

**BY ORDER OF THE COMMANDER
3rd CADET GROUP AFROTC**

CADET OPERATIONS GROUP OPERATIONS PLAN

03 JANUARY 2022

SPRING SEMESTER 2022



COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY

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OPR: 3rd AFROTC CADET OPERATIONS GROUP COMMANDER

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Distribution: A

In accordance with (IAW) AFROTCI 36-2011, *Volume 1*, this Operations Plan (OPLAN) establishes policy and procedures for AFROTC cadets executing Cadet Operations Group (COG) operations at Detachment 003 for **Spring 2022**. It complies with all governing publications, instructions, and directives put forth by headquarters AFROTC.

SUMMARY OF CHANGES:

This instruction has been revised and must be reviewed in its entirety.

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1. GENERAL INFORMATION. This section outlines the overarching view of the Spring 2022 COG and the purpose of Detachment 003 operations.

1.1. Purpose. This publication establishes the policy and procedures for AFROTC cadets executing COG operations at Detachment 003.

1.2. Mission. The mission of the 3rd AFROTC COG is to build leaders who are dynamic and innovative, and who embody the core values and warrior spirit; then commission them as Air Force and Space Force Officers.

1.3. Cadet Operations Group Goals. The goal of the Spring 2022 COG is to develop leaders focused on service, who give their fullest of efforts, display the highest levels of integrity, and foster purpose and enjoyment for themselves and those around them.

1.3.1. COG Term GPA of 3.3 or higher via constantly conveying the importance of academics and by connecting struggling GMC with POC of the same major or that have taken the same courses.

1.3.2. 100 percent pass rate for the Fitness Assessment (FA) (body mass index/body fat portions included) via the running challenge administered by the PFO and the exercise challenge administered through the mentorship program.

1.3.3. Less than 20 percent cadet attrition through providing and strengthening the feeling of purpose in cadets via competitive objectives that have immediate effects as well as long term effects, such as the exercise challenges giving them exercises to currently improve on and a long term effect of better overall fitness.

1.3.4. COG FA average of 90 percent or higher through creating a culture of physicality, athleticism, and constant improvement in the detachment by way of the running and exercise challenges.

1.3.5. Flight quiz average of 90 percent or higher through clear expectations of knowledge, exceptional provision of resources, and creating a competitive aspect with respect to quiz scores amongst flights.

1.3.6. Monthly updates between mentors and their mentees through tasks such as the exercise challenge and reviewing of briefs that promote constant communication.

1.4. Specified Tasks.

1.4.1. Ensure 100 percent accountability for all Practical Military Training (PMT) events.

1.4.2. Track completion of all Leadership Laboratory (LLAB) objectives for each cadet.

1.4.3. Ensure a fitness questionnaire is completed by every cadet at the beginning of each term.

1.5. Chain of Command. The 3rd AFROTC COG is charged with planning and conducting the LLAB portion of the AS curriculum. The 3rd AFROTC Cadet Operations Group Commander (COG/CC), supervised by the Det 003 Operations Flight Commander (OFC) and the Det 003 Commander (Det/CC), is responsible for all COG activities.

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1.5.1. All correspondence related to AFROTC matters must progress through the COG chain of command as outlined in ATTACHMENT 1 - Cadet Group Organization Chart. Cadets must respond to all communication within 24 hours.

2. GUIDELINES. The guidelines display the objectives for each AS class and outline all LLAB objectives to be achieved in the Spring 2022 semester.

2.1. Operations Orders. Operations Orders (OPORDs) will incorporate information from this OPLAN and notate training objectives and guidance specific to each AS class.

2.1.1. All OPORDs will be staffed through the COG/CC to the OFC for approval at least 10 calendar days prior to any event's execution. Approved OPORDs will be posted to "Member's Corner" no later than (NLT) Friday of the week prior to the event.

2.2. Objectives. The objectives for each AS year are:

2.2.1. AS700s and above have completed training objectives and will focus on mentoring and guiding other cadets in the detachment.

2.2.2. AS400s will develop their organizational skills. They will focus on the leadership development and mentoring of the entire COG, through the enforcing of detachment standards and acting as the bedrock institution of the detachment for the current and future terms. They will learn to create and manage organizational culture, ensuring operations are conducted properly and lead by example at all times. Effective communications and on the spot accountability and peer checks will be a staple part of the detachment climate that AS400s must enforce.

2.2.3. AS300s will focus on management skills, communication skills, and leadership skills, expanding on what they learned at FT and as GMC. They will actively seek to create opportunities in the detachment where they and their fellow cadets can improve as leaders. Additionally, they will lead by example at all times, continue to finetune their leadership styles, and expand upon their professional development. By the end of the year, they will take ownership of the detachment as AS400s.

