall NCO (PM NCO):**
  - 1) Assists the PM with duties as required.
  - 2) Serves as the PM in his/her absence.
- T. Regimental Physical Readiness Officer (Master Fitness Officer In Charge – MFOIC):**
  - 1) Responsible for conducting Corps Physical Fitness Test.
  - 2) Maintains accountability of Prep PT.
  - 3) Responsible for Remedial PT program.
  - 4) Trains and supervises Squadron and Troop Masters of Fitness.
  - 5) Provides Cadet Corps PT accountability to Athletic Department Fitness coaches.
  - 6) Performs other duties as directed.

- U. **Regimental Physical Readiness NCO (MFOIC NCO):**
  - 1) Assists the MFOIC with duties as required.
  - 2) Serves as the MFOIC in his/her absence.
  - 3) Performs other duties as directed.
- V. **Regimental Quarter Master (QM):**
  - 1) Primary Regimental Staff officer responsible for overall Corps logistics and barracks issues.
  - 2) Supervises the activities of the Regimental Color Guard and Flag Detail.
  - 3) Coordinate and maintain positive accountability equipment used for regimental activities.
  - 4) Ensure the laundry room is maintained in a neat and orderly manner. Report to DCS.
  - 5) Ensure Bates Hall equipment used by cadets (toasters, waffle irons, fountains, et cetera) is properly maintained. Report to DCS.
  - 6) Performs other duties as directed.
- W. **Regimental Quarter Master NCO / Color Guard NCO:**
  - 1. Assists the QM with duties as required.
  - 2. Ensures daily color guard duties are conducted.
  - 3. Trains the Regimental Color Guard and Squadron Color bearers.
  - 4. Performs other duties as directed.
- X. **Inspector General (IG):**
  - 1) The Inspector General is charged with inquiring into and reporting upon matters influencing the performance of mission and the state of discipline, efficiency and morale of the Corps of Cadets. He/She is also considered to be an extension of the eyes and ears of the commander. Specific functions of the IG include:
    - a) Provide the Regimental Commander a continuing assessment of the operational effectiveness, discipline, morale and welfare of the Corps.
    - b) Receive, review, process, report and coordinate resolution of Cadet issues and complaints.
    - c) Performs other duties as directed.
- Y. **Regimental Adjutant (ADJ):**
  - 1) The Adjutant is responsible to the Regimental Executive Officer and has the following specific responsibilities:
    - a) Prepares administrative documents pertaining to promotions, demotions, and awards.
    - b) Prepares and publishes orders and directives issued by the Regimental Commander and/or Commandant.
    - c) Performs other duties as directed.
- Z. **Regimental Adjutant NCO:**
  - 1) The Regimental Adjutant NCO assists the Regimental Adjutant as directed.
- AA. **Public Affairs Officer (PAO):**
  - 1) The Public Affairs Officer is responsible for:
    - a) Coordinating Cadet-written articles for external communications and publications.
    - b) Organizing and scheduling troop photographs through the Regimental Operations Officer.
    - c) Overseeing activities of the Cadet photo squad.
    - d) Performing other duties as directed.
- BB. **Public Affairs Officer NCO (PAO NCO):**

- 1) Assists the PAO with duties as required.
  - 2) Serves as the PAO in his/her absence.
  - 3) Performs other duties as directed.
- CC. Regimental Operations Officer (OO):**
- 1) The Operations Officer is responsible for planning, executing and evaluating Corps-wide operations, events and activities under the guidance and direction of the Regimental Commander.
  - 2) Prepares, coordinates, publishes and distributes written warning orders, operations orders, fragmentary orders, letters of instruction and other planning documents governing execution of Corps Operations.
  - 3) Performs other duties as directed.
- DD. Regimental Operations Sergeant Major:**
- 1) Assists the Regimental Operations Officer as required.
  - 2) Monitors, reviews and evaluates Squadron and Troop level training.
  - 3) Assists subordinate units with training plans.
  - 4) Performs other duties as directed.
- EE. Regimental Honor Board Chairman:**
- 1) The HBC serves the Corps and is responsible for the smooth functioning and operations of the Cadet Honor Board including executing the procedures through which the Board considers alleged violations of the Cadet Honor Code.
  - 2) Supervises the implementation of Cadet Honor Code within the Corps of Cadets.
  - 3) Responsible for Honor Training within the Corps.
  - 4) Performs other duties as directed.
- FF. Regimental Executive Officer/Honor Board Chairman (XO/HBC):**
- 1) Acts as the Chief of Staff for the Regimental Commander; coordinates and directs the activities of the Regimental staff in accordance with the Regimental Commander's guidance.
  - 2) Performs other duties as directed.
- GG. Regimental Commander (RC):**
- 1) The Regimental Commander is responsible to the Commandant for everything the Corps of Cadets does or does not do. The RC exercises his or her responsibility through the members of the Cadet Regimental Staff and Cadet Squadron Commanders:
    - a) Exercises command and control of the regiment at all Corps formations, ceremonies, activities, and events.
    - b) Exercises direct supervision over the Regimental staff and subordinate unit commanders to ensure that they perform their assigned duties in an efficient and effective manner.
    - c) Looks after the welfare of members of the Corps. Provides advice and counsel when appropriate.
    - d) Develops and directs procedures for enforcing NMMI rules and regulations and for insuring that members of the regiment comply with established and standing customs and traditions of the Corps.
    - e) Performs other duties as directed by the CMDT.

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