2.2.4. AS200s/250s and AS500s will focus on developing effective leadership, critical thinking, and decision-making skills while expanding on the followership and teamwork abilities they learned as 100s. They will prepare for Field Training and the crossover into the Professional Officer Course (POC). They are responsible for helping new cadets acclimate to the standards and expectations of AFROTC through mentorship. They are required to know warrior knowledge verbatim, follow detachment standards, and lead by example at all times. They will foster a deeper understanding of the importance of the leader in a team.

2.2.5. AS100s will focus on dynamic followership, teamwork, general Air Force knowledge, introductory leadership skills, and becoming acclimated to AFROTC. They will have opportunities to develop skills such as: critical thinking, decision making, and written/oral communication. They will foster a deeper understanding of the importance of the team and teamwork.

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2.3. Operations. The 3rd AFROTC COG will meet the following operational guidelines:

2.3.1. An OPORD will be prepared for all mandatory PMT events. The only recurring mandatory PMT events are AS Class, LLAB and Physical Training (PT) sessions. IAW AFROTCI 36-2011, General Military Course (GMC) are limited to 5 hours and POC are limited to 6 hours of mandatory PMT activities per week (Monday through Sunday). Only the Det 003/CC can waive these restrictions. Voluntary PMT includes extra PT sessions (in excess of three per week), Field Training Prep (FTP) sessions, Field Training Exercises, and other COG events. Organizers will not pressure cadets into attending voluntary PMT. Section 3.3 is a list of voluntary PMT events.

2.4. Lead Lab Schedule/Objectives. The LLAB objectives for Spring 2022 are:

TW	Date	GMC OBJs	DETAILS	POC OBJs
1*	19 Jan 2022	3, 11.1	Introductions // Commander's Call	12.2
2	26 Jan 2022	7.1-7.6, 11.2, 11.5	Drill // Active Shooter	8.4, 11.2, 11.5
3	2 Feb 2022	7.10, 9.4, 9.6	FTP: DFAC + Road Guard // IMT Equivalent	9.6
4	9 Feb 2022	8.4, 9.1-9.4, 9.8	FTM Intro and GLPs	8.4, 9.1-9.3
5*	16 Feb 2022	7 (7.3-7.7, 7.9-7.10)	FTP: ORI + Flt Marching // IMT Equivalent	7.6, 7.9, 8.4
6	23 Feb 2022	8.4, 10.3	Joint Force GLP	8.4, 10.3
7	2 Mar 2022	4.9-4.10, 7.7, 7.8	SQ/Detail Marching	7.8, 8.4, 12.2, 4.9-4.10
8	9 Mar 2022	11.1 - 11.4	Field Day	8.4, 11.1-11.4
9	16 Mar 2022	-	SPRING BREAK	-
10	23 Mar 2022	9.5, 9.7	FTP Workshop // IMT Equivalent	9.5, 9.7
11	30 Mar 2022	4.5-4.10	Flag & Heritage Day	8.4
12	6 Apr 2022	11.1	Risk GLP	8.4
13	13 Apr 2022	2.1, 2.2, 11.1-11.5	Amazing Race	8.4, 11.1-11.5

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14	20 Apr 2022	5.1, 7.7-7.9, 9.4, 9.6	Final Four FTP/Dining In Brief	5.1, 7.8-7.9, 9.6, 12.2
15	27 Apr 2022	5.1, 5.2	Awards/Dining In	5.1, 5.2

***NOTE: Training Weeks (TW) with an asterisk (*) denote wearing Service Dress or Blues or their MUOD equivalent. Objectives 4.1, 4.2, 4.4, 6.1-6.3, 8.1-8.3, and 12.3-12.4 are applicable to all LLABs.**

2.5. LLAB Makeup Procedures. Cadets are required to maintain an 80 percent attendance rate throughout the semester for weekly LLABs. If a cadet knows they will miss a LLAB, they must submit a memorandum for record (MFR) to their direct leadership at least 24 hours prior to their absence. In the case of an emergency, cadets will coordinate with their direct leadership to submit their MFR within 48 hours (unless the OFC approves for an extended timeline). Once the OFC approves the MFR, cadets will be given instructions on how, when, and where to complete their LLAB makeup (this is at the discretion of the OFC and Det/CC). The Cadet Squadron Commander (CS/CC) will ensure the cadet makes up the material and will update the COG digital tracker. If the material is academic in nature, the cadet will write a short report about the powerpoint(s) missed in the respective LLAB and send the report to the CS/CC. The CS/CC will then verbally quiz the cadet and update the tracker to the level observed. If the objective has a nature of performance, such as drill, the CS/CC will give the cadet the necessary materials, have them perform the activity, and update the tracker to the level observed. At the discretion of the CS/CC, makeups may be done during a LLAB if feasible, or cadets may coordinate with the CS/CC to make up the objective outside of LLAB.

2.5.1. At a minimum MFRs will capture the following:

- 2.5.1.1. Cadet name and rank.
- 2.5.1.2. Detailed explanation for LLAB absence.
- 2.5.1.3. Description on how to rectify the actions that caused the absence.
- 2.5.1.4. Cadet contact information.
- 2.5.1.5. Proper cadet signature.

3. ADMINISTRATION

3.1. Administration Procedures. The Cadet Executive Officer (XO) will manage all cadet records. Hard copy records will be maintained for a minimum of two semesters (AFI33-363). Digital records will be maintained for a minimum of two years. Attendance will be taken at all mandatory PMT events (and approved make-up events) on pre-designated attendance sheets (with present, tardy, or absent). The XO will input the data into the digital COG tracker within 48 hours of each event. PT attendance will be tracked and updated by the XO immediately following the conclusion of the workout. The COG digital tracker will be reviewed weekly by the OFC and COG/CC.

3.1.1. Records will capture the following:

- 3.1.1.1. FA scores and related data and Physical Training (PT) attendance.

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3.1.1.2. LLAB objectives covered by week, AS year, and attendance.

3.1.1.3. MFRs for cadets that are absent from LLAB or PT.

3.1.1.4. Quiz averages by week, flight, and individual cadet.

3.1.2. Cadet attendance will be tracked for mandatory PMT activities required to successfully complete the AFROTC program, and any events necessary for cadets aiming to get a detachment coin. Cadets in leadership positions will be always responsible for their subordinates' whereabouts during mandatory events. Mandatory weekly PMT includes: AS class, LLAB, and a minimum of three PT sessions.

3.2. Formal Feedback. The COG will have a formal cadet performance feedback system for all cadets. The feedback will consist of an initial, midterm, and final counseling. Every cadet will have an individualized counseling session with the staff position directly above them, following the chain of command. All counseling sessions must be recorded and stored in a digital format for reference throughout the semester. Informal feedback will occur regularly and as needed.

3.3. Key Dates and Events

Volunteer Event	Location	POC in charge	Dates
Welcome MWR	Spotts Park	Young, Loren	29 Jan 22
Medal of Honor Tribute	University of Houston	Young, Loren	25 Mar 22
Final MWR	TBA	Young, Loren	30 Apr 22
Snacks and Facts	Cadet Lounge or Rm 116	Urdaneta, Jaime	26 Jan 22, 23 Feb 22, 23 Mar 22, 20 Apr 22
Cougar Ride	Memorial Park	Garcia, Axit	30 Apr 22
FLX	BEAST Facility	Bujnoch, Ryan	TBD

4. ORGANIZATION.

4.1. Operations Group Structure and Job Descriptions. The COG is made up of a Group Staff, IMT Squadron, FTP Squadron, and an Operations Support Squadron. The COG/CC and staff are responsible for the planning, organization, supervision, and execution of all objectives and activities for the COG. Note all * identify COG Leadership Positions.

4.1.1. All GMC and POC will be assigned to a flight (A through C). All AS100s will be in Alpha or Bravo Flight. All AS200/250's and AS500s will be in Charlie Flight. POC will be evenly divided into the flights to assist their respective Flight Commander in training and mentoring their cadets. Cadets will be given the opportunity to interact with cadets not in their flight to teach them to collaborate with individuals they do not regularly work with.

4.2. Group Staff. Group Staff is responsible for the planning, organization, supervision, and execution of all objectives, and ensuring the mission of the COG is carried out on a daily basis IAW AFROTCI 36-2011 Volume 1.

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4.2.1. Cadet Operations Group Commander (COG/CC)*

4.2.1.1. Duties: The COG/CC is responsible to the OFC for appearance, discipline, training, and conduct of the COG. They will report all disciplinary issues, coordinate all detachment activities, and verify that the leadership skills of all cadets are being properly trained. They will mentor, advise, and supervise the cadets under them in the chain of command and collaborate with them to create a climate most conducive to the creation and development of leaders. They are responsible for ensuring that LLAB objectives are being met, and quality training is being executed at the highest standard. The COG/CC will submit award packets to the board (Det 003 cadre) NLT the third Friday of every month for any monthly, semester, or yearly award.

4.2.2. Cadet Operations Group Deputy Commander (COG/CD)*

4.2.2.1. Duties: The COG/CD's are the right hands of the COG/CC and will assist the COG/CC in all their responsibilities as needed. They will serve as advisors to both the COG/CC and the rest of the detachment and will be the chief cadets in charge of executing LLAB and its objectives. The COG/CD's will supervise the Squadron/CC's and ensure proper communication is being maintained between them and all needs are being heard and considered in the making of training plans.

4.2.3. Executive Officer (XO)*

4.2.3.1. Duties: The XO is responsible to the CW/CV for managing the Google drive, shared drive, the COG digital tracker, and filing all MFRs for missed PT and LLAB. The XO assigns all cadets into evenly distributed flights prior to week one of the semester. The only POC not assigned to a specific flight will be the COG/CC and COG/CD's. XO will update the digital COG tracker after each mandatory/voluntary PMT event. They will inform the COG/CC of any and all cadets that fall under 80% for any mandatory PMT events and that are at risk of falling under 80%. The XO will also inform the cadet in question that is at risk of falling under 80%, as well as the person above said cadet in the chain of command. They will organize and execute any detachment recall, distribute meeting minutes at staff meetings/POC lab, and track the honor flight point system. The XO will maintain an updated cadet roster with names, AS year, host school, email, phone numbers, and keep an updated cadet listserv.

4.2.4. Special Events Officer (SEO)

4.2.4.1. Duties: The SEO is responsible to the COG/CC for organizing and executing special projects or activities for the COG. They will ensure such events are promoted and executed properly and precisely. When not engaged in planning a special event they will assist the COG/CC with any additional duties. The SEO will provide feedback forms for all voluntary PMT events within 48 hours after the event ends, and brief the COG/CC over data at the weekly staff meeting following the event. They will oversee the cougar ride program and will assist the Operations Support Squadron (OSS) in executing any key events.

4.2.5. GMC Advisor (GMCA)

4.2.5.1. Duties: The GMCA is responsible to the COG/CC and the XO and has the task of being the liaison between GMC and POC, creating a healthy environment in the detachment through their efforts to maintain optimal relationships between the different classes of cadets. They will gather weekly feedback from the GMC and present it to the POC at the beginning of each week's POC Lab. Feedback will be pertinent to the climate of the detachment and what the GMC

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feel is being done well and what can be improved upon. Weekly feedback may be informal however formal feedback will be conducted at the middle and the end of the semester, covering at a minimum feedback on every POC and all mandatory PMT events, such as LLAB and PT.

4.3. Cadet Squadron (CS). The CS is tasked with executing all LLAB events pertaining to GMC, executing their training IAW the COG mission, and ensuring all pertinent training objectives are met. Special focus will be placed on molding the IMT cadets into exceptional followers, teaching them the importance and value of teamwork, and introducing them to leadership principles. Meanwhile, focus for FTP cadets will be placed on expanding upon the teamwork and followership skills FTP cadets learned while in IMT and shifting FTP cadets' objective to one of developing their leadership to a level surpassing the expectations at FT and as POC cadets.

4.3.1. Cadet Squadron Commander (CS/CC)*

4.3.1.1. Duties: The CS/CC is responsible to the COG/CC and COG/CD's for ensuring flights are prepared for LLAB and all COG activities. In conjunction with their CS Deputy Commander (CS/CD), they will mentor and supervise Flight Commanders (Flt/CC) and the Physical Fitness Officer (PFO) in their squadron and verify cadets are being properly educated, trained, and given opportunities to develop into leaders. CS/CC will confirm Flt/CCs understand the requirements in the weekly OPORDs prior to LLAB, are able to execute the mission, and can answer cadet questions properly and precisely. They will execute tasks given by the COG/CC to the highest standard, and assist in planning, facilitating, and executing LLAB activities in conjunction with their fellow Squadron Commander and CS/CD. They will act as liaison between their squadron and the rest of the detachment, ensuring communication and attention needs are being met with respect to the cadets under them, both GMC and POC. The CS/CC will ensure that the PFO and Drill Officer (DO) are constantly adapting their training to focus on what the GMC need the most help with. They will also ensure missed objectives are made up.

4.3.2. Cadet Squadron Deputy Commander (CS/CD)

4.3.2.1. Duties: The CS/CD is responsible to the CS/CC and has the task of assisting the CS/CC in executing their responsibilities. They will act as the right hand to the CS/CC, particularly in the manners of FTP training, ensuring that the FTP cadets and FTP Flight Commander are taking advantage of all resources possible and meeting and exceeding the levels of leadership required of them. The CS/CD will collaborate with other detachments in the planning of the event at the BEAST Facility and will advocate on the behalf of Det 003 and update the COG with pertinent information as it becomes available.

4.3.3. Flight Commander (Flt/CC)*

4.3.3.1. Duties: The Flt/CC is responsible to the CS/CC and has the task of developing GMC cadets into the future leaders of the detachment. They must maintain accountability and effectively manage all cadets in their flight. They will supervise, advise, and mentor cadets within the flight, creating a flight climate that is competitive in spirit and conducive to creating leaders. Flt/CCs will log and submit LLAB attendance to the XO NLT Wednesday of every week, and PT attendance after every session. They must rotate all flight positions weekly and assign tasks for cadets to execute. Flt/CCs will inform cadets in their flight if they fall below 80% attendance for mandatory events and perform the proper actions and documentation to rectify the situation.

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4.3.4. Physical Fitness Officer (PFO)*

4.3.4.1. Duties: The PFO is responsible to the CS/CC and has the task of creating the PT program for Det 003 that will promote the physical capability and health of all cadets. Workouts will be challenging, rewarding, and will aim to improve cadet's physical capabilities as the semester progresses. The PFO will submit workouts by the Friday two weeks prior to execution, that is to say the Friday directly before the Sunday that the corresponding OPORD is due. The PFO will ensure FA's are conducted on the weeks of 24-27 Jan and 28-31 Mar. They will also oversee and execute the running challenge program and keep track of the warrior flight point system.

4.3.5. Drill Officer (DO)

4.3.5.1. Duties: The DO is responsible to the CS/CC and has the task of ensuring all Drill and Ceremony (D&C) objectives are met. Using the Air Force Manual (AFMAN) 36-2203, they will stay up to date with all pertinent knowledge and act as advisor to cadets creating LLABs and the Education Officer (EO) in planning and distributing information to be taught. The DO will determine what D&C materials the Detachment is struggling with the most and advise based on that information. The DO will also coordinate with GMC cadets to determine how to help them improve in their D&C, whether that be by providing more resources and/or by offering optional drill practice.

4.4. Operations Support Squadron (OSS). The OSS executes all supporting functions for COG operations including but not limited to Field Exercises, Award Ceremonies, Commissioning, and community service events.

4.4.1. Operations Support Squadron Commander (OSS/CC)*

4.4.1.1. Duties: The OSS/CC reports to the COG/CC and COG/CD's and has responsibility over the execution of the tasks of the OSS. They will advise and mentor the members of the OSS and act as liaison between them and the rest of the COG, such as ensuring the advice of the FTP and IMT squadrons are being heard in the making of quizzes, and that the XO has the resources needed to maintain records of quizzes and volunteer events. Due to the creative nature of the OSS, the OSS/CC will use their ingenuity and ingenuity of other members of the detachment to help create an image of the unit that is favorable to molding leaders of the members of Det 003, as well as attracting individuals outside of Det 003 to join the unit, or assist us in our mission of creating leaders. The OSS/CC will be the chief cadet supervising the monthly snacks and facts program.

4.4.2. Public Affairs/Recruiting Officer (PA/RO)

4.4.2.1. Duties: The PA/RO is responsible to the OSS/CC and has the task of presenting the beauty of servicehood and fraternity inherent to military service for the purpose of inspiring others as well as the cadets of Det 003. A minimum of one media post will be done each training week, with other posts being done at the discretion of the PA/RO or at the direction of cadets above them in the chain of command. The PA/RO will also be the chief cadet in charge of coordinating recruitment efforts for Det 003 in conjunction with other members of the detachment. They will actively seek opportunities to recruit cadets, as well as find ways to retain cadets already in the detachment.

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4.4.3. Professional Developmental Training Officer (PDTO)

4.4.3.1. Duties: The PDTO is responsible to the OSS/CC and has the task of planning and/or disseminating training opportunities, outside of the normal weekly PMT events, that will serve to enhance Det 003 cadets into better leaders. They will alert the COG of PDT opportunities immediately upon receiving information of each PDT and then provide a reminder for each PDT two weeks prior to the deadline of the respective PDT.

4.4.4. Education Officer (EO)

4.3.11.1. Duties: The EO is responsible to the OSS/CC and has the task of ensuring the academic proficiency of the COG, providing cadets with the resources needed for success in their AFROTC career. For every LLAB, they will disseminate information pertinent to that LLAB NLT Friday afternoon of the week prior to said LLAB. Quizzes based on the most recent and prior disseminated information will then be administered by the EO at each LLAB. The EO may also be required to disseminate other information, such as FTP study guides, based on their discretion or at the direction of cadets above them in the chain of command.

ATTACHMENT 1: Cadet Operations Group Organization Chart

